

# Public Document Pack



Neuadd y Sir  
Y Rhadyr  
Brynbuga

Dydd Mawrth, 14 Tachwedd 2017

Dear Cyngorwyr,

## CABINET

Gofynnir i chi fynychu cyfarfod **Cabinet** a gynhelir yn **Steve Greenslade Room, County Hall, Usk** ar **Dydd Mercher, 22ain Tachwedd, 2017**, am **2.00 pm**.

## AGENDA

1. Ymddiheuriadau am absenoldeb
2. Datganiadau o Fuddiant
3. I ystyried yr adroddiadau canlynol (copdau ynghlwm):
  - i. **Polisi Gwirfoddoli** 1 - 28  
Ward/Adrannau sy'n cael eu Heffeithio: Pob un  
  
Diben: Diben yr adroddiad hwn yw cynnig Polisi Gwirfoddoli, sy'n berthnasol i bob maes gwasanaeth/busnes gan gynnwys ysgolion.  
  
Awdur: Sally Thomas, Rheolwr Adnoddau Dynol  
  
Manylion Cyswllt: sallythomas@monmouthshire.gov.uk
  - ii. **Adolygiad o ffioedd a thaliadau'r Awdurdod arfaethedig i'w cynnwys o fewn cyllideb 2018-19** 29 - 88  
Adran/Wardiau sy'n cael eu Heffeithio: Pob un  
  
Diben: I adolygu ffioedd a thaliadau sy'n cael eu gwneud am wasanaethau ledled y Cyngor ac i adnabod cynigion i ddiwygio taliadau bydd yn dod i effaith o Ebrill 2018.  
  
Awdur: Mark Howcroft – Pennaeth Cyllid Cynorthwyol  
  
Manylion Cyswllt: markhowcroft@monmouthshire.gov.uk
  - iii. **Canolig 2018/19 i 2021/22 a chynigion cyllideb drafft 2018/19** 89 - 358  
Adran/Wardiau sy'n cael eu Heffeithio: Pob un  
  
Diben: I danlinellu'r cyd-destun y bydd y Cynllun Ariannol Canoldymor (MTFP) yn cael ei datblygu o fewn am 2018/19 i 2021/22.  
  
I gytuno'r rhagdybiaethau bydd yn cael eu defnyddio i ddiweddarau'r

MTFP, ac i gynnig arwydd cynnar o'r lefel o arbedion cyllideb sydd dal i gael eu darganfod.

I roi gwybod i Aelodau am y goblygiadau sy'n deillio o gyhoeddiad cytundeb dros dro Llywodraeth Cymru.

I ystyried cyllideb 2018/19 o fewn cyd-destun y Cynllun Ariannol Canoldymor (MTFP) 4 mlynedd sydd i gael ei fabwysiadu o fewn y Cynllun Corfforaethol sydd i ddod

I gyflwyno cynigion drafft manwl ynglŷn â'r arbedion cyllideb sydd eu hangen er mwyn llenwi'r bwlch rhwng yr adnoddau sydd ar gael a'r angen i wario yn 2018/19, am ddibenion ymgynghori.

Awdur: Mark Howcroft - Pennaeth Cyllid Cynorthwyol

Manylion Cyswllt: markhowcroft@monmouthshire.gov.uk

iv. **Cynigion cyllideb cyfalaf drafft 2018/19 i 2021/22 - ATODIAD  
EITHRIEDIG YNGHLWM**

359 -  
388

Adran/Wardiau sy'n cael eu Heffeithio: Pob un

Diben: I amlinellu'r gyllideb gyfalaf arfaethedig am 2018/19 a'r cyllidebau cyfalaf mynegol am y tair blynedd 2019/20 i 2021/22.

Awdur: Mark Howcroft – Pennaeth Cyllid Cynorthwyol

Manylion Cyswllt: markhowcroft@monmouthshire.gov.uk

Yours sincerely,

**Paul Matthews**  
**Chief Executive**

**PORTFFOLIOS CABINET**

<b>Cynghorydd Sir</b>	<b>Maes Cyfrifoldeb</b>	<b>Gwaith Partneriaeth ac Allanol</b>	<b>Ward</b>
P.A. Fox (Arweinydd)	<b>Strategaeth a Chyfeiriad Awdurdod Cyfan</b> CCR Cyd Gabinet a Datblygu Rhanbarthol; Trosolwg Sefydliad; Gweithio Rhanbarthol; Cysylltiadau Llywodraeth; Bwrdd Gwasanaethau Cyhoeddus; WLGA	Cyngor WLGA WLGA Bwrdd Cydlynu Gwasanaethau Cyhoeddus	Porthysgewin
R.J.W. Greenland (Dirprwy Arweinydd)	<b>Menter</b> Cynllunio Defnydd Tir; Datblygu Economaidd; Twristiaeth; Rheoli Datblygu; Rheoli Adeiladu; Tai a Digartrefedd; Hamdden; Ieuencid; Addysg Oedolion; Addysg Awyr Agored; Hybiau Cymunedol; Gwasanaethau Diwylliannol	Cyngor WLGA Twristiaeth Rhanbarth y Brifddinas	Devauden
P. Jordan	<b>Llywodraethiant</b> Cefnogaeth y Cyngor a Phenderfyniadau Gweithrediaeth; Craffu; Safonau Pwyllgor Rheoleiddiol; Llywodraethiant Cymunedol; Cefnogaeth Aelodaeth; Etholiadau; Hyrwyddo Democratiaeth ac Ymgysylltu: Y Gyfraith; Moeseg a Safonau; Perfformiad Awdurdod Cyfan; Cynllunio a Gwerthuso Gwasanaeth Awdurdod Cyfan; Cydlynu Corff Rheoleiddiol		Cantref
R. John	<b>Plant a Phobl Ifanc</b> Safonau Ysgolion; Gwella Ysgolion; Llywodraethiant Ysgolion; Trosolwg EAS; Blynyddoedd Cynnar; Anghenion Dysgu Ychwanegol; Cynhwysiant; Cwricwlwm Estynedig; Derbyniadau; Dalgylchoedd; Cynnig Ôl-16; Cydlynu gyda Choleg Gwent.	Cyd Grŵp Addysg (EAS) CBAC	Llanfihangel Troddi
P. Jones	<b>Gofal Cymdeithasol, Diogelu ac Iechyd</b> Plant; Oedolion; Maethu a Mabwysiadu; Gwasanaeth Troseddau Ieuencid; Cefnogi Pobl; Diogelu Awdurdod Cyfan (Plant ac Oedolion); Anableddau; Iechyd Meddwl; Iechyd Cyhoeddus; Cydlynu Iechyd.		Rhaglan
P. Murphy	<b>Adnoddau</b> Cyllid; Technoleg Gwybodaeth (SRS); Adnoddau Dynol; Hyfforddiant; Iechyd a Diogelwch; Cynllunio Argyfwng; Caffaeliad; Archwilio; Tir ac Adeiladau (yn cynnwys Stadau, Mynwentydd, Rhandiroedd, Ffermydd); Cynnal a Chadw Eiddo; Swyddfa Ddigidol; Swyddfa Fasnachol	Consortium Prynu Prosiect Gwyrdd Cymru	Caerwent

S.B. Jones	<b>Gweithrediadau Sir</b> Cynnal a Chadw Priffyrdd, Rheoli Trafnidiaeth, Traffig a Rhwydwaith, Rheolaeth Stad; Gwastraff yn cynnwys Ailgylchu; Cyfleusterau Cyhoeddus; Meysydd Parcio; Parciau a Gofodau Agored; Glanhau; Cefn Gwlad; Tirluniau a Bioamrywiaeth; Risg Llifogydd.	SEWTA Prosiect Gwyrdd	Goetre Fawr
S. Jones	<b>Cyfiawnder Cymdeithasol a Datblygu Cymunedol</b> Ymgysylltu â'r Gymuned; Amddifadedd ar Arwahanrwydd; Diogelwch y Gymuned; Cydlyniaeth Gymdeithasol; Tlodi; Cydraddoldeb; Amrywiaeth; Y Gymraeg; Cysylltiadau Cyhoeddus; Safonau Masnach; Iechyd yr Amgylchedd; Trwyddedu; Cyfathrebu		Llanofar

# Nodau a Gwerthoedd Cyngor Sir Fynwy

## Ein diben

Adeiladu Cymunedau Cynaliadwy a Chydnerth

### Amcanion y gweithiwn tuag atynt

- Rhoi'r dechrau gorau posibl mewn bywyd i bobl
- Sir lewyrchus a chysylltiedig
- Cynyddu i'r eithaf botensial yr amgylchedd naturiol ac adeiledig
- Llesiant gydol oes
- Cyngor gyda ffocws ar y dyfodol

## Ein Gwerthoedd

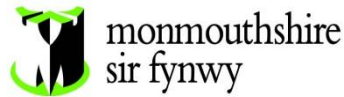
**Bod yn agored.** Rydym yn agored ac yn onest. Mae pobl yn cael cyfle i gymryd rhan mewn penderfyniadau sy'n effeithio arnynt, dweud beth sy'n bwysig iddynt a gwneud pethau drostynt eu hunain/eu cymunedau. Os na allwn wneud rhywbeth i helpu, byddwn yn dweud hynny; os bydd yn cymryd peth amser i gael yr ateb, byddwn yn esbonio pam; os na allwn ateb yn syth, byddwn yn ceisio eich cysylltu gyda'r bobl a all helpu - mae adeiladu ymddiriedaeth ac ymgysylltu yn sylfaen allweddol.

**Tegwch.** Darparwn gyfleoedd teg, i helpu pobl a chymunedau i ffynnu. Os nad yw rhywbeth yn ymddangos yn deg, byddwn yn gwrando ac yn esbonio pam. Byddwn bob amser yn ceisio trin pawb yn deg ac yn gyson. Ni allwn wneud pawb yn hapus bob amser, ond byddwn yn ymrwmo i wrando ac esbonio pam y gwnaethom weithredu fel y gwnaethom.

**Hyblygrwydd.** Byddwn yn parhau i newid a bod yn hyblyg i alluogi cyflwyno'r gwasanaethau mwyaf effeithlon ac effeithiol. Mae hyn yn golygu ymrwymiad gwirioneddol i weithio gyda phawb i groesawu ffyrdd newydd o weithio.

**Gwaith Tîm.** Byddwn yn gweithio gyda chi a'n partneriaid i gefnogi ac ysbrydoli pawb i gymryd rhan fel y gallwn gyflawni pethau gwych gyda'n gilydd. Nid ydym yn gweld ein hunain fel 'trefnwyr' neu ddatrysyr problemau, ond gwnawn y gorau o syniadau, asedau ac adnoddau sydd ar gael i wneud yn siŵr ein bod yn gwneud y pethau sy'n cael yr effaith mwyaf cadarnhaol ar ein pobl a lleoedd.

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<b>SUBJECT:</b>	<b>Volunteering Policy</b>
<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>22nd November 2017</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>All</b>

## 1. PURPOSE:

The purpose of this report is to provide a Volunteering Policy, which is applicable to all service/business areas including schools.

## 2. RECOMMENDATIONS:

That the Volunteering Policy be accepted and circulated to all service/business areas and commended to governing bodies for adoption as soon as possible.

## 3. KEY ISSUES:

Monmouthshire County Council recognises the important and valuable contribution made by volunteers who give freely of their time to enhance the services provided by the paid workforce, with the ultimate aim of improving services for residents.

This policy describes the role of volunteers in service delivery and sets out the terms governing their engagement and ongoing relationship with the Council.

The Council acknowledges the significant role that volunteers play in supporting service delivery and promoting community wellbeing. It offers a wide variety of volunteering opportunities across numerous services for people with particular skills experience or interests.

This policy applies to all volunteers engaged in supporting the delivery of council services. This includes services delivered by agents of the Council, including contractors and schools.

This policy does not apply to volunteers who are active within communities and not managed by council services, work experience, apprenticeships and student placements or council employees volunteering for other groups and organisations.

#### **4. REASONS:**

Volunteering is an important expression of citizenship and an essential component of democracy. It is the commitment of time and energy for the benefit of society and the community and can take many forms. It is undertaken freely and by choice, without concern for financial gain.

At a very high level, we understand our governance and safeguarding arrangements for our volunteering workforce needs to be:

- Enabling of our direction of aspiration.
- Proportionate and balanced against the risk we face.
- Simple to administer.
- Enabling so we can keep our volunteers and our organisation safe whilst supporting those individuals who hold statutory accountabilities in this area (the safeguarding aspects).

Whilst much of the guidance and areas the policy covers are contained within the existing toolkit, a toolkit implies compliance is optional. We therefore propose to set out relevant information into a new volunteering policy position statement for the Council.

#### **5. RESOURCE IMPLICATIONS:**

None

#### **6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**

The Equality Impact Assessment is attached.

#### **7. CONSULTEES:**

Volunteer Network

Audit

All recognised trade unions.

Head-teachers

SLT

People Board

JAG

Strong Communities Select Committee

#### **8. BACKGROUND PAPERS:** Audit Review Volunteering June 2017

#### **9. AUTHOR:**

Sally Thomas HR Manager

Tel: 07900 651564 E-mail: sallythomas@monmouthshire.gov.uk



# VOLUNTEERING POLICY

DRAFT

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## **1. Introduction**

Monmouthshire County Council (the Council) recognises the important and valuable contribution made by volunteers who give freely of their time to add value to the services provided by the paid workforce, with the ultimate aim of improving services for residents.

This policy describes the role of volunteers in service delivery and sets out the terms governing their engagement and ongoing relationship with the Council.

A volunteer is not an employee of the Council and there is no binding contractual relationship between volunteers and the Council. Volunteers are not a replacement or substitute for paid employees.

The role of volunteers is complementary, not supplementary, to the role of paid staff. Volunteers will not undertake the work of paid members of staff nor will they cover vacant posts. Volunteers will not be employed in times of industrial action to do the work of paid staff but may continue with their regular complementary role should the appropriate support / supervision be available.

## **2. Policy Statement**

The Council acknowledges the significant role that volunteers play both in supporting service delivery and in promoting community wellbeing. The Council offers a wide variety of volunteering opportunities across numerous services for people with particular skills, experience or interests.

Volunteers are expected to comply with relevant Council policies whilst engaged in volunteering with the Council. A supportive but comprehensive induction will be provided to all volunteers to ensure they are aware of the Council's expectations in this respect.

This Policy should be read in conjunction with the [Volunteer Toolkit](#). All departments using the services of volunteers will be expected to comply with the procedures set out in the Council's Volunteer Toolkit.

## **3. Scope**

This policy applies to all volunteers engaged in supporting the delivery of council services. This includes services delivered on behalf of the Council, including contractors and schools.

This policy does not apply to volunteers who are active within communities and not managed by council services, work experience, apprenticeships and student placements or council employees volunteering for other groups and organisations.

Indirect voluntary groups are defined as groups of volunteers that the Council has not formally inducted into a MCC volunteering role but who work with the Council to deliver shared priorities. The Council's responsibility for the group can differ depending on the level of control, location of the activity taking place and whether the activity is the Council's undertaking.

The Council is required to keep a record of the contact details of the indirect voluntary group and the activities they carry out. The Council should provide support with relevant information, policies and guidelines however; it is the groups own responsibility to ensure relevant policies and procedures are adhered to.

#### **4. Definition of a Volunteer**

Volunteering is an important expression of citizenship and an essential component of democracy. It is the commitment of time and energy for the benefit of society and the community and can take many forms. It is undertaken freely and by choice, without concern for financial gain.

The volunteer relationship is binding in honour, trust and mutual understanding. No enforceable obligation, contractual or otherwise will be imposed on volunteers to attend. Likewise, MCC does not undertake to provide regular volunteering opportunities, payment or other benefit for any activity undertaken.

#### **5. Volunteer Coordinators**

Service areas who engage volunteers must identify a Volunteer Co-ordinator, this could be the service manager but does not have to be.

Despite the appointment of a Volunteer Coordinator within service areas, the Manager responsible for the area the volunteer will work in has overall responsibility for the engagement and support of volunteers. When asked to take on this role, the Volunteer Coordinator should attend initial 'Leading Volunteers' training and thereafter attend regularly meetings of the Council's Volunteer Network. This ensures that they remain up to date with developments in the Council's volunteering processes and have the opportunity to feedback on the experiences of volunteers and of their service areas in helping to deliver Council services.

The role of the Volunteer Coordinator is to:

- Provide advice and assistance regarding the recruitment of volunteers
- Ensure consistent application of this policy and related procedures
- Serve as a single point of contact within the service/ directorate for the general coordination of volunteering
- Coordinate ongoing supervision and support
- Resolve any issues arising in the course of volunteering relationship
- Provide an engaging and supportive environment for the volunteer

The Volunteer Coordinator will maintain an overview of the volunteer programme within their service area / directorate and arrange regular meetings with volunteers to share information, feedback progress and monitor and review the programme.

#### **6. Safeguarding**

Safeguarding children and adults at risk from abuse is everybody's responsibility.

The Council is committed to ensuring that people living in the County are safe and protected and that its statutory duties to safeguard and protect children, young people and adults at risk are discharged.

The Council's workforce shares a responsibility, both collectively and individually, to ensure that children and adults at risk are protected from harm. Council employees, County Councillors, volunteers and contractors who come into contact with children or adults at risk in the course of

their duties are expected to understand their responsibility and where necessary take action to safeguard and promote the welfare of vulnerable people.

The Council's [Corporate Safeguarding Policy](#) applies to all volunteering opportunities where the volunteer engages with children, young people and adults at risk. This is covered in the initial induction and training is provided wherever appropriate.

For additional guidance, please see Appendix A.

## **7. Recruitment and Selection**

Volunteers who undertake work with the Council, including work within schools, will be subject where necessary to the same safe recruitment processes as the paid workforce albeit proportionate to the nature of the activity being undertaken.

Engagement of volunteers must adhere to safe recruitment principles as established through the Councils safe recruitment processes. (Hyperlink to workflow)

Volunteer opportunities can be advertised in a variety of ways and part of the recruiting process will be via an application form and informal interview as a minimum. The interview will explore volunteer skills, experience, interests and suitability for roles as well as volunteer motivation.

The Manager, not Volunteer Coordinator, responsible for the area the volunteer will work in, is responsible for the engagement of volunteers

The Manager or Volunteer Coordinator should keep a register of volunteers and record how often they volunteer and the roles that they are undertaking. This will then determine whether they are in regulated activity and the safe recruitment processes to be followed in line with the Council's [DBS Policy](#).

### **(a) Regulated Activity**

Regulated activity is defined as unsupervised activity in a limited range of establishments with the opportunity for contact with children and young people or adults at risk. The scope of regulated activity includes unsupervised activities such as:

- Teaching
- Training
- Instructing
- Caring for or supervising children and young people or adults at risk
- Providing advice or guidance on wellbeing
- Driving a vehicle only for children or adults at risk

In addition, to be regarded as regulated activity, this unsupervised activity enacted within a specified place must be done regularly. Regularly means carried out by the same person frequently (once a week or more often), or on four or more days in a 30-day period (or in some cases, overnight).

For those people who do not work in regulated activity but work, paid or unpaid, with children and young people or adults at risk, MCC retains the right as employer to obtain relevant checks (albeit not checks against the barred list).

Safe recruitment must be undertaken in line with the information contained in the table below; the Volunteer Coordinator should review the volunteer role profile and ensure that the role has been classified appropriately. Under no circumstances should a volunteer be recruited without the necessary checks being undertaken prior to the commencement of the volunteering activity.

Risk Level	Description of role	Safe Recruitment Requirements
<b>High</b>	Volunteer role within regulated activity	Application Form DBS Check (at correct level) Two character references Safeguarding Level 1 Training
<b>Medium</b>	Volunteer role may involve frequent supervised contact with adults at risk, young people and children.	Application Form Two character references Working towards Safeguarding Level 1 Training
<b>Low</b>	Volunteer role, which does not include frequent activity with adults at risk, young people and children.	Application Form One-character reference Working towards Safeguarding Level 1 Training

(b) Specific Requirements for Volunteers who are under 16

Before accepting an application from a volunteer under the age of 16, the consent of a parent / carer must be obtained. Clear information regarding the activities involved must be provided to the parent/ carer and the volunteer.

When recruiting volunteers under the age of 16 Volunteer Coordinators will need to carry out a DBS check on the main person who will come into close contact and develop a relationship of trust with the volunteer at any given time.

Volunteer Coordinators should ensure that a reference is obtained for any volunteer under 16 who wishes to volunteer with young people. This reference should be completed by a Senior Leader at their current educational establishment.

(c) Commissioned/ contracted services

In commissioning or contracting any service that utilises volunteers as part of its service offer, the commissioning manager will need to ensure there is robust policy for engagement of volunteers, which is of equivalent standard as the Council Volunteering Policy. Specifically, the terms of the contract will require as a minimum that there are robust and effective policies and practice in place for safeguarding and volunteering.

(d) Integrated/collaborative services

Monmouthshire County Council provides a number of services through partnership arrangements with other organisations, for example, the NHS. The partnership agreement which provides the formal governance arrangement for integrated services will make clear which organisation's policies are used to support the recruitment of volunteers. In entering into such

agreements, the Council will need to assure itself partner's volunteering policies are of equivalent standard as Council policy

## **8. Equality and Diversity**

The Council is committed to equal opportunities and abides by the Equality Act 2010. The Council's Equality Framework applies to the paid and unpaid workforce.

The Council will actively encourage volunteering through promotion to relevant networks and support groups and all literature will be written in English and Welsh.

Equality monitoring forms will be included with volunteer application forms.

The Council expects all volunteers to subscribe to and adhere to the principles and practices of the Council's Equalities Policy.

## **9. Induction**

All volunteers shall receive an induction into the organisation and their role in advance of, or on, the first day of the placement.

As part of their induction, volunteers will receive the following information:

- General information about the Council and the service area they are volunteering within
- The Volunteering Policy
- Volunteering Guide, which outlines standards of behaviour that volunteers are expected to comply with.
- The [volunteering agreement](#) to be signed by both parties on start date.
- A Volunteer role profile detailing tasks and expectations.
- A documented named supervisor.

Volunteers are also welcome to attend the Council's Corporate Induction delivered regularly to newly appointed paid employees.

Volunteers should be given a copy of this policy electronically so that they are able to access all policies and guidance referred to within this policy.

## **10. Training**

The Council will match the time, skills and experience of volunteers to suitable volunteering opportunities and ensure appropriate information, training and support is provided to enhance the relationship.

## **11. Recognition**

An important part of retaining and recruiting volunteers is recognition of the impact of the Council's volunteers. The Council will endeavour to recognise volunteers through both formal and informal methods. Recognition should be based on the motivations of the volunteer. Recognition options can be found in the [Volunteering Toolkit](#).

## **12. Support and Supervision**

All volunteers will have a manager or supervisor with responsibility for agreeing the scope of their role, providing an induction and appropriate ongoing support, ensuring that volunteers are aware of and operate within the scope of relevant Council policies and procedures involving any issues that arise in the course of the volunteering relationship.

## **13. Trial period**

A review of the volunteering placement will be undertaken after 3 months, or before, should any issues arise.

## **14. Rotation**

Where there is a high demand for volunteering in certain areas, or demand for particular volunteering activities, these opportunities may be time limited. In order to ensure all opportunities with the Council are accessible, all volunteer opportunities are subject to regular review, looking at the quality of the experience and any potential for development.

## **15. Health and Safety**

The Council has a responsibility for the health and safety of volunteers. Volunteers must, at all times, follow the Council's health and safety policies and procedures.

Volunteer Coordinators must make volunteers aware of health and safety arrangements as part of their induction / initial training and as necessary thereafter. Appropriate equipment will be provided for reasons of health and safety when undertaking their volunteering role. [Hyperlink](#)

## **16. Insurance**

Volunteers operating on behalf and under the control of the Council are covered by the Council's public liability insurance policy. This protects volunteers against loss, injury caused by accident, negligence or assault whilst carrying out activities on behalf of the Council. It also protects the public against any loss or damage to property by the negligence of anyone acting on the Council's authority, including volunteers.

Where required insurance cover needs to be confirmed with the Council's Insurance department prior to volunteer engagement.

## **17. Clothing and ID Cards**

All volunteers, as a minimum, will be issued with a volunteer's badge and where there is a business need they will be provided with branded clothing and/ or security card.

## **18. Confidentiality and Data Protection**

During the course of their volunteering opportunity with MCC, a volunteer may become aware of confidential information about the Council, its employees, customers /clients/ service users and / or suppliers. Volunteers should not disclose this information or use it for their own or another's benefit without the consent of the party concerned. This does not prevent disclosure once the



information is in the public domain (unless it has been made public by the volunteer's breach of confidentiality) or where the law permits or requires disclosure.

In addition, information and management (storing, handling and use) of personal data needs to comply with data protection law.

## **19. Social Media**

Volunteers are actively encouraged to consider the use of digital communications to complement other traditional communication methods.

The Council's [Social Media Policy](#) applies to volunteers and outlines the standards expected of people when using social media, how the Council monitors use and what will happen if used inappropriately.

## **20. Reimbursement**

Volunteers are unpaid. However, the Council will, in certain circumstances, reimburse volunteers for approved out of pocket expenses (this does not include lunch) which are appropriately receipted in accordance with the Council's [Travel and Reimbursement Policy](#)

The Council has a consistent approach to the reimbursement of expenses, which is the same for volunteers and employees and is as approved by the Inland Revenue.

Information on volunteers receiving gifts or gratuities can be found in the [Code of Conduct Policy](#).

## **21. Volunteer Drivers**

Volunteers should not be encouraged to use their own vehicles unless necessary as expense and insurance issues will need to be considered.

If a volunteer does use their own vehicle on Council business they must comply with the Council's Driving at Work Policy, regardless of whether they claim mileage or not. Volunteer Coordinators must ensure that they have sight of the relevant documents as outlined in the Policy.

The mileage for use of a vehicle for volunteering activity will be in line with that paid to employees.

## **22. Dealing with Concerns**

Volunteers should initially discuss any problems associated with their placement with their Volunteer supervisor. The Volunteer's supervisor will normally try to resolve the concerns informally but if this is not possible, the volunteer should write to the Volunteer supervisor clearly stating what the concern is. The Volunteer's supervisor will endeavour to resolve the problem however if the volunteer is not satisfied with the outcome they may raise the matter with the Volunteer supervisor's Manager or Programme Lead for Community Empowerment who will make a final decision on the outcome.

If a complaint is made about a volunteer, including non-compliance with Council Policy, this will be notified to the person in writing and the Volunteer's supervisor will decide whether any action

should be taken. If the volunteer is dissatisfied with the decision, he or she may raise it with the Volunteer Supervisor's Manager or Programme Lead for Community Empowerment

In matters deemed by the Volunteer's supervisor/Co-ordinator to constitute serious or gross misconduct on the part of the volunteer, the Council may end the volunteering arrangement with immediate effect. Any suspected criminal activity or matters related to safeguarding may be referred to the police for investigation. If the volunteer wishes to appeal the decision they should do so in writing to the Head of Service for the relevant area, whose decision will be final.

### **23. Whistleblowing**

Although volunteers are not protected under the Public Interest Disclosure Act 1998, which covers whistleblowing as part of employment law, volunteers can access and use the Council's [Whistleblowing Policy](#) where they feel necessary to do so; but they will not receive statutory protection or compensation, as they are not Council employees.

If a volunteer has a concern about the running of a project or the organisation, they should speak to the Volunteer Supervisor/ Coordinator.

### **24. Alcohol and drugs**

The Council operates a zero alcohol and drugs policy in which the consumption of alcohol immediately prior to or during the working day is not permitted on health and safety grounds. All volunteers will be expected to comply with this policy and should be made aware of this as part of their [Volunteer Induction](#).

### **25. Consultation and Engagement**

This policy has been developed in consultation with volunteers, Volunteer Coordinators, County Councillors, Senior Leadership Team and stakeholders.

### **26. Evaluation and Review**

This policy will be reviewed every 3 years.

## **APPENDIX ONE**

### **DBS checks & Safeguarding Information for VOLUNTEERS**

## **GUIDANCE FOR Volunteer Co-ordinators/Supervisors/Managers and VOLUNTEERS**

The Disclosure and Barring Service (DBS) was established under the Protection of Freedoms Act 2012. The primary role of the DBS is to help employers in England and Wales make safer recruitment decisions by issuing criminal records checks and to prevent unsuitable people from working with vulnerable groups including children.

It is a way for an employer to check the background of a prospective or current employee's or volunteer's suitability to work with children, young people or adults at risk. It helps employers – and charities – to check your response to the question “Do you have any criminal convictions, cautions, reprimands or final warnings?”

Under the Rehabilitation of Offenders Act of 1974, criminals who have served a prison sentence of less than two and a half years and do not re-offend during a set ‘rehabilitation’ period after their release may have their conviction spent, which means it doesn't show up anymore and is no longer relevant when a person is being considered for most jobs.

Normally organisations are not allowed to ask applicants about spent convictions, but for roles that requires a DBS check this rule does not apply.

### **What IS a volunteer?**

The DBS definition of a volunteer is defined in the Police Act 1997 (Criminal Records) Regulations 2002 as:

“Any individual engaged in any activity which involves spending time, unpaid (except for travel and other approved out of pocket expenses), doing something which aims to benefit some third party and not a close relative”

To undergo a DBS check a volunteer must also satisfy the eligibility requirements for a standard or enhanced DBS check.

Put simply, this means the volunteer role must involve working with children or adults at risk in regulated activity.

DBS Checks for volunteers are usually free of charge and are processed in exactly the same way as for a paid worker. To qualify for a free-of-charge DBS disclosure check, you must not benefit directly from the position the DBS application is being submitted for.

### **When is a volunteer NOT a volunteer?**

In some cases, an individual may be undertaking unpaid work but will not be classed as a volunteer for DBS purposes. Individuals are not classed as volunteers if a volunteer:

- benefits directly from the position for which the DBS application is being submitted
- receives any payment (except for travel and other approved out of pocket expenses)
- is on a work placement
- is on a course that requires them to do this job role
- is in a trainee position that will lead to a full time role/qualification
- is a paid foster carer or a member of a foster care household?

In these cases, the individual will not be eligible for a free of charge DBS disclosure check, but may still require a DBS disclosure check.

### **Do I need a DBS check?**

Generally speaking, if the voluntary work you undertake is with children or adults at risk you will probably need a DBS disclosure check. You will need a check BEFORE commencing any work or training. Employers use the DBS eligibility guidance tool, which provides information on roles that are eligible for a DBS disclosure check.

If the DBS deems the role ineligible, it will decline to process the check.

Volunteer co-ordinators and supervisors must tell the volunteer why they are being checked.

### **What is Regulated Activity?**

Regulated Activity is work which involves close and unsupervised contact with vulnerable groups including children, and which cannot be undertaken by a person who is on the Disclosure and Barring Services' Barred List.

Regulated activity is broken down into two separate groups 'Activity with Children' and 'Activity with Adults'

The DBS provides guidance that describes the types of activity, and certain frequency tests, which determine if the role can be classed as Regulated Activity. This information is contained within Monmouthshire County Council's DBS Policy.

### **DBS APPLICATION PROCESS**

Volunteers cannot apply for DBS disclosure checks themselves – this must be done by the organisation they are volunteering for.

If you require a DBS disclosure check Monmouthshire County Council will give you a DBS application form to complete. You will meet up with your Volunteer Co-ordinator/Supervisor and bring along with your documents proving your identity such as a passport, current driving licence and proof of address.

Your completed DBS application form will then be sent to the People Services Team who will process it and send it off to the DBS.

Volunteer Co-ordinators/Supervisors arrange DBS disclosure checks for volunteers in line with the following:

**Step 1:**

Establish whether the role is eligible for a DBS disclosure check. You can use the DBS eligibility guidance tool as a starting point.

**Step 2:**

If the role is eligible, consider whether it meets the DBS definition of a volunteer  
“Any individual engaged in any activity which involves spending time, unpaid (except for travel and other approved out of pocket expenses), doing something which aims to benefit some third party and not a close relative”

**Step 3:**

If the individual is considered a volunteer in accordance with the definition at Step 2, arrange for the volunteer to complete the DBS application form.

Volunteer co-ordinators/supervisors need to note that on the DBS application form it states ‘By placing a cross in the ‘yes’ box (at section 68) you confirm that the post meets the DBS definition for a free of charge volunteer application. Please note that DBS may recover the application fee if box 68 is marked in error and this could result in cancellation of the DBS registration.

When a DBS application has been processed by the DBS, the individual (not Monmouthshire County Council) will receive a DBS certificate.

**As part of our safe recruitment processes at Monmouthshire County Council, a volunteer is required to show their DBS certificate to their Volunteer Supervisor prior to commencing any voluntary work.**

**If circumstances change or a volunteer receives a criminal conviction, caution, or reprimand then a volunteer is obliged to inform Monmouthshire County Council.**

## **DBS UPDATE SERVICE**

The DBS Update Service is an online subscription service that lets you keep your DBS certificate(s) up to date and allows employers to check a certificate online, with your consent. You can use your certificate again when you apply for a position in the same workforce, where the same type and level of check is required. The three workforces are Child, Adult and Other. Registration lasts for one year, costs £13 a year, and starts from the date your DBS certificate was issued. There is not charge for volunteers! Only applicants who apply for a DBS check can join the Update Service. You can join with your DBS application form reference number when you apply for a DBS check or during the application process – you can find this number in the top right hand corner of the front page of the application form.

If you join with your application form reference, the application form must be received by the DBS within 28 days of you joining. When your DBS certificate is issued, the DBS will automatically add it to your account.

## SAFE RECRUITMENT REQUIREMENTS

RISK LEVEL	DESCRIPTION OF ROLE	SAFE RECRUITMENT REQUIREMENTS
<b>HIGH</b>	Volunteer within Regulated Activity	Application form DBS Check (at correct level) Safeguarding Level One trained
<b>MEDIUM</b>	Volunteer role. May involve frequent unsupervised contact with adults at risk	Application form 2 character references Working towards Safeguarding Level one training
<b>LOW</b>	Volunteer role does not include frequent activity with adults at risk, young people & children	Application form One character reference Working towards Safeguarding Level One training

## FAQ's

### Can I track my DBS disclosure check?

You are able to track your DBS check. When you apply for the DBS check, you are given a DBS Application Form Reference number. You enter this number and your date of birth in the search fields provided on the DBS website – under DBS TRACKING.

### What if there is a mistake on my DBS disclosure check?

It is best to get in contact with the DBS directly. Details can be found on their contact page. If you need any support, please contact People Services (01633 644400).

### Do I need a DBS check to volunteer in a school?

Whether you are required to have a DBS check or not depends on whether you will have regulated activity with a child and how often you will be volunteering. If you will be volunteering at a school once a week or more, on 4 days within any 30-day period or overnight you will be

expected to agree to an enhanced DBS check. However, if you are volunteering for a one off event, checks are subject to the school's discretion, depending on the particular circumstances.

There are some exceptions where you will also have to have an enhanced DBS check and the barred list consulted. These include, if you will be helping an ill or disabled child eat, drink, and go to the toilet wash or dress and if you will be providing health care to children. If you will have unsupervised contact for any period of time, or opportunity for contact with children you will also be required to have an enhanced DBS check with a check against the barred list to make sure you haven't been banned from working with children or young people. Volunteers who will be communicating with children by telephone or internet on a regular basis you will also need these checks.

### **Why do I need to complete an application form?**

As a volunteer, you are important to us and we are interested to know about the skills and experiences you bring to Monmouthshire. We also need to be aware of your personal details in case we need to correspond with you and we need to be aware of your next of kin/emergency contact details just in case something happens to you whilst you are volunteering with us.

### **Do I need a new check if I already have one?**

If you volunteer for the first time for Monmouthshire County Council and your activity comes under regulated activity or the activity is deemed by us (and the DBS) to require a DBS check, then you will probably be required to have a new one. This rule applies to our paid workforce too – when an employee commences work with us.

Our thoughts are that it doesn't matter whether you are a paid or an unpaid worker - if you come and work for MCC and undertake regulated activity the most important thing is that we check to make sure all our workers (paid and unpaid) are suitable and that, as such, we look to ensure appropriate safeguards are in place.

If you are volunteering in sectors where DBS checks are required, the best way to avoid having to complete numerous DBS application forms is to immediately subscribe to the DBS Update Service when you complete your next DBS application. In this way an employer can easily make a status enquiry (with your permission) to undertake the suitability check.

If you change the volunteering activity you undertake which results in a change from one workforce to another – for example if you change from Adult to Child – you will be required to have another check if both Adult and Child Lists have not been checked previously.

These are DBS requirements.

### **If I am a paid employee with a DBS, do I need a new DBS check to volunteer?**

Depending on the activity, you undertake as a volunteer you might be required to have a new check. For example, if you work as a paid employee in the adult sector (workforce) and want to volunteer in the Child sector (workforce).

If you volunteer and have a DBS certificate and become a paid employee, you will be required to have another DBS check as this is a requirement of all our new starters to MCC (if the post you have been appointed to is subject to a DBS check).

## Do I need other checks before I start my volunteer role?

Depending on the activity, you undertake as a volunteer you may be required to provide a reference and have a health check. Our health questionnaire is simple & straightforward to complete. Our view is that it is proportionate and reasonable to use the Occupational Health questionnaire for activities that are medium to high risk, strenuous, stressful, regular and in circumstances where, if the volunteer were to become unwell/incapacitated, this would present a risk to themselves or others for example, driver.

## MORE INFORMATION...KEEPING LEARNERS SAFE...and SUPERVISION

### Keeping Learners Safe: EXTRACT FROM Welsh Government's KEEPING LEARNERS SAFE GUIDANCE (No: 158/2015) January 2015)

#### Volunteers

**6.46** A volunteer is defined as a person who performs an activity which involves spending time, unpaid (except for travel and other approved out-of-pocket expenses), doing something which aims to benefit someone (individuals or groups) other than or in addition to close relatives.

**6.47** Whether a volunteer is supervised will determine if they are working in regulated activity or not, which will then decide if an enhanced disclosure certificate is required. Volunteers working in schools or FE institutions are not considered as being in regulated activity, providing the school or FE institution can ensure reasonable supervision on a regular basis. It will be a matter for schools to determine whether the level of supervision meets the standards set out in [Statutory Guidance on Supervision](#).

**6.48** Under no circumstances should a volunteer in respect of whom no checks have been obtained be left unsupervised or allowed to work in regulated activity. For new volunteers in regulated activity, who will regularly teach or look after children on an unsupervised basis or provide personal care on a one-off basis, schools and colleges must obtain an enhanced DBS certificate with a barred check.

**6.49** For new volunteers not in regulated activity, schools and FE institution should obtain an enhanced DBS certificate.

**6.50** For existing volunteers who provide personal care, the school or FE institution should consider obtaining an enhanced DBS certificate with a barred list check.

**6.51** For other existing volunteers who are unsupervised and continuing with their current duties, unless there is cause for concern, the school or college should not request a DBS check with a barred list check because the volunteer should already have been checked.

**6.52** For existing volunteers not in regulated activity there is no requirement to request an enhanced DBS check. However, the school or college may choose to request one as they judge necessary, but may not request a check of the barred list.

**6.53** If a volunteer is not engaging in regulated activity, the school or college should undertake a risk assessment and use their professional judgement and experience when deciding whether to seek an enhanced DBS check. They should consider:

\*the nature of the work with children



- \*what the establishment knows about the volunteer, including formal or informal information offered by staff, parents and other volunteers
- \*whether the volunteer has other employment or undertakes voluntary activities where referees can advise on suitability
- \*whether the role is eligible for an enhanced DBS check.

**6.54** In recognition of the value of volunteers to many organisations, the DBS processes volunteer disclosure applications free-of-charge. The update service is also free for volunteers.

## Supervision: DFE STATUTORY GUIDANCE ON SUPERVISION

Statutory guidance: Regulated Activity (children) - supervision of activity with children that is regulated activity when unsupervised.

1. This document fulfils the duty in legislation that the Secretary of State must publish statutory guidance on supervision of activity by workers with children, which when unsupervised is regulated activity. This guidance applies in England, Wales and Northern Ireland. It covers settings including but not limited to schools, childcare establishments, FE colleges, youth groups and sports clubs.

2. For too long child protection policy has been developed in haste and in response to individual tragedies, with the well intentioned though misguided belief that every risk could be mitigated and every loophole closed. The pressure has been to prescribe and legislate more. This has led to public confusion, a fearful workforce and a dysfunctional culture of mistrust between children and adults. This Government is taking a different approach.

3. We start with a presumption of trust and confidence in those who work with children, and the good sense and judgment of their managers. This guidance applies when an organisation decides to supervise with the aim that the supervised work will not be regulated activity (when it would be, if not so supervised). In such a case, the law makes three main points:

- There must be supervision by a person who is in regulated activity;
- The supervision must be regular and day to day; and
- The supervision must be “reasonable in all the circumstances to ensure the protection of children”.

The organisation must have regard to this guidance. That gives local managers the flexibility to determine what is reasonable for their circumstances. While the precise nature and level of supervision will vary from case to case, guidance on the main legal points above is as follows.

4. Supervision by a person in regulated activity / regular and day to day: supervisors must be in regulated activity themselves<sup>iv</sup>. The duty that supervision must take place “on a regular basis” means that supervision must not, for example, be concentrated during the first few weeks of an activity and then tail off thereafter, becoming the exception not the rule. It must take place on an ongoing basis, whether the worker has just started or has been doing the activity for some time.

5. Reasonable in the circumstances: within the statutory duty, the level of supervision may differ, depending on all the circumstances of a case. Organisations should consider the following factors in deciding the specific level of supervision the organisation will require in an individual case:

- Ages of the children, including whether their ages differ widely;
- Number of children that the individual is working with;
- Whether or not other workers are helping to look after the children;
- The nature of the individual's work (or, in a specified place such as a school, the individual's opportunity for contact with children);
- How vulnerable the children are (the more they are, the more an organisation might opt for workers to be in regulated activity);
- How many workers would be supervised by each supervising worker.

6. In law, an organisation will have no entitlement to do a barred list check on a worker who, because they are supervised, is not in regulated activity.

## **EXAMPLES**

### ***Volunteer, in a specified place***

Mr Jones, a new volunteer, helps children with reading at a local school for two mornings a week. Mr Jones is generally based in the classroom, in sight of the teacher. Sometimes Mr Jones takes some of the children to a separate room to listen to them reading, where Mr Jones is supervised by a paid classroom assistant, who is in that room most of the time. The teacher and classroom assistant are in regulated activity. The head teacher decides whether their supervision is such that Mr Jones is not in regulated activity.

### ***Volunteer, not in a specified place***

Mr Wood, a new entrant volunteer, assists with the coaching of children at his local cricket club. The children are divided into small groups, with assistant coaches such as Mr Wood assigned to each group. The head coach oversees the coaching, spends time with each of the groups, and has sight of all the groups (and the assistant coaches) for most of the time. The head coach is in regulated activity. The club managers decide whether the coach's supervision is such that Mr Wood is not in regulated activity.

### ***Employee, not in a specified place***

Mrs Shah starts as a paid activity assistant at a youth club. She helps to instruct a group of children, and is supervised by the youth club leader who is in regulated activity. The youth club managers decide whether the leader's supervision is such that Mrs Shah is not in regulated activity.

In each example, the organisation uses the following steps when deciding whether a new worker will be supervised to such a level that the new worker is not in regulated activity:

- consider whether the worker is doing work that, if unsupervised, would be regulated activity. If the worker is not, the remaining steps are unnecessary;
- consider whether the worker will be supervised by a person in regulated activity, and whether the supervision will be regular and day to day, bearing in mind paragraph 4 of this guidance;
- consider whether the supervision will be reasonable in all the circumstances to ensure the protection of children, bearing in mind the factors set out in paragraph 5 of this guidance;

In addition, if it is a specified place such as a school:

- consider whether the supervised worker is a volunteer.

## **VERSION CONTROL**

<b>Title</b>	Volunteering Policy
<b>Owner</b>	People Services
<b>Approved by</b>	
<b>Date</b>	August 2017
<b>Version Number</b>	1
<b>Review Date</b>	2020
<b>Status</b>	DRAFT
<b>Consultation</b>	<p>WASCG 16/8/17</p> <p>Volunteering Network 18/8/17</p> <p>SLT 19/9/17</p> <p>People Board 25/8/17</p> <p>Select 28/9/17</p> <p>JAG 16/10/17</p> <p>Cabinet 1/11/17</p>

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<p><b>Name of the Officer</b> completing the evaluation Sally Thomas</p> <p><b>Phone no:</b> 07900651564 <b>E-mail:</b> sallythomas@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p>To introduce a new Volunteering Policy</p>
<p><b>Name of Service</b></p> <p>People Services HR</p>	<p><b>Date Future Generations Evaluation</b> form completed</p> <p>August 2017</p>


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





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Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	n/a	
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	N/a	
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	n/a	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	n/a	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	n/a	
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	n/a	
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	<i>This includes the protected characteristics of age, disability, gender reassignment, race, religion or beliefs, gender, sexual orientation, marriage or civil partnership</i>	

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Balancing short term need with long term and planning for the future</p>	n/a	

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <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>	
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>n/a</p>	

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

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			
Disability			
Gender reassignment			
Marriage or civil partnership			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language	<i>We will make this policy available in welsh should it be required</i>		



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 note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	<i>Safeguarding in this context applies to both children (not yet reached 18<sup>th</sup> birthday) and vulnerable adults (over 18 who is or may be in need of community care services by reason of mental or other disability, age or illness and who is or may be unable to take care of himself or herself, or unable to protect himself or herself against significant harm or serious exploitation.)</i>	<i>Safeguarding is about ensuring that everything is in place to promote the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect.</i>	
Corporate Parenting	<i>This relates to those children who are 'looked after' by the local authority either through a voluntary arrangement with their parents or through a court order. The council has a corporate duty to consider looked after children especially and promote their welfare (in a way, as though those children were their own).</i>		

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5. What evidence and data has informed the development of your proposal?
6. The reason for development of this policy relates to the 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?

Development of this policy arises from the fact that the Council acknowledges the significant role that volunteers play in supporting service delivery and the role of volunteering in promoting community wellbeing.

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
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**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.**

<p><b>The impacts of this proposal will be evaluated on:</b>  <b>Review of this policy will be taken in line with our normal review processes – which will be dependent upon review of casework, any legislative changes, welsh government guidance, and best practice.</b></p>	
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<b>SUBJECT:</b>	<b>REVIEW OF THE AUTHORITIES FEES &amp; CHARGES PROPOSED FOR INCLUSION WITHIN THE 2018-19 BUDGET</b>
<b>DIRCTORATE:</b>	<b>RESOURCES - FINANCE</b>
<b>MEETING:</b>	<b>SPECIAL CABINET</b>
<b>DATE:</b>	<b>22nd NOVEMBER 2017</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>ALL</b>

## **1 PURPOSE:**

- 1.1 To review fees and charges made for services across the Council and identify proposals for amending charges with effect from April 2018.

## **2 RECOMMENDATION:**

- 2.1 That the proposed fees and charges for 2018/19 identified for each type of chargeable service made, as outlined in Appendix 1, be adopted.
- 2.2 That the increase in charges takes effect at a date no later than 1st April 2018 with any pressures resulting from increases taking place after this date to be managed by Chief Officers within their respective directorate budget allocations.
- 2.3 That Chief Officers effectively manage the budget pressures highlighted by services not increasing charges in line with the 2.5% increase assumed in the 2018-22 MTFP. Consideration should also be given to the cost effectiveness and administrative costs that result from implementing small increases to existing charges.

## **3 BACKGROUND:**

- 3.1 WAO completed a national study called "Charging for Services and generating income by local authorities" dated 10 November 2016 which looked at national context and Councils robustness in setting fees and charges.

Their summary conclusions and recommendations were that,

- *a wide range of payment options for collecting charges was available and are mostly offered.*

MCC currently provides a range of payment methods such as Direct Debits, Internet/automated telephone payments, cheques and chip and pin payments (contactless) receipted by a cashier, and telephone payment taken by a cashier. These methods get more expensive when they involve staff or fees for processing card payments. In MCC the collection costs are not passed on explicitly to payers, but are part of the costs of running the Council

- *In considering good practice, Authorities tend to promote payment options that have the lowest transaction costs and are the cheaper to administer and provide – payment by direct debit for example – as well as increasing to seek payments in advance to mitigate having to chase for non-payment and arrears. Technology can be put to good effect to improve payment security and reduce transaction costs. Innovative ways to pay for services include payment via authority websites, payment using mobile phones for example to pay for ticketless parking, and the cashless payment for services such as school meals using smartcards. The use of technological payment solutions is beginning to increase across the Principality, but not universally, and its roll out is often dependent on the new system not costing more than traditional methods of collecting income. Progress in using digital and smartphone applications to make payments, whilst widely acknowledged as a potential area for improvement and growth in the future, is in the early stages of being rolled out across Welsh Authorities.*

3.4 As an indication of the specific Monmouthshire context, direct debits remain MCC's preferred payment method, and the Council continues to actively move away from cash. Currently 74% of our Council Tax customers pay by direct debit compared to the Welsh average of around 60%. 47% of income receipted through our cash system is through automated telephone/internet payments. A cashless system for schools has been introduced and this facility is available to all schools. Web based payment facilities are available and are due to be developed further in 2018. My Monmouthshire app provides customers with a link to the 'Pay for a Service' tile on our website, allowing customers to pay for their council tax etc. A paylink has also

been developed between the My Monmouthshire app and CIVICA to allow customers to register and pay for their garden waste bags in one place.

- 3.5 The Council has recently retendered its cashiering package. The contract was awarded to CIVICA. New functionality in the new contract includes Estore, which will enable the Authority to expand and enhance our on line payment facility. The system has the look and feel of something more akin to Amazon, allowing customers to register, store card payment details and make multiple payments. This will also enable the Authority to take more payments upfront before a service has been provided. This helps to put the Authority on a more commercial footing and reduces the need to engage in debt recovery after a service has been provided. Other new functionality is recurring payments allowing customers to use their debit/credit card to make regular payments (an alternative to a direct debit) and E returns which will help departments manage their banking via the cash system in future.
- 3.6 WAO, whilst acknowledging that the legal basis for setting and managing charges is complex, conclude that authorities are not always strategic in their approach to charging, such that Authorities are aware of the broad legal restrictions in place when reviewing charges, but many have not addressed the opportunities and risks in developing policies to generate income. MCC is reported as being an early adopter of an income generation strategy, but as yet this hasn't identified any major opportunities to derive significant income above inflationary growth.
- 3.7 Senior Leadership team has previously presumed an opportunity for significant discretionary income growth, but through the budget processes it has always been mitigated back to roughly budget levels when that provocation was disaggregated down to service managers.
- 3.8 This may be because Local authorities need to balance their income aspirations with the ability of their communities to pay more. In that regard there is a very mixed picture in how well Welsh authorities generate income from charges, and Welsh authorities are often highlighted as not generating as much income from charges as counterparts in England and Scotland.

- 3.8 So whilst charging for services is a recognised feature of some local authority activities, many services have traditionally been provided at little or no direct charge to the user. The provision of services at low, or no, charge has led to citizens often receiving heavily subsidised or free services in return for paying their council tax. The reductions in public funding and financial uncertainty created by ‘Brexit’ has brought charging into sharper focus for local authorities. Authorities are being encouraged by the Welsh Government to look to charges in a way that was not considered 10 years ago.
- 3.9 Part of the WAO examination involved providing a map of weekly median pay per Council area. This has been converted into the following table,

Gross Weekly Median Pay	Councils
£0-£399	
£400-£424	Ceredigion, Blaenau Gwent
£425-£449	Gwynedd, Denbighshire, Merthyr Tydfil
£450-£474	Carmarthenshire, Newport, Pembrokeshire, Powys, Rhondda Cynon Taff
£475-£499	Anglesey, Conwy, Caerphilly, Neath Port Talbot, Swansea, Torfaen, Wrexham
£500-£524	Bridgend, Cardiff, Vale of Glamorgan
£525-£549	
£550-£574	Flintshire
£575-£599	
£600+	Monmouthshire

The table above shows that the range of gross weekly pay in 2014-15 ranged from £403 in Blaenau Gwent to £610 in Monmouthshire. The perceived theory is that Authorities where earnings are higher will be better placed to charge and raise more income than those where income levels remain low, and certainly fees & charges can expected to be a more important/significant part of Monmouthshire’s annual budget setting given the historically low funding per capita the Council derives from central government, and given the regard that Councils have towards Council tax affordability and comparisons.

3.10 However recent examination of provisional settlement proposals indicate a very limited inverse correlation between settlement levels and perceived disposable income.

Unitary Authority	2018-19 provisional Aggregate External Finance plus top-up funding	Percentage difference	Rank (most funding to least)
Cardiff	437,867	0.2%	1
Isle of Anglesey	94,924	-0.1%	2
Swansea	316,499	-0.1%	3
Gwynedd	173,859	-0.1%	4
Rhondda Cynon Taf	362,219	-0.2%	5
Newport	211,682	-0.3%	6
Ceredigion	99,905	-0.3%	7
Wrexham	173,485	-0.3%	8
Pembrokeshire	160,084	-0.4%	9
The Vale of Glamorgan	151,996	-0.4%	10
Neath Port Talbot	210,832	-0.4%	11
Carmarthenshire	257,960	-0.5%	12
Bridgend	190,718	-0.6%	13
Torfaen	130,800	-0.8%	14
Denbighshire	142,144	-0.9%	15
Flintshire	187,816	-0.9%	16
Blaenau Gwent	109,761	-1.0%	17=
Caerphilly	265,600	-1.0%	17=
Conwy	152,770	-1.0%	17=
Merthyr Tydfil	89,683	-1.0%	17=
<b>Monmouthshire</b>	<b>93,000</b>	<b>-1.0%</b>	<b>17=</b>
Powys	172,644	-1.0%	17=
<b>Total unitary authorities</b>	<b>4,186,247</b>	<b>-0.5%</b>	

3.11 In conclusion whilst the WAO study does provide a helpful provocation, it does however require further study to better understand what particular aspects of this national review are pertinent to address in the Monmouthshire context.

3.12 It was hoped to gather fees & charges information from around Wales to allow Members a better understanding of what flexibility they'd have to raise charges whilst still not being an outlier. Unfortunately the presumption that every Council prepared a similar comprehensive report similar to Monmouthshire was in error, and Monmouthshire is still rather unusual in trying to provide a comprehensive schedule for approval in one report.

- 3.13 Nevertheless an indication of 2017-18 charges is provided based on a common comparator semi-rural authority. This has indicated that our comprehensive fees and charges schedule is not quite as comprehensive as we'd presumed, and it has not been possible to obtain the full extent of those charges from Directorates (predominantly social care and children and young people) where they have previously been recorded as "various", "actual charge" or at statutory levels, citing local market conditions, trouble in their providing unit rates, and dismissing the value of the proposed comparison. Consequently charges are provided on a similar basis as traditionally seen by members, with the intention of pursuing a more comprehensive schedule for use in subsequent reports.
- 3.14 There no panacea indication that Monmouthshire's collective charges are set lower than others, however there are individual indications where Monmouthshire's charges appear materially lower.
- 3.15 Previous exercises around unit costing has confirmed the majority of Monmouthshire services are provided very economically, however the data driven challenge sessions, clarification of current chargeable hours and limited activity data held by central services, mean that it is very difficult to conclude whether services are being charged or recharged at an appropriate level.

## **4 METHODOLOGY**

- 4.1 When reviewing charges, local authorities will increasingly need to consider both the options for reducing the level of subsidy they provide to services, but also the socio-economic circumstances of their local community.
- 4.2 At a more detailed level, different services have different clients groups and the decision to increase or introduce charges will have very different impacts, both positive and negative. Consequently from a medium term financial planning perspective there is a planning assumption to only raise charges in accordance with inflation, and for 2018-19 a 2.5% inflation assumption has been made. This means however that unless there is a beneficial change in how many people use the service or a reduction in running costs, the authority will derive little financial benefit/headroom from setting a charge in line with inflation.
- 4.3 Consequently the consideration to raise charges to any higher level remains with the service manager and Directorate management teams who have a closer understanding of their customer base and the socio economic circumstances of their local communities.



## **5 REASONS:**

- 5.1 To identify the charges to be adopted for 2018/19 financial year.
- 5.2 To ensure that resultant pressures are also identified in order to allow them to be managed by Chief Officers within their respective directorate budgets.
- 5.3 To identify scope for increasing charges beyond the 2.5% increase modelled in the draft revenue budget proposals, or to consider charging where there is scope to charge for services for which there is currently no charging regime.

## **6 RESOURCE IMPLICATIONS:**

- 6.1 This report seeks to bring all fees and charges together in one report for Member consideration instead of individual reports being presented for each service.
- 6.2 The fees and charges report 2018/19 is consistent with the final budget report that will be recommended to Council during the February cycle, and includes an assumed 2.5% increase in income in the base budget, together with revisions recommended by service managers to refine their income budgets as reflected by the forecasted income projections in the current 2017/18 financial year.
- 6.3 There are a few budget setting proposals to raise external income above inflationary levels, as part of the budget setting proposals. These have been highlighted in red for Members in Appendix 1.
- 6.4 For the 2018/19 financial year, the MTFP financial planning tool presumes an increase in the external income budgets from £14.2million to £14.6 million.
- 6.5 Some charges cannot be increased in line with the medium-term financial planning assumption of 2.5%, as a result of there being specific restrictions imposed on the level of charges e.g. legislation, national tariffs. Some income budgets are also suffering strain during 2017/18 and it is anticipated that this pressure will carry into 2018/19, and there continues to be situations where the manager intends to manage the additional income through increased activity rather than increasing unit fees and charges. These illustrative pressures, as outlined in appendix 1, will need

to be managed within directorates' 2018/19 revenue budget proposals and as part of the ongoing budget setting process. Currently this pressure is forecast as £389,000 gross, predominantly affecting a Building Control fee shortfall, leisure & tourism activities, county farms, trade waste, passenger transport, careline and DFG administration, and adult education.

- 6.6 Any other budget pressures that may be generated as a result of fees and charges identified by the MTFP model (and subsequently being increased by 2.5% by the model) not being contained in appendix 1, possibly as a result of them not falling within a charging regime, will also need to be managed within directorates' 2018/19 revenue budget proposals.

## **7 FUTURE GENERATIONS CONSIDERATION:**

- 7.1 An evaluation has been provided in Appendix 2 to consider the effect of fee increases on future generations and protected characteristics. The Council will provide specific services to individuals with protected characteristics e.g. age, disability etc. It is difficult to quantify the extent of impact without regard to individual circumstances, vulnerability and access to welfare and support payments, but there are anticipated to be affordability considerations for those individuals whose resources are deemed sufficient to pay for their own services.
- 7.2 The Council maintains a variety of means testing aspects in the provision of services to the more vulnerable. These mechanisms will continue.
- 7.3 It is inherently difficult to presume individuals will not have less disposable income if Councils fees and charges increase. However as Council tax receipts and revenue support grant is insufficient to fund the full extent of Council services, the provision of fees and charges helps sustain these services into the future for customers where the traditional alternative would be to withdraw services.

## **8 CONSULTEES:**

- 8.1 Senior Leadership Team  
All Cabinet Members  
Head of Legal Services  
Head of Finance

**9 BACKGROUND PAPERS:**

- Appendix 1 – Proposed Fees and Charges for 2018/19 budget
- Appendix 2 – Future Generations Assessment.

**10 AUTHOR:**

Mark Howcroft – Assistant Head of Finance

**11 CONTACT DETAILS:**

[markhowcroft@monmouthshire.gov.uk](mailto:markhowcroft@monmouthshire.gov.uk)

01633 644740

## Review of Fees and Charges for 2017/18 For 2018/19 Budget Approval

Service Area	Service being charged for	Charging Policy	Inflation adjusted budget 2017/18 (2.5%)	Proposed Charges for 2017/18 £:p	Benchmarking Comparator 2017/18 Semi Rural Authority (incl vat if applicable)	Inflation adjusted budget 2018/19 (2.5%)	Proposed Charges for 2018/19 £:p	Pressure where 2.5% MTFP increase assumption is not likely to be implemented, or historic income shortfall requiring address by service
ENT			4,837,236			4,958,167		255,697
RES			1,356,693			1,390,610		31,934
CEO			4,289,456			4,396,251		101,063
CYP			-			0		0
SCH			3,745,028			3,842,351		0
<b>Total</b>			<b>14,228,413</b>			<b>14,587,379</b>	<b>-</b>	<b>388,693</b>

Service Area	Service being charged for	Charging Policy	Inflation adjusted budget 2017/18 (2.5%)	Proposed Charges for 2017/18 £:p	Benchmarking Comparator 2017/18 Semi Rural Authority (incl vat if applicable)	Inflation adjusted budget 2018/19 (2.5%)	Proposed Charges for 2018/19 £:p	Pressure where 2.5% MTFP increase assumption is not likely to be implemented, or historic income shortfall requiring address by service
<b>ENTERPRISE DIRECTORATE</b>			<b>4,837,236</b>			<b>4,958,167</b>		<b>255,697</b>
<b>Countryside</b>	Public Path Orders	Recovery of actual costs		- Actual costs incurred	21	0	Actual costs incurred	0
	Definitive map and statement				40			
	Tree preservation orders				21			
	Certified copy of common land register	Charge per part, 4 parts			31.25			
	Each additional copy				1.50			
	Common land register	Correction applications under Commons Act 2006			1350			
	Diversion of rights of way				1800			
	Temp diversion of rights of way				1450			
	Extension of application				290			
	High Hedge Determinations	Maximum allowable		- £320 per inspection		0	£320 per inspection	0
<b>Old Station</b>	Old station Tintern Car Parking	Inflation increase and optimising visitor dwell times	18,000	£1.00; £3.50; £15.00 (season). Manager intends to address increased income through activity not fee increase		18,450	£1.00; £3.50; £17.00 (season)	543
	Old station Tintern Camping	Inflation increase (rounded) & simplifying charging structure	2,100	£4.00 Manager intends to address increased income through activity not fee increase		2,153	£4.20	74
	Old station Signal Box Hire	Inflation increase taking account of variable demand	3,000	£65 - £95 Manager intends to address increased income through activity not fee increase		3,075	£65-£95	0
	Old station Tintern Sales	Inflation increase	23,500	Variable event charges and shop sales		24,088	Variable event charges and shop sales	4,549
	Old station Tintern Catering	Inflation increase	9,018	Per rental agreement		9,243	Going out to tender as current agreement ending, assume will receive full amount	0
<b>Caldicot Castle</b>	Caldicot Castle Admission Charges	Subject to further consideration through current visitor study; intention to drive up visitor numbers and new approach proposed	38,950	Maintain free general admission, variable events and activity charging		39,924	Maintain free general admission, variable events and activity charging (subject to current budget review)	2,614
	Caldicot Castle Country Park Caravan Rallies	Inflation increase (rounded)	2,000	£6.00		2,050	£6.00	652

Service Area	Service being charged for	Charging Policy	Inflation adjusted budget 2017/18 (2.5%)	Proposed Charges for 2017/18 £:p	Benchmarking Comparator 2017/18 Semi Rural Authority (incl vat if applicable)	Inflation adjusted budget 2018/19 (2.5%)	Proposed Charges for 2018/19 £:p	Pressure where 2.5% MTFP increase assumption is not likely to be implemented, or historic income shortfall requiring address by service
<b>Chepstow TIC</b>	Tourist Information Centres - Sales etc.	RRP & Market	14,411	Various		14,771	Various	0
	<u>Tourist Attraction Signs</u>							
	Initial assessment (determining whether the proposal is viable)				445			
	Design of signage scheme and provision of cost estimate for manufacture and installation of the signs				850			
	Provision of signs including manufacture and installation			Actual cost				
<b>Theatres</b>	<u>Hire</u>							
	per full day (Mon - Fri)				312			
	per half day (Mon - Fri)				156			
	per evening (Mon - Fri)				209			
	per full day (Sat - Sun)				534			
	per half day (Sat - Sun)				240			
	per evening (Sat - Sun)				240			
<b>Museums</b>	<u>Hire of facilities</u>							
	Hire (not Sundays)	per hour (min 2 hours)			62			
	Cleaning	per event			47			
	Local amenity group meeting	per hr or part thereof (min 2 hours)			31			
	Cleaning local amenity grp	per event			23.50			
	<u>Charges for photographs (public use)</u>							
	from digital image on photographic paper	Up to A5			3.70			
		Up to A4			6.20			
		Up to A3			12.40			
	from digital image on plain paper	Up to A5			2.50			
		Up to A4			4.90			
		Up to A3			11.10			
	Digital image sent by email				1.25			
	Digital image sent on disc	(plus £1 per additional image)			6.20			
	<u>Charges for photographs (commercial use)</u>							
	<u>Digital image sent by email (under 1 mb)</u>							
	for Educational/academic purposes				3.70			
for Books				25				
for Magazines				37				
<u>Digital image sent by disc</u>								
for Educational/academic purposes				8.50				
for Books				37				
for Magazines				62				

Service Area	Service being charged for	Charging Policy	Inflation adjusted budget 2017/18 (2.5%)	Proposed Charges for 2017/18 £:p	Benchmarking Comparator 2017/18 Semi Rural Authority (incl vat if applicable)	Inflation adjusted budget 2018/19 (2.5%)	Proposed Charges for 2018/19 £:p	Pressure where 2.5% MTFP increase assumption is not likely to be implemented, or historic income shortfall requiring address by service
Libraries	Audio & Visual Loans	Annual Increase	10,296	£1.35 Per 3 week loan	£1.50 per 3 titles at a time, registered blind free	10,553	£1.40 Per 3 week Loan	0
	Overdue Charges	Annual Increase	11,459	21p per day, max charge £15.00 For concessionary groups, 11p per day, max charge £7.50	£0.20 per day, max £15	11,745	22p per day, max charge £15.00 For concessionary groups, 12p per day, max charge £7.50	0
	Internet Usage	Annual Increase	11,788	£1.00 per half hour for non member		12,083	£1.02 per half hour for non members	0
	Photocopying	Annual Increase	3,158	From 20p to 35p per sheet.	£0.10 to £0.25	3,237	From 21p to 36p per sheet	0
	Reservation Fees (Inter Library Loans)	Annual Increase	564	£4.10 per reservation	£5.15 (free inside Wales)	578	£4.20 per reservation	0
	Promotional Sales Commission	Annual Increase	3,366			3,450		0
						0		0
Leisure Sites	Sporting Equipment	Annual Increase	-	Range from £1.35 - £28.50 depending on item purchased Manager intends to address increased			Range from £1.35 - £28.50 depending on item purchased	0
	Abergavenny		4,000			4,100		0
	Monmouth		2,803			2,873		2,373
	Chepstow		6,002			6,152		0
	Caldicot		4,803			4,923		1,061
	Equipment hire (e.g. racket, ball, shuttlecock, roller skates, swim aid)					1.80		
	Bowls mats (long mats)	2-3 mats per hour				41.00		
	Short mats bowls	Adult per mat per hour				8.30		
		Junior per mat per hour				5.90		
	Swimming Badges	Annual Increase	-	Range from £3.00 - £8.60				Range from £3.00 - £8.60
	Abergavenny		2,402	Manager intends to address increased		2,462		0
	Monmouth		-	income through activity not fee				0
	Chepstow		1,891			1,938		0
Caldicot		3,480			3,567		0	

Service Area	Service being charged for	Charging Policy	Inflation adjusted budget 2017/18 (2.5%)	Proposed Charges for 2017/18 £:p	Benchmarking Comparator 2017/18 Semi Rural Authority (incl vat if applicable)	Inflation adjusted budget 2018/19 (2.5%)	Proposed Charges for 2018/19 £:p	Pressure where 2.5% MTFP increase assumption is not likely to be implemented, or historic income shortfall requiring address by service
	Cafeteria & Bar	Annual Increase	-	Range from 35p - £9.00			Range from 35p - £9.00	
	Abergavenny		20,000	Manager intends to		20,500		0
	Monmouth		14,349	address increased		14,708		0
	Chepstow		30,464	income through		31,226		0
	Caldicot		17,320	activity not fee		17,753		0
	Vending Machines	Annual Increase	-	Range from 30p - £3.80			Range from 30p - £3.80	
	Abergavenny		20,000	Manager intends to		20,500		0
	Monmouth		24,124	address increased		24,727		0
	Chepstow		30,710	income through		31,478		0
	Caldicot		20,000	activity not fee		20,500		0
	Swimming Lessons	Annual Increase	-	Range from £0 - £250			Range from £0 - £250	
	Abergavenny		120,000	Manager intends to		123,000		0
	Monmouth		-	address increased		0		0
	Chepstow		123,941	income through		127,040		0
	Caldicot		98,855	activity not fee		101,326		0
	Swim Lessons							
	Adult per 8 sessions				45			
	Junior per session				4.20			
	Adult (1 to 1 per half hour)				16.50			
	Junior (1 to 1 per half hour)				16.50			
	Sauna	Annual Increase	-	Range from £1.00 - £17.80			Range from £1.00 - £17.80	
	Abergavenny		1,500	Manager intends to		1,538		0
	Monmouth		-	address increased		0		0
	Chepstow		2,090	income through		2,142		0
	Caldicot		2,996	activity not fee		3,071		0



Service Area	Service being charged for	Charging Policy	Inflation adjusted budget 2017/18 (2.5%)	Proposed Charges for 2017/18 £:p	Benchmarking Comparator 2017/18 Semi Rural Authority (incl vat if applicable)	Inflation adjusted budget 2018/19 (2.5%)	Proposed Charges for 2018/19 £:p	Pressure where 2.5% MTFP increase assumption is not likely to be implemented, or historic income shortfall requiring address by service
	Sports Classes	Annual Increase	-	Range from 0p - £100			Range from 0p - £100	
	Abergavenny		35,000	Manager intends to		35,875		0
	Monmouth		18,954	address increased		19,428		0
	Chepstow		30,596	income through		31,361		0
	Caldicot		20,294	activity not fee		20,801		0
	Swimming Pool Usage	Annual Increase	-	Range from £0 - £61.50			Range from £0 - £61.50	
	Abergavenny		54,499	Manager intends to		55,862		0
	Monmouth		-	address increased		0		0
	Chepstow		47,327	income through		48,510		0
	Caldicot		36,736	activity not fee		37,654		0
	Swimming Lessons 1-2-1	Annual Increase	-	1:1 Lessons £15.20 - £19.40			1:1 Lessons £15.20 - £19.40	
	Abergavenny		3,533	Manager intends to		3,622		0
	Monmouth		-	address increased		0		0
	Chepstow		5,000	income through		5,125		0
	Caldicot		10,395	activity not fee		10,654		0
	Casual Bookings	Annual Increase	-	£5.70 - £43.60			£5.70 - £43.60	
	Abergavenny		9,605	Manager intends to		9,845		0
	Monmouth		7,396	address increased		7,581		0
	Chepstow		13,797	income through		14,141		0
	Caldicot		11,597	activity not fee		11,887		0
	<u>Swimming</u>							
	Adult				3.80			
	Concession 12 for 10				38			
	Unemployed. Retired, Registered disabled, Student				2.60			
	Junior swim				2.60			
	junior concession 12 for 10				26			
	Under 5s				free			
	family ticket (2 adults 2 children, 1 adult 3 children)				9.70			

Service Area	Service being charged for	Charging Policy	Inflation adjusted budget 2017/18 (2.5%)	Proposed Charges for 2017/18 £:p	Benchmarking Comparator 2017/18 Semi Rural Authority (incl vat if applicable)	Inflation adjusted budget 2018/19 (2.5%)	Proposed Charges for 2018/19 £:p	Pressure where 2.5% MTFP increase assumption is not likely to be implemented, or historic income shortfall requiring address by service
	<u>Aqua aerobics</u>							
	per session				5.20			
	Adult 1 month pass				39			
	Adult 3 month pass				82			
	Junior 1 month pass				24			
	Junior 3 month pass				58			
	<u>Pool Hire</u>							
	Lifeguard hire (1 hr)	Regular Hire			48			
	Gala hire	Lifeguard hire (1 hr)			16.50			
	Learner pool party	Gala hire			52.50			
	Main pool party	Learner pool party			34			
	Lane Hire	Main pool party			70			
		Lane Hire			13			
	Sports Hall Bookings	Annual Increase	-	Range from £5.70 - £43.60			Range from £5.70 - £43.60	
	Abergavenny		12,393	Manager intends to		12,703		0
	Monmouth		12,692	address increased		13,009		0
	Chepstow		16,557	income through		16,971		0
	Caldicot		33,115	activity not fee		33,943		0
	Whole sports hall	per hour			41			
	Half sports hall	per hour			23			
	Hall activities, badminton, table tennis, short tennis etc.	Adult			5.90			
		Junior			4.60			
	Basketball cross court	per session			10.80			
	Bouncy sessions	per hour			2.50			
	<u>Aerobics</u>							
	Adult	Per session			5.15			
	Junior	Per session			4.15			
	Adult Concession	(12 sessions for price of 10)			52			
	Student/pensioner concession	(12 sessions for price of 10)			41.60			
	Spin bikes	30 mins			3.30			
		45 mins			4.30			
	Soft play parties	per party			42			
	Bouncy castle parties	per party			42			

Service Area	Service being charged for	Charging Policy	Inflation adjusted budget 2017/18 (2.5%)	Proposed Charges for 2017/18 £:p	Benchmarking Comparator 2017/18 Semi Rural Authority (incl vat if applicable)	Inflation adjusted budget 2018/19 (2.5%)	Proposed Charges for 2018/19 £:p	Pressure where 2.5% MTFP increase assumption is not likely to be implemented, or historic income shortfall requiring address by service	
Fitness Suites	Room Lettings	Annual Increase	-	Range from £13.80 - £24.80			Range from £13.80 - £24.80		
	Abergavenny		4,000	Manager intends to		4,100		0	
	Monmouth		13,246	address increased		13,577		0	
	Chepstow		38,270	income through		39,227		0	
	Caldicot		30,014	activity not fee		30,764		0	
	Children's parties (inclusive of party room)				46				
	Meeting/activity room	per hour			12				
		per half day			30				
		per full day			45.30				
		Refreshment per person			1.70				
	Sale of Equipment - Fitness	Annual Increase	-	Range from £2.00 - £13.50				Range from £2.00 - £13.50	
	Abergavenny		3,000	Manager intends to		3,075		0	
	Monmouth		3,000	address increased		3,075		0	
	Chepstow		3,236	income through		3,317		0	
	Caldicot		2,759	activity not fee		2,828		0	
	Fitness Suite Inductions	Annual Increase	-	Range from 0p - £30.00		15		Range from 0p - £30.00	
	Abergavenny		-	Manager intends to		0		0	
	Monmouth		2,000	address increased		2,050		0	
	Chepstow		2,000	income through		2,050		0	
	Caldicot		3,864	activity not fee		3,961		0	
	Fitness Suite Membership	Annual Increase	-	Range from 0p - £366	Consisting of "pay as you go" and annual memberships.		0	Range from 0p - £366	Consisting of "pay as you go" and annual memberships.
	Abergavenny		217,596	Manager intends to		223,036		0	
	Monmouth		167,894	address increased		172,091	Monmouth will be closing mid November - pop up gyms have been set up but we are waiting to see impact on fitness membership income.	0	
Chepstow		237,915	income through		243,863		0		
Caldicot		168,688	activity not fee increase		172,905		0		

Service Area	Service being charged for	Charging Policy	Inflation adjusted budget 2017/18 (2.5%)	Proposed Charges for 2017/18 £:p	Benchmarking Comparator 2017/18 Semi Rural Authority (incl vat if applicable)	Inflation adjusted budget 2018/19 (2.5%)	Proposed Charges for 2018/19 £:p	Pressure where 2.5% MTFP increase assumption is not likely to be implemented, or historic income shortfall requiring address by service
	<u>Fitness Suite</u>							
	Individual	per session			4.90			
	Concessionary (12 for 10)				48.90			
	Student/senior/unemployed/disabled	per session			2.40			
	Unlimited use	1 month pass			47			
	Unlimited use	3 month pass			110			
	Fitness room & pool	1 month pass			75			
	Fitness room & pool	3 month pass			180			
	Fitness Classes - Personal Instruction, Fit for Life and Advance Courses	Annual Increase	-	Range from 0p - £50			Range from 0p - £50	
	Abergavenny		57,912	Manager intends to		59,360		0
	Monmouth		58,234	address increased		59,690		0
	Chepstow		61,529	income through		63,067		0
	Caldicot		55,231	activity not fee		56,612		0
	<u>Active Membership (12 month membership)</u>							
	Joining fee				15			
	Adult Gold (fitness suite incl induction, swimming and fitness classes)				311			
	Adult Silver (fitness suite incl induction, swimming				282			
	Adult Bronze (fitness suite or swimming)				251			
	Fitness classes only				251			
	Junior (fitness suite and swimming)				202			
	Student, oap, concession Gold				275			
	Student, oap, concession Silver				251			
	Student, oap, concession Bronze				227			
	Student, oap, concession fitness classes only				227			
	Family (2 adults and 2 children) Fitness suite incl induction and swimming				491			

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Leisure Sites	Corporate (groups of 5 or more adult pp.)								
					275				
						251			
						227			
						227			
		Advertising	Annual Increase		- Range from £39.85 - £113.08			Range from £39.85 - £113.08	
		Abergavenny			- Manager intends to		0		0
		Monmouth			- address increased		0		0
		Chepstow			- income through		0		0
		Caldicot			- activity not fee		0		0
		Outdoor Facility Hire & Non- Sports Hall Block Bookings	Annual Increase		- Range from £4.10 - £45			Range from £4.10 - £45	
		Abergavenny		22,830	Manager intends to		23,401		0
		Monmouth		21,969	address increased		22,518		0
		Chepstow		29,803	income through		30,548		0
		Caldicot		92,404	activity not fee		94,714		42,636
		<u>Tennis</u>							
		Adult				6.10			
		Junior				4.60			
		Senior				4.20			
		<u>Tennis per court with lights</u>							
		Adults	Adults			12.30			
	Juniors	Juniors			10.80				
	Full Artificial pitch	per session			38.70				
	Half Artificial pitch	per session			25				
	<u>Squash</u>								
	Adult				5.50				
	Concession 12 for 10				55				
	Junior				4.30				
	Concession (12 for 10)				43				

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	Hire of Facilities	Annual Increase	-	£4.35 - £50.75			£4.35 - £50.75	
	Abergavenny		5,519	Manager intends to address increased income through activity not fee		5,657		0
	Monmouth		23,874			24,471		0
	Chepstow		7,726			7,920		0
	Caldicot		5,519			5,657		0
<b>Allotments</b>	Allotment plots	Annual Increase	1,292	£26.93 per plot	£43 to £46 per plot	1,324	£27.60 per plot	0
<b>Housing Services</b>	Careline Alarms non business	Weekly equipment rental	172,829	£4.50 per week per client		177,150	£4.50 per week per client No real scope to increase the demand and putting up fees would decrease demand as the majority of clients are pensioners.	17,150
	Lifeline - monitoring and pendant	Per week			2.90			
	Assistive Technology	Per week			5.50			
	Careline Installation Charges	Charge for equipment installation	8,825	£40 per installation est. of 200		9,046	£40 per installation est. of 200. Same as above	1,046
	Disabled Facility Grant Admin Fee	Charge to client for arranging and administering home adaptation work.	88,468	£950 per grant		90,680	£950 per grant Fees come from the capital budget so the greater the fee the less money to spend on DFG's	9,438
<b>Adult Education</b>	Tuition fees- franchised course	Per course as per franchise agreement coleg Gwent	150,368	Franchised course income determined by Coleg Gwent - significant decrease		154,127	Franchised course income determined by Coleg Gwent - significant decrease	3,759
	Tuition fees self financing course	Set price to cover all costs plus 25%	80,000			82,000	£Various	0
<b>Outdoor Education</b>	Residential outdoor education visits mainly by MCC and TCBC pupils	To cover costs of running the service and enable any developments/ improvements	839,746	Avg Per pupil Primary £225 Secondary £236: increase of 5%		860,740	Primary £236 Secondary £248: increase of 5%	7,369

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Building Control	Building Control	Market Rate	383,724	Various		393,317	Various. Based on demand not individual price increase due to trading reserve being in a surplus the actual fees are to remain at 17-18 prices to keep reserve levels in line with legislation	0
	Building Regulations A (1-10 dwellings up to 300m2)	Plan Charge			200-690			
		Site Inspection Charge			415-1905			
		Building notice charge			615 - 2595			
	Conversion to 1-4 flats	Plan Charge			245			
		Site Inspection Charge			460			
		Building Notice Charge			705			
	Conversion to 5-10 flats	Plan Charge			305			
		Site Inspection Charge			580			
		Building Notice Charge			885			
	Building Regulations B (small domestic work) from domestic garage conversion to any extension to dwelling or loft conversion (with a total floor area not exceeding 100m2)	Plan Charge			96-185			
		Inspection Charge			144-355			
		Building Notice Charge			240-360			
	Building Regulations B1 (small domestic electrical work)	Building Notice Charge (Electrical work other than rewiring)			300			
		Building Charge Notice (Rewiring)			400			
	Building Regulations C (small non domestic energy efficiency works) from window installations up to 20 windows To Renovation of thermal elements with estimated cost over £50k	Building Notice			210-405			
	Building Regulations D (any other work based on tiered value) from £0-£5k UPTO £80k-£100k	Plan Charge			125-305			
	Inspection Charge	195-580						
	Building Notice Charge	195-885						

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Development Control	Development Control Fees	Set by WG	646,277	£166 per domestic householder application - set by statute		662,434	£166 per domestic householder application - set by statute	162,434
	Pre-Planning Application Fee		41,772			42,816		0
	Planning Searches		1,077			1,104		0
	Planning Services							
	Copy of planning permission					15		
	Pre application service	Householder				25		
		Minor Development				250		
		Major Development				600		
		Large Major Development				1000		
		Request for historical planning information (fee per half hr)				23		
		Mineral site inspection fee				288		
		Planning applications	Outline applications per 0.1ha where site doesn't exceed 2.5ha			380		
			Site area exceeding 2.5 ha plus an additional charge per 0.1 ha in excess of 2.5ha subject to a max £143750			£9500 plus £100 per ha over 2500ha		
			Alterations and extensions to existing dwellings			190		
			to existing dwellings (2+)			380		
			Erection of dwellings per dwelling for developments of less than 50 dwellings			380		
			More than 50 dwellings			19000		
			Additional charge for each dwelling house in excess of 50 subject to a maximum of £287,500			100		
		Erection of buildings other than dwellings or plant/machinery/buildings	Less than 40 m2 of additional floor space			190		
		More than 40 m2 but not more than 75m2			380			
		Each additional 75m2 to a maximum of £287,500			380			



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	Erection of building on agricultural land in connection with agricultural use (other than glasshouses)	Less than 465 m2			70			
		More than 465 m2 but not more than 540m2			380			
		Excess of 540m2			380			
		An additional charge for each 75 m2 to a maximum of £287500			380			
	Erection of glasshouses for agricultural use	Less than 465 m2			70			
		More than 465 m2			2150			
	Erection, alteration or replacement of plant and machinery	Site area not exceeding 5 ha, per 0.1ha area			385			
		Site area exceeds 5ha			19000			
		An additional charge for each 0.1ha in excess of 5ha to a maximum of £287,500			100			
		Winning and working with minerals	Per 0.1ha maximum 15ha			190		
		More than 15ha			28500			
		An additional charge for each 0.1ha in excess of 15ha, max fee £74,800			100			
		In any other case, for each 0.1ha of the site area, subject to a max of £287,500			190			
	Car parks, service roads or other accesses for existing users				190			
	Operations and buildings within the curtilage of an existing dwelling, incidental to the enjoyment of the dwelling including gates, fences etc.				190			
	Playing fields (for sports clubs or other non profit making recreational bodies)				380			
	Operations connected with exploratory drilling for oil or natural gas	Per 0.1ha, max 7.5ha			330			
		More than 7.5ha			28500			
		Additional charge for each 0.1ha in excess of 7.5ha, max £287,500			100			

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	<u>Other applications</u>							
	Discharge of conditions for householder applications				30			
	Discharge of conditions for all other applications				95			
	Variation or removal of condition				190			
	Non-material amendments for householder applications				30			
	Non material amendments for all other applications				95			
	Applications for determination of whether prior approval is required				80			
	<u>Change of use to dwellings</u>							
	One or more dwelling houses - up to 50 dwelling houses: per additional dwelling created				380			
	Over 50 dwellings				19000			
	Additional charge up to max £287,500				100			
	Any other change in use. One or more dwelling houses up to 50 - per additional dwelling created				380			
	<u>Use of land for disposal of refuse or waste minerals or storage of minerals in the open</u>							
	Up to 15ha for 0.1ha				190			
	Over 15ha				28500			
	Additional charge for each 0.1ha in excess of 15 ha, £74,800 max				100			
	<u>Advertisements</u>							
	Related to the business on the premises				100			
	Advance signs directing the public to a business				100			
	Other advertisements				380			
	<u>Photocopying</u>							
		A4 and A3			£0.10-£0.2			
		Plans A0			6.80			
		A1			3.60			
		A2			2.50			
	<u>Planning Policy</u>							
		Copy of preserved county structure plan			16.95 (plus 8.90 postage if required)			
		LDP inspectors report			38.10 (plus £8.90 postage if required)			
		County Council's adopted LDP (3 volumes)			110 plus £15.85 postage if required)			
	<u>Viability assessment charge for developments 1-9</u>							
					200			
	<u>Viability assessment charge for developments 10+</u>							
					500			

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<b>RESOURCES DIRECTORATE</b>			<b>1,356,693</b>			<b>1,390,610</b>		<b>31,934</b>
<b>Revenues</b>	Council Tax / NNDR court fees	Fixed by Statute	115,945	Summons stage - £40 per case. Liability order stage - £30 per case. Budget proposals recognised a pressure of £30k	Summons stage - £40 per case. Liability order stage - £30 per case. 2%	118,844	Summons stage - £40 per case. Liability order stage - £30 per case. Budget proposals recognised a pressure of £30k	0
	Credit card fee passed on to customers							
<b>Human Resources</b>	External Training	To reflect pro rata cost of	5,000	Individual recovery		5,125	Individual recovery	0
	Union deductions admin fee				2.75%			
<b>Markets</b>	Markets-Caldicot	Per stall	20,000	No increase in Charge - MTFP increase shortfall will be managed within service.		20,500		0
	Markets - Monmouth	Per stall	15,000	No increase in Charge - MTFP increase shortfall will be managed within service.		15,375		0
	Markets-Abergavenny	Per stall or Sq. ft. of space	307,524	No increase in Charge - MTFP accommodated a £70k pressure reflecting historic rents shortfall.		315,212		0
	Tuesday Market inside per table		-	£15.38			£15.76	
	Tuesday Market Outside per foot of floor space		-	£2.34			£2.40	
	Wednesday Market per table		-	£9.22			£9.45	
	Friday Market per table		-	£10.25			£10.51	
	Saturday Market inside per table		-	£15.38			£15.76	
	Saturday Market Outside - Small		-	£11.28			£11.56	
	Saturday Market Outside - Large		-	£22.55			£23.11	
Sunday Market per table		-	£10.25			£10.51		

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	<u>Indoor market</u>							
	Per month, 6 days per week trading opportunity				176 or 204			
	Incubator units per unit per month. Rent free first 6 months				62.50			
	<u>Outdoor Market (stall per m2 occupied)</u>							
	Summer rates (Apr - Sept)				2.30			
	Winter Rates (Oct - Mar)				1.50			
	November Fayre, chg. per stall				45.95 min or £9.20 per m2			
<b>Cemeteries</b>	Cemeteries Service Charge	Inflation Increase	175,000	2017/18 most fees to increase by 2.5% - For charges below lower charge is In County, higher charge is Out of County Residents		179,375		0
	<b>INTERMENT IN EARTHEN GRAVE:</b>							
	<b>PERSONS 17 YEARS OF AGE OR UNDER:</b>							
	Stillborn and non viable foetuses (New ERB)			- No Charge		No Charge		
	New single depth grave in children's section (New ERB)					No Charge / £1,725		
	New Single Depth (New ERB)			- No Charge		No Charge / £2,500		
	New Double Depth (New ERB)					£448 / £3,196		
	New Treble Depth (New ERB)					£1,031 / £5,056		

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	<b>PERSONS 18 YEARS OF AGE AND OVER:</b>							
	New Single Depth (New ERB)		-	£1,092 / £2,567	900 plus 50% inhabitant outside County		£1,250 / £2,500	
	New Double Depth (New ERB)		-	£1,407 / £3,359			£1,598 / £3,196	
	New Treble Depth (New ERB)		-	£2,253 / £5,470			£2,528 / £5,056	
	Re-opened grave to single depth - (New ERB)		-	£739 / £1,687			£863 / £1,338	
	Re-opened grave to single depth (Transfer ERB)		-	£652 / £1,472	760		£810 / £810	
	Re-opened grave to double depth - (New ERB)		-	£1,021 / £2,393	748		£1,145 / £1,620	
	Re-opened grave to double depth - (Transfer ERB)		-	£935 / £2,178			1,090 / £1,090	
	Cremated remains in Garden of Remembrance		-	£124 / £991			£618 / £1,236	
	Re-opened cremated remains - (New ERB)		-	£517 / £1,131			£618 / £1,093	
	Re-opened cremated remains (Transfer ERB)		-	£431 / £915	320		£563 / £563	
	Cremated Remains in new full grave		-	£517 / £1,131	450		£925 / £1,850	
	<b>BRICKED GRAVE:</b>							
	Single Depth		-	£1,445 / £3,452			£1,640 / £3,280	
	Double Depth		-	£2,008 / £4,860			£2,260 / £4,520	
	Treble Depth		-	£2,568 / £6,261			£2,875 / £5,750	
	<b>RESERVATION OF GRAVE SPACE</b>							
	Normal		-	£223 / £563			£245 / £613	
	Cremated Remains		-	£135 / £357			£155 / £388	
	<b>RIGHT TO ERECT MEMORIALS</b>							
	Normal Grave Space							
	Headstones		-	£78 / £193			£150 / £300	
	Memorial Vases or Tablets		-	£49 / £125			£100 / £200	
	Re-Erection of Memorial following safety testing failure		-	£31 / £78			No Charge	
	Replacement of existing memorial		-	£31 / £78			£65 / £130	
	Cremation Plots		-					
	Memorial Vases or Tablets		-	£49 / £125			£100 / £200	
	<b>ADDITIONAL INSCRIPTIONS ON MEMORIALS</b>		-	£31 / £78	50		£65 / £65	

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	EXCLUSIVE RIGHT OF BURIAL							
	Initial Issue			- £386 / £805			£475 / £950	
	Each subsequent transfer			- £300 / £589			£420 / £420	
	<u>Public Health Funerals</u>							
	Investigations undertaken that successfully locate a legal next of kin or otherwise source an executor of the will who then proceed with the funeral arrangements				255			
	Investigations undertaken into the identification of a legal next of kin or executor of the will, the cost of making the funeral arrangements and all communications and correspondence when referring cases to the Treasury solicitor. (The fee does not include the actual cost of the funeral or associated arrangement fees administered by the funeral director).				1020			
<b>County Farms</b>	Water Charges	Cost Recovery	34,272	Tenants charged on individual usage.		35,129	Cost Recovery	857
	Agricultural Rents	Reviewed every 3yrs per contract, in line with other estates	220,000	Estates rents revised by £28k combined as a budget pressure proposal		225,500	£Various - all individual	25,603
	Cottage Rents	Reviewed every 3yrs per contract, in line with other estates	20,000	Reviewed in line with other estates		20,500	£Various - all individual	500
	Grazing Rights	Reviewed every 3yrs per contract, in line with other estates	20,000	Reviewed in line with other estates		20,500	£Various - all individual	500
								0
<b>Asset Management</b>	Rents from shops and other properties	All individual	245,000	Various - all individual		251,125	Various - all individual	0
	Industrial Unit Rent	Reviewed every 3yrs per contract, in line with other estates	178,952	Various - all individual Expenditure will be reduced to compensate for reduction in budget		183,426	Various - all individual Expenditure will be reduced to compensate for reduction in budget	4,474
	<u>Room Hire public buildings</u>	half day			£24-£40			
		Evening			£40-£80			
		Afternoon & Evening			£70-£140			
		Full day			£85-£170			

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<b>CHIEF EXECUTIVES &amp; OPERATIONS</b>			<b>4,289,456</b>			<b>4,396,251</b>	<b>2,340</b>	<b>101,063</b>
<b>Legal</b>	Legal advice for external clients	Based on retrieving a proportion of whole legal budget	32,811	Charged at Officer time rate. Reduction in budget forms part of 17-18 MTFP pressure list.		32,800	Charged at Officer time rate.	0
	<u>Legal related work</u>							
	New Section 38 charge, 1% fee on up to first £500k worth of work with a minimum charge of £1k	Min			1000			
		Max			5000			
	Sc 38 variation charge				550			
	Request for copy s38 including location plan	Min			40			
	New sc106 charge	Legal Element			825			
		Planning element			165			
	Variation to sc106 charge	Legal element			550			
	Deed of variation	Request for copy sc106, min			25			
	Conveyance or agreement for purchase/sale	Min			500			
	Lease/agreement for lease	Min			800			
	Variation of lease	Min			350			
	Consent to assign/sublet etc.				110			
	Licence or deed of covenant to assign/sub let				330			
	Request for copy deed	Min			20			
	Removal of restriction/charge (plus land registry fee)				55			
	Easement	Min			350			
	Variation of easement	Min			200			
	Licence for works	Min			200			
	Licence to occupy	Min			350			
	Fee for deferred payment agreements (disbursements charged in addition)				250			

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	Fixed penalty notices							
	Max penalty upon conviction				2500			
	Ban on smoking in enclosed public space - individual				33-55			
	Premises lack of management and control through prominent notice of smoke free environment				165-220			
	Ban on smoking in cars				30-50			
	Deposit of litter				50-75			
	Failure to comply with street litter control notice				60-100			
	Failure to comply with litter clearing notice				60-100			
	Failure to produce waste documents or authority to transport waste				180-300, max penalty upon conviction £5000			
	Failure to comply with waste receptacle notices				60-100, max penalty upon conviction £1000			
	Failure to comply with dog control order				50-75, max penalty upon conviction £1000			
	Leaving 2 or more vehicles for sale on the road				60-100, max penalty upon conviction £5000			
	Repairing vehicles on the road				60-100, max penalty upon conviction £5000			
	Abandonment of vehicle				120-200, max penalty upon conviction £2500			
	Graffiti, flyposting and other defacement				50-75, max penalty upon conviction £5000 or 6 months detention			
	Failure to comply with Community Protection or public Spaces Protection Order				75-100			
	Rent Smart wales - Registration/licensing not occurred				150-250			



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<b>Land charges</b>	Property Search Fees		147,056	LLC1 Fee - Statutory £4 (electronic) or £6 (postal). CON29R - Discretionary £100 - These charges are now regulated to ensure charge only reflects cost. So could increase or decrease depending on review.		150,732	LLC1 Fee - Statutory £4 (electronic) or £6 (postal). CON29R - Discretionary £100 - These charges are now regulated to ensure charge only reflects cost. So could increase or decrease depending on review.	0
	Con29(R) Enquiries	1 parcel of land Additional parcel of land			139.2 13.8			
	Con29(O) Enquiries	each printed enquiry own written enquiry			14.4 18			
	Admin fee for an enquiry not linked to con29®				12			
	<u>Official Certificate of Search</u>							
	In one part of register				2			
	In whole of register				6			
	For each parcel >1 included in the same requisition				1			
	Land Registry Charges, Legal charge including land registry registration costs for grants and loans in accordance with private sector housing grants and loans policy				350			
<b>Electoral Registration</b>	Electoral Registration	Set by government legislation	1,616	£20 - £190		1,657	£20 - £190	0
	Electoral roll letter of confirmation				30			
	Sale of electoral register (printed)				£10 plus £5 for every 1,000 entries			
	Sale of electoral register (electronic)				£20 plus £1.50 for every 1000			
	Sale of electoral registration to credit companies				450			
	Archives service	Per hour			20			

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Translation Services	Hire of a set of translation equipment per day	(1set = 20 headsets)			28			
	Lost headset replacement charge				250			
Cleansing	Trade Sacks		25,000	£2.50 per sack or £1.55 if exempt i.e. charity. Waste figures increases currently exclude additional budget proposals to raise charges above inflation, which will be part of a separate report provided by manager		25,625	£2.56 per sack or £1.59 if exempt i.e. charity.	5,125
	Residual Trade waste bags,	per bag			4			
	Composite hereditaments (mixed commercial and domestic	Annual Fee			35			
	Trade Recycling Sacks		20,000	60p each (buying in polls of £7.80 for 13 or £15.60 for 26)		20,500	£8.00 for a roll of 13 bags or £16 for a roll of 26 bags = 62p each approx.	10,250
	Trade waste bags (recycling)	per bag			2			
	Trade 140 litre food bin (collection charge				4			
	Commercial Waste Wheelie Bin		506,294	£11.38 to £22.55 for Coll & Disp chg., but £7.40 to £15.00 for just collection chg.		518,951	£11.67 to £23.13 for coll & disp chg., but £7.59 to £15.38 for just collection chg.	79,133
	Trade 240 litre bin	collection charge only			16			
	Trade 1100 litre bin	collection charge only			64			
	Green garden waste bags		353,656	£18 per bag for a		362,497	£18.45 per bag	0
	Domestic green garden waste	Per Green garden sack			1.20			
	Domestic food waste kerbside container 23 litre	Purchase			4			
	Biobags for use in kerbside container	per roll (10 bags)			1.20			
	Kitchen caddy	Purchase			1.50			
	Biobags for use in kitchen caddy per roll	per roll (25 bags)			1.50			
Domestic Residual 240 litre bin = collection charge only				8.40				
Domestic Residual 1100 litre bin - collection charge only				35				

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	Household waste bags	per bag			2.30			
	Domestic Recycling Chargeable household recycling waste bags	Per bag			2			
	Domestic Bulky collection - up to 6 items (to include any items you'd take with you if you moved house)	Up to 6 items in one visit			40			
	Other items e.g. doors, window frames, empty oil tanks, can be collected	Actual cost - min charge			50			
	Compost bin 330 litre	Purchase			40			
	Water butt 180 litre	Purchase			40			
	Wheelie bin 140 litre food waste wheelie bin (trade and chargeable household customers only)	Purchase			30			
	240 litre (if collected)	Purchase			48			
	240 litre (including delivery)	Purchase			64			
	1100 litre (if collected)	Purchase			337			
	1100 litre (including delivery)	Purchase			382			
	Commercial Transfer Notes		10,506	£25 per transfer note per year		10,769	£25.65 per transfer note per yr.	0
	Town and Community Charges		107,500	Individual charge per council		110,188	Individual charges per council	0
<b>Highways</b>	Highways Advertising	Dependant upon site location	51,250	Sliding Scale based upon Location, Sign		52,531	Sliding Scale based upon Location, Sign	0
	Ordinary Watercourse Consenting Fee (the Land Drainage Act 1991)				50			
	1 week of current traffic data from a temporary traffic counter (requires installation of counter)				515			
	1 week of current traffic data from an existing telemetry site				200			
	1 week of existing traffic data from information already held on database				200			
	Collision report, interpreted listing				£20 per collision, min charge £80			
	Access protection markings applications				100			
	Car rally applications for Road Traffic Act 1988				100			
	Doctors parking spaces applications				50			

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<b>Transport</b>	Private MOTs	Fixed nationally	6,150	£54.85 for a Car MOT - Price Fixed centrally. Prices increase depending on size of vehicle		6,304	£54.85 for a Car MOT - Price Fixed centrally. Prices increase depending on size of vehicle	304
	MOT Test Class 4				54.85			
	MOT Test Class 7				58.60			
	MOT Retest Class 4				19.25			
	MOT Retest Class 7				21.50			
	Duplicate Certificate				10			
	Abandoned vehicles	per removal			150 - 6000			
	Storage of vehicles	per day			10-35			
	Disposal of vehicles	per vehicle			50-150			
<b>Passenger Transport</b>	Home to school transport,	Inflation Increase	502,034	Various - depends upon the length of the hire and the number of drivers, hire times and		514,585	Various - depends upon the length of the hire and the number of drivers, hire times	6,251
	Dial a ride specialist door to door transport for people unable to use ordinary forms of transport				£3.30 per return journey up to 10 miles, and £0.33 per mile thereafter			
	Social services vehicles - use of vehicles to voluntary groups	Per mile			1.05			0
<b>Network Management</b>	Skip/scaffolding licences on Public Highways		15,637	£79 (incl vat)		16,419	£82.95 (incl vat) 5% increase in fees	0
	Section 171 Licence		-	£405 (incl vat)			£415 (incl vat)	0
	Section 50 licenses		5,779	£405 (incl vat)		5,923	£415 (incl vat)	0
	Street Naming		23,800	£39 (Incl vat).		24,395	£40 (incl vat)	0
	<u>Street naming and numbering</u>							
	Register single plot				75			
	Register single plot with flats				75 plus £10 per flat			
	Naming & numbering developments 2-5 plots				175 plus 25 per plot			
	Naming & numbering developments 6-25 plots				175 plus 20 per flat			
	Naming & numbering 26-75 plots				175 plus 15 per plot			
Naming & numbering developments 76+ plots				175 plus 10 per plot				

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Traffic & Transport	Road Closures		55,457	£1,883 Budget includes increase in income above inflation as per budget proposals		56,843	£1,900	0
	<u>Enforcement of road closures</u>							
	Temporary Road closures, in addition, where necessary, the cost of providing the signage by the Council will be charged at cost. Event type reflects the perceived impact on the highway network and will include consideration of the expected number of attendees including spectators. The decision on which category an event falls into will be at the absolute discretion of the Head of Highways				130 admin chg. for consideration of application plus £70 per inspection plus retrospective licence fee plus recovery of any appropriate costs			
	Temporary road closures, more than 5 days (by order)							
	To process application				1300			
	Extension/amendment to original application				300			
	Diversionary route preparation, if required				300			
	Less than 5 days (by notice)							
	To process application				570			
	Extension/amendment to original application				300			
	Diversionary route preparation, if required				300			
	Emergency							
	To process application				790			
	Extension/amendment to original application				300			
	Diversionary route preparation, if required				300			
	Special events sc16A RTRA 2004							
	To process application				540			
	Extension/amendment to original application				170			
	Diversionary route preparation, if required				Nil			
	Special events sc21A RTRA 2004, to process application				£37, £160 & £550			
	Local searches		2,255	£Various		2,311	£Various	0
	Road Works Administration charge		4,100	£117		4,203	£120	0
	Design & inspection fees (external/internal clients)		22,000	£Various. Budget includes increase in income above inflation as per budget proposals		22,550	£Various	0
	<u>Street works</u>							
	Inspection fees, random inspection				50			
	Inspection fees, third party				68			
	Inspection fee, defect inspection				47.5			
	Inspection fee, signing, lighting and guarding				Recovery of costs			

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	<u>New Roads and Street works act 1991, new apparatus charge per 1st 100m of excavations or part thereof, further £180 charged per additional 100 m or part thereof</u>	One house			390			
		Two or more houses			475			
		Non residential development			475			
		Agricultural/horticultural			390			
		General development (residential/industrial)			475			
	<u>Repair/renew/maintain existing apparatus</u>	No Street works licence (SWL) granted			265			
		SWL granted			225			
	<u>Highway act licences, excavation in public highway</u>							
	To maintain property				125			
	To construct cellar under highway				265			
	To make an opening into cellar				265			
	Means of admission/light				265			
	Skips				55			
	Retrospective skip licence				75			
	Scaffolding				105			
	Retrospective scaffold licence				130			
	Hoarding/fence				60 plus £70 per additional inspection			
	Inspections, per inspection				70			
	Vehicular access				205			
	Materials deposited on highway				105			
	Retrospective or enforcement action				130 admin chg. for consideration of application plus £70 per inspection plus retrospective licence fee plus recovery of any appropriate costs			
	Pavement café	per m2			40			
	Trading on highway	per m2			40			
	Advertisement signs	per m2			40			



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	Mobile home fees	Application fee			510			
		plus per pitch fee			15.5			
		Replacement licence			29			
		Lodging site rules			53			
		Compliance notice (min fee)			300			
		Fixed penalty notice			75			
		reduced to if paid within 10 days			50			
<b>Schools Catering</b>	School Meals	Price per meal.	871,577	£2.10	2.45	893,366	£2.20. Price increase is over 2.5% and forms part of the 18-19 budget saving list.	0
<b>CHILDREN &amp; YOUNG PEOPLE DIRECTORATE</b>			-			0	-	-
	None		-					0



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<b>SOCIAL CARE &amp; HEALTH DIRECTORATE</b>			<b>3,745,028</b>			<b>3,842,351</b>		<b>-</b>
<b>ADULT SERVICES</b>								
	Community Meals & Day centre meals	Annual Increase	319,853	£4.15, budget proposal to harmonise of meal rates at community meals level + inflation, introduces circa £25,000 extra income		327,849	4.25	0
	<u>Flat rate charges for preventative services</u>							
	Meals @ home	Charge per meal				6		
	Meals @ home, suppers	Charge per meal				2.50		
	Lunch ant day centre establishments	Charge per meal				6		
	Lunch at luncheon clubs	Charge per meal				6		
	Laundry service	Cost per wash				4.20		
	Mardy Park café	As part of 2017/18 budget mandate process and new income	2,000	Various		2,050	Various	0
	Mardy Park room hire	As part of 2017/18 budget mandate process and new income	1,000	Various		1,025	Various	0
	Overmonnow Room Hire	As part of 2017/18 budget mandate process	2,800	Various		2,870	Not part of SC H management but this budget has been absorbed into the Commissioning budget	0
	Non residential fees	Annual Increase in line with inflation. Actual charge based on Financial Assessment to a maximum of £60 per week	416,283	£11.66		436,889	11.95	0
	Part III - Budden Crescent	Actual charge based on client's Financial Assessment	7,919	Charge is dependant on Financial Assessment and guidelines set by WAG.		1,616	Charge is dependant on Financial Assessment and guidelines set by WAG.	0
				Care charge income budgets were reduced by £236k in final 2017/18 budget proposals				0
	Residential/Nursing Fees which includes Part III own care home being Severn View	Actual charge based on Financial Assessment	2,577,587	Charge dependant on Financial Assessment and guidelines set by WAG. Self funding clients in Severn View will pay £510.60		2,642,027	Charge dependant on Financial Assessment and guidelines set by WAG. Self funding clients in Severn View will pay £523.37	0

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	<u>Residential care and support charges subject to a financial assessment</u>							
	Weekly standard charge for residential accommodation in respect of long term and temporary (more than 8 weeks but up to 52 weeks) stays				585			
	Additional charge for en suite room within local authority homes				36			
	<u>Fees paid to Council independent care sect care homes in respect of long term and temporary (more than 8 but up to 52 weeks) stays</u>							
	Residential Very Dependant Elderly				536			
	Residential Dementia				571			
	General Nursing				544			
	Nursing Dementia				579			
	<u>Charge for adult residential college placements (term time only).</u>	Capped weekly charge subject to fin assessment			25			
	Admin charge (self funders and deferred payments).	Charge per annum			585			
	<u>Non residential care and support charges subject to a financial assessment and the weekly maximum charge as set by WG</u>							
	Domiciliary care service	Charge per hour			16.51			
	Direct payments in lieu of domiciliary care service				10.60			
	Supported living	Charge per hour			13			
	Adult placement - long term	Charge per night			20			
	Short term stays and respite care (up to 8 wks.) or direct payments in lieu of these services	Charge per night			75			
	<u>Childcare training</u>							
	Child protection				5			
	Childminding				80			
	First aid				20			
	Food Hygiene				20			

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Public Health	Air Quality	Fixed by Govt	1,629	Fixed by Government		1,669	Fixed by Government	0	
	Food Safety training	Set internally based upon market rates	11,523	Market Price		11,811	Market Price	0	
	Sampling of Water Quality on private water supplies	Fixed - Inflation Increase on Admin Fee	6,830	Cost Recovery & Inflation Increase on Admin. Pressure anticipated to be managed by reviewing food safety charges and income from air quality		7,000	Cost Recovery & Inflation Increase on Admin. Pressure anticipated to be managed by reviewing food safety charges and income from air quality	0	
	Veterinary Inspection Recharge	Recovery of costs	1,025	Cost Recovery		1,051	Cost Recovery	0	
	Riding Establishments	Law requires no more than cost recovery	1,697	£300		1,740	300	0	
	Petrol Station Permits	Fixed by Govt	2,050	Fixed by Government		2,101	Fixed by Government	0	
	Petrol Station Licenses	Fixed by Govt	2,563	Fixed by Government		2,627	Fixed by Government	0	
	Registration for acupuncture, tattooing and ear piercing	Law requires no more than cost recovery	178	Cost Recovery		183	Cost Recovery	0	
	<u>Local Authority Pollution, Prevention and Control</u>								
	Application fee	Standard activity			1629				
		Mobile plant 1st and 2nd application			1629				
		3rd to 7th application			972				
		8th and subsequent application			492				
		Reducing fee activities dry cleaning or standalone PVR1 or PVRII			152				
	PVR 1 and 2 activities carried on at same service station			252					
	Any other reduced fee activity			355					
	Application fee for partial transfer of permit			46					

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		Application fee for variation of a permit any part B or any solvent emission activity			1037			
		any reduced fee activity			101			
		Annual subsistence charge standard activity low			762			
		medium			1145			
		high			1723			
		Dry cleaning or standalone PVR 1 or 2 low			76			
		Medium			155			
		High			232			
		PVR1 and 2 low			111			
		Medium			222			
		high			333			
		Other reducing activity low			223			
		Medium			359			
		High			542			
		Mobile plant 1st and 2nd permits low			637			
		medium			1020			
		high			1530			
		3rd to 7th permits low			381			
		medium			610			
		high			914			
		8th and subsequent permits low			195			
		Medium			311			
		High			467			
		Subsistence charge paid in instalments			37			
		Late payment charge			51			

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	Private water supplies (fees set by Council but within max fig defined by EC directive)	Private water supplies per risk assessment (Required every 5 years)			£245 plus £41.25 for extra hour taken to complete work up to max £500			
		Sampling (each visit)			£100 plus actual cost of lab analysis. If sampling visit coincides with risk assessment then risk assessment plus lab fee paid			
		Investigation (each supply)			£100 plus actual costs of lab analysis £100			
		Granting an authorisation for temporary exemption from certain limits on impurities						
		Sampling analysis taken under Regulation 10 for single domestic supplies			Actual costs up to max of £25			
		Sampling analysis taken during check monitoring of large and small supplies			Actual costs up to max £100			
		Sampling analysis taken during audit monitoring of large and small supplies			Actual costs up to max £500			
		Charge where supply owners carry out their own risk assessments and sampling			£40 per hr or part hr taken to complete the work up to a max of £500			

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Trading Standards.	Animals Licences	Cost Recovery	3,661			3,753	Cost Recovery	0
	Meteorological Verification Tests	Set Nationally	276			283	Set Nationally	0
	Explosives	Cost Recovery	1,044			1,071	Cost Recovery	0
	Poisons/ Hazardous substances	Cost Recovery	-				Cost Recovery	0
	<u>Weights and measures verifications and request tests (fees set in line with LACORS guidance)</u>							
	Weights and measures inspector	Charge per officer per hour			67			
	Support staff attending at the same time	Charge per officer per hour			41			
					Travelling costs charged in addition to the above hourly rates			
	<u>Public Weighbridge Operators Certificate of Competence</u>							
	Weights and measures Inspector	Charge per hour + admin fee			98			
					Travelling costs charged in addition to the above hourly rates			
	<u>Feeding stuffs</u>							
	Manufacture only, or manufacture and placing on the market, or feed additives referred to in Article 10(1)(a) of Regulation 183/2005 other than those specified in Regulation 2(3) or premixtures of such additives				451			
Placing on the market of feed additives referred to in Article 10(1)(a) of Regulation 183/2005 other than those specified in Regulation 2(3), or of premixtures of such additives				226				

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Licensing	Hackney Licenses	Inflation Increase	27,596	Charges for 17/18 will be set by the Licensing Committee which won't meet until Feb 2017. To note fees are either for three and five years so income can fluctuate.		28,286	Charges for 2018/19 will be set by the Licensing Committee which won't meet until 30th January 2018. To note fees are either for three and five years so income can fluctuate.	0
	Lottery and Gaming	Fixed by Govt	9,932		156	10,181		0
	Licensing	Fixed by Govt	103,759			106,353		0
	Other Licenses	No more than cost recovery by law	-					0
	<u>Hackney Carriages</u>							
	New				206			
	Renewal				156			
	<u>Private Hire</u>							
	New				167			
	Renewal				151			
	New private hire Operator 3 years				311			
	New private hire Operator 5 years				397			
	Renewal Private Hire Operator 3 years				288			
	Renewal Private hire Operator 5 years				361			
	<u>Dual badge taxi/driver licence</u>							
	New Dual driver 1 year				292			
	Renewal Dual Driver				151			
	New Dual driver 3 years				340			
	Renewal Dual Driver 3 years				200			
	Cherished transfer				77			
	Reprint of licence				19			
	Replacement door signs				8			
	Replacement drivers badge				11			
	DBS only				61			
	<u>Acupuncture/ear piercing</u>	Premises +1 person			333			
		Each person thereafter			105			

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	<u>Animal boarding (vet charge on top)</u>							
	Initial fee for premises hosting cats or dogs, (not both)				356			
	Renewal fee for premises hosting cats or dogs (not both)				310			
	Initial fee for premises hosting cats and dogs				404			
	Renewal fee for premises hosting both cats and dogs				356			
	<u>Home boarding - dogs</u>							
	Initial fee				194			
	Renewal fee				173			
	<u>House to house collections</u>				no fee			
	<u>Dog breeding establishments</u>							
	Initial fee (up to 10 breeding bitches)							
	Renewal fee				339			
	Initial fee (11-25 bitches)				291			
	Renewal fee				349			
	Initial fee (26-50 bitches)				302			
	Renewal fee				621			
	Initial fee (51-80)				556			
	Renewal fee				628			
	Initial fee (over 80)				584			
	Renewal fee							
	<u>Film Classification</u>							
	Admin cost per film				38			
	Officer viewing cost per min				0.65			
	Admin costs for each additional film				8			
	Officer viewing cost per minute				0.65			
	<u>Horse drawn carriage</u>				154			



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	<u>Horse Riding (vet fee charged on top as required)</u>							
	Initial fee (up to 5 animals)				165			
	Renewal fee				153			
	Initial fee (6-15 animals)				253			
	Renewal fee				241			
	Initial fee (16-25 animals)				363			
	Renewal fee				352			
	Initial fee (26+ animals)				463			
	Renewal fee				451			
	<u>Performing animal acts</u>				132			
	<u>Petroleum licences</u>							
	Not exceeding 2500l (1 yr.)				42			
	2500-50000l (1 yr.)				120			
	<u>Scrap metal (collectors licence)</u>							
	Initial fee				547			
	Renewal fee				417			
	Variation fee				93			
	<u>Scrap metal (site licence)</u>							
	Initial fee				609			
	Renewal fee				417			
	Variation fee				93			
	<u>Pet shops (vet fee on top)</u>							
	Initial fee				356			
	Renewal fee				305			
	<u>Dangerous and wild animals (vet fee on top)</u>							
	Initial fee				356			
	Renewal fee				351			

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	<u>Small park, butterfly house, small aquaria, small falconry centres etc.</u>							
	Licence renewal (with sc14 dispensation)				612			
	Licence renewal without sc14 dispensation				774			
	<u>Small and mixed zoos, medium sized aquaria, specialist reptile exhibits</u>							
	New Application				1140			
	Licence renewal without sc14 dispensation				936			
	<u>Large aquaria and small bird parks</u>							
	New Application				1140			
	Licence renewal without sc14 dispensation				936			
	<u>Large bird parks</u>							
	New Application				1329			
	Licence renewal without sc14 dispensation				1139			
	<u>Medium sized zoo</u>							
	New Application				2180			
	Licence renewal without sc14 dispensation				1786			
	<u>Large zoo</u>							
	New Application				3802			
	Licence renewal without sc14 dispensation				3081			
	<u>Transfer of any zoo licence</u>				139			
	<u>Sex establishments</u>							
	New applications				2295			
	Renewal				464			
	Transfer				464			
	<u>Copy of any licence permission</u>				15			

Service Area	Service being charged for	Charging Policy	Inflation adjusted budget 2017/18 (2.5%)	Proposed Charges for 2017/18 £:p	Benchmarking Comparator 2017/18 Semi Rural Authority (incl vat if applicable)	Inflation adjusted budget 2018/19 (2.5%)	Proposed Charges for 2018/19 £:p	Pressure where 2.5% MTFP increase assumption is not likely to be implemented, or historic income shortfall requiring address by service
	<u>Premises Annual renewal</u>							
	Band A				70			
	Band B				180			
	Band C				295			
	Band D				320			
	Band E				350			
	<u>New and variations or premises licences</u>							
	Band A				100			
	Band B				190			
	Band C				315			
	Band D				450			
	Band E				635			
	Minor variance to a lease (e)				89			
	Section 25 (theft, loss etc. of premises licence or summary				10.5			
	Section 29 (application for a provisional statement where premises being built etc.)				315			
	Section 33 (notification of change of name or address) - premise licence				10.5			
	Section 37 (application to vary licence to specify individual as premises supervisor)				23			
	Section 42 (application for transfer of premises licence)				23			
	Section 47 (interim authority notice following death etc. of licence holder) premise licence				23			
	Section 79 (theft loss of certificate or summary) premise licence				10.5			
	Section 82 (notification of change of name or alteration of rules of club)				10.5			
	Section 83 (1) or (2) change of relevant registered address of club				10.5			
	Section 100 (temporary event notice)				21			
	Section 110 (theft, loss etc. of temporary event notice)				10.5			
	Section 117 (application for a grant or renewal of personal licence)				37			
	Section 126 (theft, loss etc. of personal licence)				10.5			
	Section 127 (duty to notify change of name or address) personal licence				10.5			
	Section 178 (right of freeholder etc. to be notified of licencing matters)				21			

Service Area	Service being charged for	Charging Policy	Inflation adjusted budget 2017/18 (2.5%)	Proposed Charges for 2017/18 £:p	Benchmarking Comparator 2017/18 Semi Rural Authority (incl vat if applicable)	Inflation adjusted budget 2018/19 (2.5%)	Proposed Charges for 2018/19 £:p	Pressure where 2.5% MTFP increase assumption is not likely to be implemented, or historic income shortfall requiring address by service
	Licensing - Explosives							
	<u>Licence to store explosives where separation distance prescribed</u>							
	1 yr.				185			
	2 yr.				243			
	3 yrs.				304			
	4 yrs.				374			
	5 yrs.				423			
	Renewal of explosives licence							
	1 yr.				86			
	2 yr.				147			
	3 yrs.				206			
	4 yrs.				266			
	5 yrs.				326			
	<u>Licence to store explosives where no min separation distance prescribed</u>							
	1 yr.				109			
	2 yr.				141			
	3 yrs.				173			
	4 yrs.				206			
	5 yrs.				238			
	Renewal licence to store explosives where no min separation distance prescribed							
	1 yr.				54			
	2 yr.				86			
	3 yrs.				120			
	4 yrs.				152			
	5 yrs.				185			
	Varying a licence (name or address)				35			
	Transfer of licence or registration				35			
	Replacement of licence/ registration if lost				35			

Service Area	Service being charged for	Charging Policy	Inflation adjusted budget 2017/18 (2.5%)	Proposed Charges for 2017/18 £:p	Benchmarking Comparator 2017/18 Semi Rural Authority (incl vat if applicable)	Inflation adjusted budget 2018/19 (2.5%)	Proposed Charges for 2018/19 £:p	Pressure where 2.5% MTFP increase assumption is not likely to be implemented, or historic income shortfall requiring address by service
	<u>Gambling Act 2005</u>							
	<u>Large casino premises</u>							
	Non conversion application fee for provisional statement premises				4750			
	Non conversion application fee for other premises				9500			
	Annual fee				9500			
	Application to vary a licence				4750			
	Application to transfer or reinstate a licence				2045			
	Application for provisional statement				9500			
	<u>Small casino premises</u>							
	Non conversion application fee for provisional statement premises				2850			
	Non conversion application fee for other premises				7600			
	Annual fee				4750			
	Application to vary a licence				3805			
	Application to transfer or reinstate a licence				1710			
	Application for provisional statement				7600			
	<u>Converted casino premises licence</u>							
	Annual fee				2850			
	Application to vary a licence				1900			
	Application to transfer or reinstate a licence				1280			
	<u>Bingo premises</u>							
	Non conversion application fee for provisional statement premises				1140			
	Non conversion application fee for other premises				3325			
	Annual fee				955			
	Application to vary a licence				1660			
	Application to transfer or reinstate a licence				1140			
	Application for provisional statement				3325			

Service Area	Service being charged for	Charging Policy	Inflation adjusted budget 2017/18 (2.5%)	Proposed Charges for 2017/18 £:p	Benchmarking Comparator 2017/18 Semi Rural Authority (incl vat if applicable)	Inflation adjusted budget 2018/19 (2.5%)	Proposed Charges for 2018/19 £:p	Pressure where 2.5% MTFP increase assumption is not likely to be implemented, or historic income shortfall requiring address by service
	<u>Adult gaming centre</u>							
	Non conversion application fee for provisional statement premises				1140			
	Non conversion application fee for other premises				1900			
	Annual fee				955			
	Application to vary a licence				955			
	Application to transfer or reinstate a licence				1140			
	Application for provisional statement				1900			
	<u>Betting Premises (track)</u>							
	Non conversion application fee for provisional statement premises				900			
	Non conversion application fee for other premises				2380			
	Annual fee				955			
	Application to vary a licence				1190			
	Application to transfer or reinstate a licence				900			
	Application for provisional statement				2380			
	<u>Family entertainment centre</u>							
	Non conversion application fee for provisional statement premises				900			
	Non conversion application fee for other premises				1900			
	Annual fee				710			
	Application to vary a licence				955			
	Application to transfer or reinstate a licence				900			
	Application for provisional statement				1900			
	<u>Betting Premises (other)</u>							
	Non conversion application fee for provisional statement premises				1140			
	Non conversion application fee for other premises				2850			
	Annual fee				570			
	Application to vary a licence				1425			
	Application to transfer or reinstate a licence				1140			
	Application for provisional statement				2850			
	<u>Registration of non commercial society (lottery)</u>							
	Initial fee				40			
	Renewal fee				20			
	Copy of premises licence				22			
	Change of circumstances (change of home or business address)				43			

Service Area	Service being charged for	Charging Policy	Inflation adjusted budget 2017/18 (2.5%)	Proposed Charges for 2017/18 £:p	Benchmarking Comparator 2017/18 Semi Rural Authority (incl vat if applicable)	Inflation adjusted budget 2018/19 (2.5%)	Proposed Charges for 2018/19 £:p	Pressure where 2.5% MTFP increase assumption is not likely to be implemented, or historic income shortfall requiring address by service
Registrars	Registrations - General Income		243,823	Budget proposals involve additional £6.4k income over and above inflation		249,918		0
	Approved Venue - Marriage & Civil Partnership Old Parlour			- £340 - £460	420-650		380 - 490	0
				- £196 as per budget proforma for 2017/18			196	0
	Celebratory Services at approved or other venues			- £340 - £460			£380 - £490	0
	License for approved venues - New			- £1,500	960		1500	0
	License for approved venues - Renewal			- £1,200			1200	0
	Commemorative certificates & wallcharts			- £5	4-10		5	0
	Registrars attendance @ service (Registrar - Superintendent)				47-94			
	Marriage attestation notices				35-68			
European Passport checking fee				10				



monmouthshire  
sir fynwy

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

<p><b>Name of the Officer</b> completing the evaluation</p> <p>Mark Howcroft  <b>Phone no:</b>01663 644740  <b>E-mail:</b>markhowcroft@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p><b>This proposal seeks to evaluate the effect of increases to fees &amp; charges in 2018/19 as part of the Revenue Budget Proposals</b></p>
<p><b>Name of Service</b></p> <p>Councilwide</p>	<p><b>Date Future Generations Evaluation</b> form completed</p> <p>02/11/17</p>

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	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A prosperous Wales</b>                      Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The provision of local authority services can involve paying a fee or a charge, to part contribute to the funding of such services, appreciating that revenue support grant and Council tax receipts would not be sufficient to retain the level of services on offer. This paper seeks to identify the charges proposed to apply for 2018/19 for member consideration. The motivation to review charges is not based on protected</p>	<p>The Council undertakes a variety of “means testing” considerations in the evaluation of levying fees and charges, mainly around statutory provision. This safety mechanism exists to assess the economic ability of individuals to pay for services, and where such means tests indicate, such services will continue to be provided at a concessionary rate.</p>






<b>Well Being Goal</b>	<b>How does the proposal contribute to this goal? (positive and negative)</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
	characteristics, but by association public services will tend to be utilized by the vulnerable, e.g. aged, disabled, children etc. however the revision of charges allows for services to these groups to be maintained.	Managers have considered whether a rise in activity or a rise in fee is the more appropriate way of meeting 2018/19 budgeted income targets
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)		
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood		Leisure service managers are intent address income increases through activity changes rather than fee and charge increases at leisure centres.  Reduction in social care income levels have been factored into budget setting process
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected		
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing		
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People		Leisure service managers are intent address income increases through activity changes

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
are encouraged to do sport, art and recreation		rather than fee and charge increases at leisure centres.
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances		

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term Balancing short term need with long term and planning for the future</p>	<p><i>It is difficult to balance short term financial necessity against longer term implications as clearly raising charges will mean customers having to part with a greater proportion of their disposable income. However the raising of fees &amp; charges annually does ensure that services have a greater probability of being available into the future.</i></p>	
 <p>Collaboration Working together with other partners to deliver objectives</p>		

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p><b>Involvement</b> Involving those with an interest and seeking their views</p>		
 <p><b>Prevention</b> Putting resources into preventing problems occurring or getting worse</p>		
 <p><b>Integration</b> Positively impacting on people, economy and environment and trying to benefit all three</p>		

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age		Negative in relation to care charge fees, Community Meals etc. and any fee increase due to inflationary increase in the charge built within the MTFP	Means testing mechanism
Disability		Negative in relation to care charge fees, Community Meals etc. and any fee increase due to inflationary increase in the charge built within the MTFP	Means testing mechanism
Gender reassignment			
Marriage or civil partnership			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

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>

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Safeguarding	<i>This report considers external fees and charges. It is not been authored to directly impact upon either safeguarding or corporate parenting of Monmouthshire residents. It may have some indirect application in considering individual's financial circumstances, but the means testing safety measure identified above would still apply</i>	.	
Corporate Parenting	<i>As safeguarding</i>		

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

2016-17 fees and charges schedule  
 Revenue MTFP proposals  
 Feedback from Select Committees and engagement events

**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?**

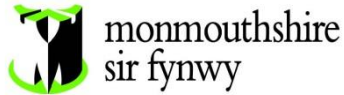
Due to a trend in reducing government settlements across public sector, and increasing trend in costs, the Council has a responsibility to reduce its net budget by circa £5m per annum. Previous examination suggests that most Council service areas are provided to a very economic unit cost of provision. The uplift in fees and charges annually mitigates the effect of that £5m pressure, allows sustainability of services to be maintained and avoids an alternate need to remove or reduce services.

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

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

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

The impacts of this proposal will be evaluated on:	December 2017
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**SUBJECT: MEDIUM TERM FINANCIAL PLAN 2018/19 to 2021/22 and DRAFT BUDGET PROPOSALS 2018/19 FOR CONSULTATION**

**MEETING: CABINET**

**DATE: 22<sup>nd</sup> November 2017**

**DIVISION/WARDS AFFECTED: All**

## **1. PURPOSE:**

- 1.1 To highlight the context within which the Medium Term Financial Plan (MTFP) will be developed for 2018/19 to 2021/22.
- 1.2 To agree the assumptions to be used to update the MTFP, and provide an early indication of the level of budget savings still to be found.
- 1.3 To update Members with the implications arising out of the provisional settlement announcement of Welsh Government.
- 1.4 To consider the 2018/19 budget within the context of the 4 year Medium Term Financial Plan (MTFP) to be incorporated within the emergent Corporate Plan
- 1.5 To provide detailed draft proposals on the budget savings required to meet the gap between available resources and need to spend in 2018/19, for consultation purposes.

## **2. RECOMMENDATIONS:**

- 2.1 That the budget assumptions outlined in paragraphs 3.11 to 3.16 in the report are agreed and updated during the budget process should better information become available.
- 2.2 That Cabinet acknowledges the draft response to the Welsh Government on the provisional settlement (Appendix 3).
- 2.3 That Cabinet approves that the consultation period and opportunity to present alternative proposals ends on 31<sup>st</sup> January 2018.
- 2.4 That the budget process (as outlined in paragraphs 3.6 onwards) is adopted including member budget scrutiny and consultation conducted with select Committees and consultation with JAG, schools budget forum and other relevant fora
- 2.5 That Cabinet approves the release of the draft budget savings proposals for 2018/19 for consultation purposes.
- 2.6 That Cabinet agrees to continue to work on the areas required to balance the 2018/19 budget and Medium Term Financial Plan (MTFP), through wider targeted activities that sit within the remit of Future Monmouthshire.

- 2.7 That Cabinet agrees to include the Future Monmouthshire budget of £200,000 as a base budget consideration from 2018/19 given the key role that Future Monmouthshire plays in facilitating a more sustainable and financially affordable future for Council activities.
- 2.8 To consider formal adoption of the Foundation Living wage as a financial planning assumption rather than Government Living wage. For 2018/19 the rates are £8.75 ph and £8.40 ph respectively. This would have a potential brought forward cost from 2019/20 pressures of £83.5k.

### 3. KEY ISSUES:

#### Background

- 3.1 Members will know that we have faced and will continue to face significant financial challenges. Over the last four years, the Council has had to manage £19.1 million of savings from its service budgets, whilst additionally also taking advantage of the cashflow savings effect of revising its capital finance arrangements of circa £3.3million. Funding from Welsh Government has reduced over the period and austerity looks set to continue for the foreseeable future. At the same time pressures on the budget have been increasing in terms of demographic growth, demand and expectations in children's services, contract price inflation and redundancy costs.
- 3.2 Whilst setting the budget annually within the context of a MTFP, the development of multi-year budget proposals has been a challenge. An ongoing forecast resource gap is being predicted however with the absence of future year's indicative settlements from Welsh government, planning for the future is challenging.
- 3.3 The *Future Monmouthshire* work programme recognizes that the challenges faced by the County and Council are not limited to financial pressures, but these should be seen in the round with other significant challenges. Taking a holistic approach to this work will ensure that the needs of our communities that we serve are put first within the financial constraints that we operate.
- 3.4 The year end position for 2016/17 and the current year monitoring continues to demonstrate the tightening of our financial position. The reports also assess the delivery of the savings we have previously identified. Overall the outturn position for 2016/17 delivered a small surplus, and meant that there was a minor opportunity to replenish some of our reserves.
- 3.5 A review of the earmarked reserves position was undertaken in June 2016 and agreed by Cabinet on 6<sup>th</sup> July 2016. The report highlighted that as reserves have been used extensively and there is less opportunity to replenish reserve balances as budgets get tighter, ear marked reserves need to work harder to help the Authority through the financial challenges and risks it faces. Reserves should not be used to plug the funding gap and fund on going expenditure, they are needed to help with one off costs to invest and transform services so that they can operate within a reduced financial envelop. Having clearer protocols and responsibility assigned can help to ensure the return from the use of reserves in the future is maximised.



## **Medium Term Financial Plan Context - Budget Assumptions**

- 3.6 Taking significant levels of resource out of the budget year on year has been a massive achievement. In reviewing this process, questions have been raised about whether it is sustainable going forward. Whilst the Future Monmouthshire work is making progress and establishing key themes to work on there is still some way to go to establish the future operating model for the Authority. Therefore a one year approach has been taken albeit within the context of the MTFP, whilst the corporate plan including a more medium term approach can be adopted next year.
- 3.7 Initially the proposed budget setting process involved comparing MCC unit costs and performance with those of other Welsh Councils to understand where the greatest opportunity was to make further savings. The activity data used by Improvement colleagues indicated little correlation with the resourcing. Three challenge panels were held with specific services to share the provocations. Most challenged the activity data, but didn't actively hold any better quality of information, but highlighted their work in informing/improving the national benchmarking context, which appears an evolving consideration.
- 3.8 So in the short term SLT has reverted again to asking all services in the organisation to consider how their services would look within a 5% reduction in the resources available to them. The principles adopted through the Future Monmouthshire work will form an important back drop for services to explore the options available to meet the more immediate budget challenges.
- 3.9 In rolling forward the current MTFP, services have been provided with an opportunity to identify any material pressures anticipated during 2018-19 and beyond, and a review of all the existing assumptions and pressures previously agreed for inclusion in the model has been undertaken and provides a basis on which to scenario plan for the future, whilst recognizing that we are building from an extremely challenging starting point.
- 3.10 For the purposes of modelling across the medium term, the MTFP had made initial provision for unidentified pressures of £2.5m in each of the years. This is seen as a prudent estimate based on pressures that have been incorporated into the budget process in recent years. Pressures have subsequently been updated, as shown in the table above, and will continue to be reviewed and updated as further information becomes available.

## Inflation Indicators

3.11 As a reminder the following assumptions have been used across the 4 year MTFP window.

- Council Tax – 3.95% increase per annum
- AEF Central Government funding – 2.6% reduction 18/19, 1.8% reduction thereafter
- Other external income – 2.5% increase per annum
- Pay inflation – 1% increase per annum
- Non pay inflation – 0%
- Vacancy factor – 2% (except schools)
- Superannuation – 22.1% (increasing 1% per annum)
- Schools Budget – 0%

3.12 Reserves – It is assumed that additional reliance on reserves, except for one off investment that has a net on going benefit to the revenue budget, will be avoided in the MTFP. Ear marked reserves are an important part of the MTFP strategy for managing the changes required and are key to financial resilience in times of extreme financial challenge.

3.13 Capital financing - Capital financing costs are currently based on the approved Capital MTFP, the funding budgets will need to be reviewed following the development of the next capital MTFP taking into account any slippage, review of capital receipts position and further approvals of schemes.

3.14 Other Corporate Costs, such as precepts and levies, will also be updated as information becomes available.

3.15 The assumptions highlighted above are based on the best information available at the current time, however they will be subject to variation as new information comes to light and our forecasting techniques are refined. The current assumptions show the following cumulative gap in the MTFP model:

Year	MTFP Gap £'000s
2018/19	4,804
2019/20	8,400
2020/21	11,724
2021/22	14,038

3.16 What is clearly shown in the table above is that there will be a significant gap in the MTFP to find. It should be noted that this is the gap at this moment in time and as further information comes to light, this will be taken into account and may alter the figures. At the moment £14 million will be a working target until more information becomes available.

## Work to Balance the 4 Year MTFP and 2018/19 Specifically

3.17 After several years of taking significant resource out of the budget, the means of achieving further savings becomes increasingly more challenging. The work on Future Monmouthshire has meant some changes to the budget process for 17/18, and an increase of such benefit is anticipated for the 2018/19 budget process. Future Monmouthshire is about keeping the Council 'going' and 'growing' and whilst the pressure of 18/19 is immediate, a one-year process has been developed which aims to position short-term decisions in the context of a longer-term programme which aligns with the medium Term Financial Plan. A currently unquantified level of savings is proposed from Future Monmouthshire facilitating cross cutting savings. That amount will become more explicit through the budget setting process.

### Links to Vision and Priorities

3.18 During the budget process, it is usual to compare the MTFP plan with the Council strategic priorities and single integrated plan, to ensure resourcing remains directed to best effect. However the Single Integrated Plan is currently in the process of being replaced by the Public Service Board (PSB partnership) well-being plan and objectives for Monmouthshire when agreed in 2018. The detail of the plan is currently draft and subject to PSB approval next week a consultation will take place from 13<sup>th</sup> November. Below sets out the vision and objectives which in essence will replace the Single integrated plan priorities in 2018.

3.19 Given the incremental approach towards budget setting, the proposed budget is aligned with traditional core priorities, as identified within the Administration's Mid Term Report and Continuance Agreement 2015-17, namely:

- direct spending in schools,
- services to vulnerable children and adults and
- activities that support the creation of jobs and wealth in the local economy,
- maintaining locally accessible services

3.20 The following table demonstrates the links at a summary level that have been made with such 4 priorities, and the strategic risks:

Proposal	Link to Priority Areas	Link to Whole Authority Risk assessment
Schools budgets continue to have regard for cash flat line considerations	During the initial modelling it was noted that £288k pressure has been acknowledged in addressing new ALN responsibilities and school exam pressures. There are conversely £487k savings, resulting in a net saving from CYP of £199k. Cabinet have requested that MTFP modelling includes the effect of schools pay award (1%) with an anticipated cost of £387k, to model investments exceeding savings.	Budget proposals are mindful of the risk in the register around children not achieving their full potential

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.	Services to protect vulnerable people Nobody is left behind	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
The drive for service efficiencies savings has continued across all service areas in order to avoid more stringent cuts to frontline services.	Further reviews of management and support structures and streamlining of processes, contributes to the aims of creating a sustainable and resilient communities.	Addresses risks around the ability to sustain our priorities within the current financial climate
The need to think differently what income can be generated has been a clear imperative in working up the proposals.	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.	

3.21 Whilst these strategic priorities may iteratively get reviewed and refreshed when incorporated into Single Integrated Plan, early sight of draft proposals suggests a potential continuing alignment.

<b>Purpose</b>	<b>Building Sustainable and Resilient Communities</b>	
<b>Our aspiration is to:</b>	Reduce inequalities between communities and within communities Support and protect vulnerable people Consider our impact on the environment	
<b>Our Well-being Objectives are:</b>	<i>People / Citizens</i>	<i>Place / Communities</i>
	Provide children and young people with the best possible start in life	Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change
	Respond to the challenges associated with demographic change	Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.

## Provisional settlement

- 3.22 The provisional settlement was announced on the 10<sup>th</sup> October 2017. The overall increase in the Welsh Government revenue budget is 0.2% and following decisions by the WG on its budget, the Local Government settlement was announced with an overall decrease across Wales of 0.5%. However, this includes additional funding for new responsibilities relating to homelessness prevention which in itself results in further unfunded pressures being placed on the Authority. The Welsh Government's statement makes reference to protecting key public services and that 'the settlement will allocate £62m for schools and £42m for social services'. However, there is no additional funding provided to protect these services or any explanation of how these figures have been arrived at. These should be regarded as being within the funding envelope announced which sees an overall reduction of 0.5%. The Minister has also provided an indicative settlement for 2019-20 which will see the local government settlement reduce by on average a further 1.5%. Our financial planning assumption for 2018/19 and thereafter remains at 1.8% reduction per annum, as it isn't common for MCC to derive funding at average levels.
- 3.23 For Monmouthshire the provisional settlement for 2018/19 has delivered a reduction in the Authority's Aggregate External Finance (AEF) of 1% after taking into account new responsibilities and transfers into and out of the settlement. The AEF across Wales ranged from a 0.2% increase in Cardiff to reduction of 1% in Monmouthshire, Blaenau Gwent, Caerphilly, Merthyr Tydfil, Powys and Conwy. All authorities suffering a 1% reduction have been benefitted from a funding floor. A table showing each authorities position resulting from the provisional settlement is included at Appendix 2 to this report. Monmouthshire remains at the bottom of the table in terms of AEF per head of population
- 3.24 There have been several known transfers of grant into the settlement, which in total amount to £2.14m for Monmouthshire. When the 1.0% reduction in the provisional AEF is compared to the 2.6% reduction modelled in the MTFP the Authority is better off by circa £1.4 million. A response to WG regarding the Provisional Settlement is attached as Appendix 3.
- 3.25 As mentioned above, in para 3.10, experience suggests that annual pressures experienced are of the order of £3.4 million, so a balancing item, known as unidentified pressures, has been used to bolster service identified pressures to this level. As pressures manifest themselves, unidentified pressures are reduced and replaced instead by specific aspects. Part of the strategy during the budget setting process will be to zealously consider and mitigate where possible identified pressures. This would allow any balance on "unidentified pressures" to be matched off against the deficit bottom line of the budget and avoid a need to generate additional savings.

3.26 Currently, summary identified pressures within the MTFP include,

Pressures by Directorate	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Children & Young People	675	66	0	0
Social Care & Health	1,108	1,124	857	70
Enterprise	499	0	0	0
Resources	143	0	0	0
Chief Executives Unit	135	72	75	62
Corporate Costs & Levies	202	112	0	0
Unidentified pressures	693	2,061	2,276	2,368
<b>Totals</b>	<b>3,455</b>	<b>3,435</b>	<b>3,208</b>	<b>2,500</b>

Further detail is supplied in Appendix 4.

3.27 Other potential pressures which have not yet been factored in are currently being assessed. The budget is being prepared on an incremental basis, so it doesn't automatically presume continued funding of any initiative after its reserve funding has expired, or any new additions, so for instance currently it doesn't include any allowance yet for any net costs resulting from member consideration of Leisure, Culture and Tourism outsourcing proposals, any tranche B Future schools financing assumptions, or any borrowing presumption to continue to supplement capital DFG budget or afford waste services vehicle replacement, that in the main will be subject to separate reports of much greater detail. Other pressures can manifest themselves through introduction of new legislation. The above list includes statute introduced pressures known to date. Grant reductions are another common volatility during the budget process. If specific grants cease, it is expected that the activity will cease. Continuance of an activity following grant funding ceasing, would require a business case to assess each case on its merits.

3.28 Welsh Government has, subsequent to the provisional settlement, provided emerging details of the anticipated grants available nationally. Current national details are supplied in Appendix 1. Of note, are the significant reductions in Educational Improvement spending and Single Revenue Grant. The single Revenue Grant contains the funding that was traditionally supplied as the Sustainable Waste management Grant, part of that funding is anticipated to fall instead with RSG settlement figures, however the net decline in grant is greater than already anticipated within pressure forecasts. Also of note, Councils still do not have a comprehensive grant position regarding particular notable grants. Of particular interest to MCC, bus subsidy, concessionary fares and post 16 funding is unlikely to be available before December which continues to introduce an unfortunate element of volatility to the budget setting process.

### **Savings Proposals for 2018/19**

3.29 Across the board, all service areas were asked to consider how their services would look within a range of reductions available to them, whilst simultaneously, looking ahead and

ensuring wherever possible, proposals support the medium term direction of travel. To in-build an additional element of review, all proposals have been considered and tested through an initial process of independent challenge by SLT and Cabinet members

3.30 The budget proposals contained within this report have sought to ensure these key outcomes and priorities can be continued 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.

#### Extent of Summary Savings Identified to Date

Disinvestment by Directorate	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Children & Young People	(487)	(23)	0	0
Social Care, Health & Housing	(751)	(725)	(189)	(189)
Enterprise	0	0	0	0
Resources	(350)	0	0	0
Chief Executives Units	(565)	40	0	0
Corporate Costs & Levies	(26)	0	0	0
Appropriations	(296)	63	113	(86)
Financing	(530)	0	0	0
<b>Totals</b>	<b>(3,005)</b>	<b>(645)</b>	<b>(76)</b>	<b>(275)</b>

Further detail is supplied in Appendix 5.

#### Treasury Impact

3.31 The Capital MTFP will be considered as a separate report but for the purposes of establishing the revenue impact of the capital MTFP, the current assumptions presume that the 2017/18 capital programme will be incurred in full other than an anticipated slippage of £6million to Future Schools spend, that should have no effect on 2018/19 Treasury budget as the funding source remains capital receipts rather than borrowing.

3.32 Last year Members subscribed to £500k Treasury Headroom to assist with 5 likely schemes that did not have cost certainty during the budget setting process. Whilst there is still uncertainty around elements of tendered costs for these schemes, the following cost predictions have been presumed in relationship to these schemes.

- £300k was added to DFG's as a one off contribution in 2017/18 to reduce backlog.
- Monmouthshire leisure centre cost circa £7.3m. After Future schools funding, section 106 usage and the service providing the majority of prudential borrowing from additional income, the core Treasury budget will absorb the remaining annualised effect of £835k worth of funding afforded by unsupported borrowing (MRP starting 19/20).
- J & E block office costs. budget presumes £1.4million project, E block costs circa £400k, J block costs still to be confirmed (MRP starting 19/20). The intention is for such costs to be self financed from savings realised.

- Abergavenny Hub, budget presumes an indicative £2.3million (MRP starting 20/21).
- City deal contribution predicted to total £7.3million, with annual contributions increasing over 9 year duration, 2018/19 contribution expected to be £83k. (MRP presumed to start the full year after contribution made).

For MRP purposes all assets are presumed to have a 25 year life

- 3.33 Further work on the Treasury aspects of the budget are still being validated and include a review of the current year underspend, the profile of capital expenditure and potential slippage, a review of maturing debt over the medium term and the balance between the level of fixed and variable rate debt in the Council's portfolio. The balance of risk is an important consideration in this review as are the principles of security, liquidity and yield when considering any investment strategies.

### Council Tax

- 3.34 The Council Tax increase in the budget has been modelled as 3.95% per annum across the MTFP as a planning assumption. As part of the savings proposals, an assessment of collection rates and growth in properties has been undertaken. Anticipated recovery rates reflect very high recovery practice (99%), such that there is little scope to increase such further. However a growth in properties has been presumed to achieve (net of Council Tax reduction scheme) an extra £530 income per annum, and is including in the savings table.

### Summary position

- 3.35 In summary, the 2018/19 budget gap is now £482k, if all the pressures and savings proposals contained in the Appendix 4 are approved.

Services	Adjusted Base 2017/18 £000	Indicative Base 2018/19 £000	Indicative Base 2019/20 £000	Indicative Base 2020/21 £000	Indicative Base 2021/22 £000
Children & Young People	49,630	49,891	49,923	49,961	50,000
Social Care & Housing	42,953	44,780	45,448	46,428	46,626
Enterprise	8,495	9,759	9,275	9,318	9,380
Resources	7,687	7,588	7,608	7,688	7,769
Chief Executive's Unit	15,860	16,481	16,676	16,833	16,977
Corporate Costs & Levies	20,273	20,825	23,166	25,703	28,207
<b>Sub Total</b>	<b>144,897</b>	<b>149,323</b>	<b>152,095</b>	<b>155,932</b>	<b>158,958</b>
Transfers to reserves	167	201	162	70	30
Transfers from reserves	(504)	(1,009)	(127)	(96)	(188)
Treasury	7,883	7,792	7,670	7,783	7,697
<b>Appropriations Total</b>	<b>7,546</b>	<b>6,984</b>	<b>7,705</b>	<b>7,757</b>	<b>7,539</b>
<b>Total Expenditure Budget</b>	<b>152,444</b>	<b>156,308</b>	<b>159,800</b>	<b>163,689</b>	<b>166,497</b>
Aggregate External Financing (AEF)	(91,799)	(93,000)	(91,326)	(89,682)	(88,068)
Council Tax (MCC)	(47,744)	(50,160)	(52,120)	(54,158)	(56,276)
Council Tax (Gwent Police)	(10,421)	(10,186)	(10,369)	(10,556)	(10,746)
Council Tax (Community Councils)	(2,480)	(2,480)	(2,480)	(2,480)	(2,480)
<b>Sub Total Financing</b>	<b>(152,444)</b>	<b>(155,825)</b>	<b>(156,295)</b>	<b>(156,876)</b>	<b>(157,570)</b>
<b>(Headroom)/Shortfall</b>	<b>0</b>	<b>482</b>	<b>3,505</b>	<b>6,813</b>	<b>8,927</b>



Clearly there is a gap still to meet and further work is progressing through Future Monmouthshire to bring forward measures to balance to budget around the themes of services integration, commercialisation, adult care and procurement.

### **Reserves strategy**

- 3.36 Earmarked reserve usage over the MTFP is projected to decrease the balance on earmarked reserves from £6.2 million at end of 2017/18 to £5.2 million at the end of 2021/22.
- 3.37 The approved Reserves strategy has 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 to the new resource levels available to it. 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 £1.4 million by the end of this MTFP window.
- 3.38 The general fund reserve forecast for the end 2017/18 predicts £7.1 million balance, and remains within the 4-6% of net expenditure range considered as appropriate to maintain. This will be updated for anticipated outturn following month 7 monitoring activities within the next fortnight.
- 3.39 Deficit school balances haven't been factored into general fund balance, as the focus will be one of reintroducing a net surplus position.

### **Next Steps**

- 3.40 The information contained in this report constitutes the 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 31<sup>st</sup> January 2018.
- 3.41 Public consultation (to include the formal requirement to consult businesses) and Select Committee Scrutiny of Budget proposals, will take place between the 1st December 2017 and the 31<sup>st</sup> January 2018. In the past four years we have undertaken extensive community engagement around the budget and the impact of any potential changes under the banner of #MonmouthshireEngages. The budget proposals contained within this report are extensions of previously agreed changes and in addition there has not been any substantive or material service developments; on this basis we will not be conducting another large scale public engagement. There will be opportunity for the community to provide consultation responses via public meetings to be held in Usk, meetings of the Schools budget forum, JAG, and other relevant fora and via the website and social media where details of the proposals will be published and a short film will be available.
- 3.42 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:

Economy and Development – 30th November 2017

Children and Young People – 7th December 2017

Adults – 12th December 2017

Strong Communities – 4th January 2018

- 3.43 Deadline for the receipt of Community Council precepts is 31<sup>st</sup> January 2018
- 3.44 Consequently final budget proposals following consultation and receipt of the final settlement will go to a special Cabinet in mid Feb 2018 and Council Tax and budget setting will then take place at Full council on 1st March 2018.

#### **4 REASONS:**

- 4.1 To agree budget proposals for 2018/19 for consultation purposes

#### **5. RESOURCE IMPLICATIONS:**

- 5.1 As identified in the report and appendices

#### **6. FUTURE GENERATIONS AND EQUALITY IMPLICATIONS:**

- 6.1 The Wellbeing of Future Generations initial evaluation for the emerging 18-19 budget proposals has been developed in narrative form in appendix 6, ahead of formalisation of proposals and the completion of the official assessment framework. This enables setting out of the backdrop to the emerging proposals, commentary on how the process has been developed; its various iterations and the picture it paints as a whole for the county of Monmouthshire. Presenting in this way at this stage provides an opportunity to demonstrate the dynamic and real-time nature of the approach. In addition, it helps to highlight application of continual learning and improvement.
- 6.2 In the past and notwithstanding the council's strong record on financial planning and delivery, achieving the goal of keeping frontline services going and strengthening commitments to sustainability and resilience, the budget has tended to be developed through the setting of targets, directorate-led approaches and a relatively uneven smattering of proposals. Whilst under this budget round, individual directorate's have still put forward proposals – this process has been more in keeping with our Future Monmouthshire programme and the design principles that guide how we keep our county 'going' and 'growing'. It signals very clearly, that money should follow purpose and priorities and not precede them.
- 6.3 It must be borne in mind that this WFG evaluation is an early one, applying to budget *proposals* only at this pre-consultation, pre-decision stage. The aim of the narrative in appendix 6 is thus, to demonstrate the 'live' nature of the process and the application of robust and ongoing scrutiny and challenge as the proposals continue to be shaped and honed in line with what matters.
- 6.4 The emerging budget proposals for 18-19 are more than a standalone one-year budget. As a contributor to our wider Future Monmouthshire work, they help build a bridge between the present we have and the future we wish to see. With a blend of ongoing sustainable efficiencies; continued income generation and a focus on investing in areas such as education and social care – where returns in terms of service outcomes and financial benefits are starting to pay early dividends – the platform is building for the development of more targeted 'big ticket' interventions. We are not kicking the 'too difficult' problems into the long grass. As well as keep the Council 'going' – work is underway to keep it 'growing' – as these proposals clearly demonstrate. Proposals to review the development plan, as a means of addressing demographic and economic pressures is underway. Exploration of targeted procurement opportunities that save money and create local

markets is taking shape. A 'challenge-driven' approach to tackling rural transport issues is being developed. Exploration of machine learning, artificial intelligence and automation are contributing to the ways in which we must re-imagine services and the positive impact they can have on the lives of people and communities in Monmouthshire - now and in the future.

- 6.5 Further to the narrative provided in appendix 6 the wellbeing of future generations impacts of the saving proposals have been initially identified per Directorate in Appendix 4. As the impact on services has been kept to a minimum, no significant negative impact has been identified. Further consultation requirements have been identified and are on going. As stated above further assessment of the total impact of the all the proposals will be undertaken for the final budget report.

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

**7. CONSULTEES:**

SLT  
Cabinet  
Head of Legal Services

**8. BACKGROUND PAPERS:**

Appendix 1: Welsh Government Provisional Settlement – National grant notification  
Appendix 2: Welsh Government Provisional Settlement – Aggregate External Funding  
Appendix 3: Proposed letter in response  
Appendix 4: Details of pressures  
Appendix 5: Details of savings proposals  
Appendix 6: Future Generations Evaluation

**9. AUTHOR:**

Mark Howcroft  
Assistant Head of Finance

**10. CONTACT DETAILS:**

**Tel:** 01633 644740  
**E-mail:** [markhowcroft@monmouthshire.gov.uk](mailto:markhowcroft@monmouthshire.gov.uk)

## Appendix 1 - Details of Welsh Local Government Provisional Revenue Settlement 2018-19

Table 9: List and estimated amounts of Grants for total Wales

Existing Grant name	2017-18	2018-19
<b>Communities and Children</b>		
Supporting People	123.688	123.688
Flying Start Revenue Grant	76.052	76.052
Families First	38.352	38.352
Communities First	19.647	0.000
Childcare Offer	10.000	25.000
Communities for Work	7.120	7.199
Cardiff Bay Legacy	5.891	5.400
Promoting Positive Engagement for Young People	4.330	4.330
Out of School Childcare	2.300	2.300
Violence against Women, Domestic Abuse & Sexual Violence Grant	1.938	2.438
St David's Day Fund	1.000	1.000
Lift	0.990	0.000
National Approach to Advocacy	0.550	0.550
Community Cohesion	0.360	0.360
Maintaining the Delivery of the Wales Adoption Register	0.172	0.172
Armed Forces Day	0.035	0.100
Remploy Employment Support Grant	0.006	0.002
Communities First Legacy	0.000	6.000
Communities Work Plus	0.000	10.050
<b>Economy and Infrastructure</b>		
Concessionary Fares	60.466	NA
Bus Services Support Grant	25.000	NA

Bus Revenue Support Traws Cymru	3.057	NA
Road Safety Grant	2.000	2.000
Young Persons Discounted Bus Travel Scheme	1.000	NA
Bus Revenue Support	0.546	NA
New Developments	0.500	0.000
Enterprise Zones	0.271	0.064
Ports Development Fund	0.090	NA
Community Rail Partnership	0.065	NA
Travel Plan Co-ordinators	0.011	0.000

### **Education**

Education Improvement Grant	133.282	118.137
Pupil Development Grant	91.333	91.333
Pioneer Schools	7.895	NA
Youth Support Grant	3.856	3.470
Reducing infant class sizes grant	2.000	3.000
School Uniform Grant	0.700	0.000
Modern Foreign Languages	0.480	0.432
Senior Business Managers	0.200	0.200
Mentoring and Networking Support for Headteachers	0.150	NA
National Numeracy Tests - Supported Marking Grant to Consortia	0.020	0.020

### **Environment and Rural Affairs**

Single Revenue Grant - See note below	61.790	20.793
Waste Infrastructure Procurement Programme - Gate Fee Contributions	7.507	7.867
Animal Health & welfare Framework Funding	0.200	0.200
Renewal of Grant for the South Wales Regional Aggregate Working Party	0.050	0.050
Waste Planning Monitoring Report - North Wales and South East Wales	0.049	0.049
Waste Planning Monitoring Report - South West Wales	0.025	0.025

## Finance and Local Government

Cardiff Capital City Deal	20.000	10.000
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## Lifelong Learning and Welsh Language

Post-16 Provision in Schools	98.587	NA
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Adult Community Learning	4.307	NA
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Additional Learning Needs Innovation Fund	1.320	0.000
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Learning in Digital Wales (Phase 2)	0.500	0.450
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Promote and Facilitate the use of the Welsh language	0.314	0.314
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Development of the Seren Network	0.120	0.250
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## Social Services and Public Health

Welsh Independent Living Grant	27.000	RSG
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Substance Misuse Action Fund	22.663	22.663
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Social Care Workforce Grant	19.000	RSG
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Expanding Edge of Care Services	5.000	RSG
---------------------------------	-------	-----

Carer's Respite Care Grant	3.000	RSG
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Support for Care Leavers	1.650	RSG
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Reflect Project	0.850	RSG
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Secure Estates	0.412	RSG
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National Framework for Fostering	0.400	RSG
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Development of Adoption Support Services in Wales	0.215	0.090
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<b>All Grants</b>	<b>900.454</b>	<b>584.424</b>
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<b>All Grants excluding NA (for like-for like comparison)</b>	<b>606.861</b>	<b>584.424</b>
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1 The information shown above details the total amount of each grant. Some grants may be split between local authorities and other bodies

2 It is important to note that amounts for future years are indicative at this stage and are liable to change

3 Formal notification of grant allocations is a matter for the relevant policy area

NA = figures not available at time of publication

RSG = funding transferring to Revenue Support Grant

Single Revenue Grant - £35m of Waste Budget element transferred to Revenue Support Grant

## Provisional

Table 1c: Aggregate External Finance (AEF) plus top-up per capita, by Unitary Authority, 2018-19

Unitary Authority	2018-19 provisional Aggregate External Finance plus top-up funding (£'000s)	Provisional Aggregate External Finance per capita (£)*	Rank
Isle of Anglesey	94,924	1,353	11
Gwynedd	173,859	1,406	9
Conwy	152,770	1,307	15
Denbighshire	142,144	1,488	5
Flintshire	187,816	1,212	19
Wrexham	173,485	1,242	18
Powys	172,644	1,309	14
Ceredigion	99,905	1,309	13
Pembrokeshire	160,084	1,290	17
Carmarthenshire	257,960	1,386	10
Swansea	316,499	1,293	16
Neath Port Talbot	210,832	1,492	4
Bridgend	190,718	1,335	12
The Vale of Glamorgan	151,996	1,185	21
Rhondda Cynon Taf	362,219	1,519	2
Merthyr Tydfil	89,683	1,514	3
Caerphilly	265,600	1,467	6
Blaenau Gwent	109,761	1,581	1
Torfaen	130,800	1,422	8
Monmouthshire	93,000	1,001	22
Newport	211,682	1,423	7
Cardiff	437,867	1,193	20
<b>Total unitary authorities</b>	<b>4,186,247</b>	<b>1,339</b>	

\* Based upon 2014-based, 2018 population projections



## Appendix 3 – Proposed Response to Welsh Government on the Provisional Settlement

Simon Edwards  
Local Government Funding Policy Branch,  
Welsh Government,  
Cathays Park,  
Cardiff.  
CF10 3NQ

Your Ref/Eich Cyf:  
Our Ref/Ein Cyf:  
Date/Dyddiad:  
File Ref:  
The Person dealing with  
this matter is/ Y  
Person sy'n delio gyda'r  
mater yma yw:  
Tel/Ffôn: 01633 644270  
Fax/Ffacs: 01633 644260  
e-mail address/ cyfeiriad  
e-bost Monmouthshire.gov.uk

Dear Mr. Edwards,

### Re: Provisional Local Government Settlement 2018/19

Thank you for the opportunity to comment on the Provisional Settlement announced recently. This response has been endorsed by Monmouthshire County Council's Cabinet and provides the views of members.

This is a disappointing settlement for local government across Wales and follows reductions that Councils have experienced in recent years. The Welsh Government has chosen to use additional money passed to it by the UK government in ways that don't best meet the needs of the people in Wales.

Monmouthshire has yet again received one of the worst settlements in Wales receiving 1% less than the previous year and the settlement continues an eight-year run of real terms reductions to local government funding in Wales. This does not take into account the current inflation rate of 2.7% and therefore represents a 3.7% real term reduction in funding. While the average cut to Welsh councils is 0.5%, Monmouthshire's 1% decrease, shared with five other counties, is the biggest in Wales.

The provisional settlement has done nothing to alleviate our position as the worst funded Council in Wales per head of population. The average per capita funding in Wales is £1,339 compared to Monmouthshire's £1,001.

The Council is very conscious of the pressures on household budgets and so the Council is doing its utmost to deliver a balanced budget but this will inevitably put pressure on Council Tax rises.

Monmouthshire welcomes the commitment to providing a funding floor to mitigate any volatility. Looking forward to 2019/20 and beyond, the prospect of continuing austerity remains and is set against very real pressures in already stretched services. Whilst Monmouthshire welcomes the provision of an indicative revenue settlement for 2019-20 the provision of indicative revenue settlements for the next three years would help Councils in planning for the future through these very difficult times.

As a rural authority Monmouthshire is confronted by particular challenges in offering services like social care, waste collection, transport and highways across a wide area. Indeed, the council has recognised these difficulties by prioritising the maintenance of locally accessible services to combat rural isolation. Monmouthshire calls on the government to base funding on

a fairer system, acknowledging the problems rural counties face when providing services. There are also a range of preventative services that will not survive unless the Welsh Government has a long hard look at the way it allocates money across the totality of public services.

Monmouthshire calls for more transparency around some of the figures in the provisional settlement announcement. The settlement suggests increases in funding in education and social services of £62m and £42m respectively. However, there is no additional resource to protect them or explanation of how these figures have been calculated. The all-wales settlement for local government has quite simply reduced been reduced by 0.5%.

Monmouthshire supports and encourages the transfer of specific grants into the settlement and is disappointed that more progress has not been made in this regard.

If there are opportunities to put more grants into the final settlement this would be welcomed providing it continues to be distributed on the same basis as the original grant to prevent large changes at a very late stage in the process.

On capital account, the settlement does not address the previous reductions in capital funding and is still therefore a serious concern, especially as it comes at a time when councils are struggling to raise capital receipts from asset sales. The need to invest in priority areas such as 21<sup>st</sup> Century Schools, waste management, carbon reduction and infrastructure remains high, with WG support remaining a critical success factor.

Despite the fact that the reasons for the level of the provisional settlement are both known and understood, it is difficult to reconcile the revenue and capital settlements with the increasing expectations and demands on local council services are continuing to grow. Councils will face difficult decisions in reconciling budgets next year and in the medium term and it is important that the WG recognises the need for difficult decisions, is supportive of local authorities facing difficult times and does not promote undeliverable policy expectations. This is a time for us all to work together to minimise the consequences of the downturn in public finances on the most vulnerable in society and to send clear and consistent expectations to the public we exist to serve.

**Yours sincerely,**

**Councillor Philip Murphy – Cabinet Member**

## Appendix 4 – Pressures Proformas

Pressure	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Page Reference
CYP P1 New Bill Responsibilities ALN	121				22
CYP P2 Exam Fees	167				33
CYP P3 School staff (pay award 1%)	387				42
SCH P1 National living wage	434	434			43
SCH P2 Capital threshold	501	501	668		53
SCH P3 Childrens Services Overspend (£561k tot)	113	189	189	70	60
SCH P4 Safeguarding Post	60				67
ENT P1 Leisure Income - Extended Monmouth rebuild consequences	146				71
ENT P2 Housing Private leasing Pressure	288				88
ENT P3 Community Development Partnership	65				96
OPS P1 Passenger Transport Unit	47	72	75		104
OPS P1 Passenger Transport - Reduction of 18-19 pressure. Duffryn transport	(22)				104
OPS P2 Waste Grant pressure	110				111
RES P1 10% reduction in Housing Benefit Grant	26				114
RES P1 Summons income reduction	20				114
RES P1 Merchant Card Fee costs	10				114
RES P2 SRS Enhanced security & enterprise agreement (£75k to £105k)	105				121
CORP P1 Living Wage Foundation increase	58	112			133
CORP P2 Insurance Renewal Premia Cost Increase	124				134
CORP P3 Redundancy strain cost	20				144
Unidentified Pressures	675	2,127	2,276	2,430	No proforma

## CYP PRESSURES

Pressure Mandate Proposal Number: CYP P1

Pressure Mandate Title: New Bill Responsibilities ALN

**All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.**

<b>Mandate Completed by</b>	<i>Sharon Randall-Smith</i>
<b>Date</b>	<i>08/11/2017</i>

<b>Why is this pressure required?</b>
<p>There will be an additional pressure to the ALN budget as the local authority implement the additional requirements of the new ALN Bill and revised Code of Practice because:</p> <ul style="list-style-type: none"><li>• the local authority will be responsible for providing strategic oversight of the system and for supporting mainstream schools to fulfil their duties</li><li>• the local authority will have a role in the identification of ALN and providing expertise where necessary to meet the needs of learners and supporting education settings to deliver these functions. This means that additional officer time will be needed to provide enhanced support and advice to schools and settings during the implementation period</li><li>• the local authority will have additional responsibilities in respect of Early Years and for young people up to the age of 25 years, compared to the current 3 – 19 years, increasing the number of live cases in the authority by almost 50%</li><li>• statements of SEN will cease and be replaced by Individual Development Plan (IDP). This process will take a period a minimum of two years during which time both systems will run concurrently</li><li>• the time line for completing an IDP is up to a maximum of 10 weeks compared to the current 26 weeks for a statutory statement of SEN</li></ul>

- the development of IDPs will be based on a person centred approach that will require a multi-agency approach and will take time to develop, refine and quality assure, increasing demands on officer time to attend multi-agency meetings
- the local authority will have a statutory duty to provide avoidance and resolution of disagreement processes
- additional Educational Psychology (EP) clinical expertise and advice will be required to accommodate increases in numbers of children and young people and attendance at multi-agency meetings
- Appeals to ALN Tribunals and DDA will increase as a result of the introduction the New Bill, especially during the early transition period because there is some ambiguity about the legal status of an IDP and no existing precedent
- the increase in demand to deliver statutory services will result in an increase in administration time needed to maintain recording and reporting systems

**How much pressure is there and over what period?**

The pressure arises from:

- the additional work force required to introduce and implement two complex and legal statutory systems concurrently
- the extension of the age range covered by the New Bill and subsequent increase in numbers
- an increase in the demand for Officer, EP and multi-agency partner time to provide advice and support to education settings
- an increase in time for officers preparation for and attendance at ALN Tribunals and DDA under the New Bill
- an increase in officer time to facilitate resolution and disagreement processes

The pressure will be at its most intense over the initial two years in terms of increased workload and the manageability of the implementation. It will be important during this period to ensure that we have the capacity to implement the changes effectively so that there is confidence in the quality and impact of the process going forward.

Once the new systems and processes become embedded, new pressures are likely to emerge to support increases in the number of children and young people with IDPs and accessing additional provision, however, until the New Bill and Code are finalised, the extent of this increase is unclear.

**Directorate & Service Area responsible**

Children and Young People  
Additional Learning Needs

**Mandate lead(s)**

TBC

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?		
Name	Organisation/ department	Date
Welsh Government Statutory Bill	NA	September 2018?

Has the specific budget pressure been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	10 <sup>th</sup> October 2017	
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date
Welsh Government Statutory Bill	NA	NA

<b>Final pressure approved by Cabinet</b>	<b>Date:</b>
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## 1. Vision and Outcomes of the Pressure Mandate

Give a business context for the budget pressure. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the pressure mandate must be tested against the

equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

<b>What are the outcomes of investing in the identified pressure?</b>	
	<ol style="list-style-type: none"> <li>1. All learners' needs are identified early, addressed quickly, and their views, wishes and feelings are at the heart of the planning processes so that they can participate in and enjoy learning</li> <li>2. The Local Authority will comply in full with all statutory duties under the New Bill and ALN Code of Practice</li> </ol>
<b>Expected positive impacts</b>	
	<p>Additional capacity within the Directorate will ensure:</p> <ul style="list-style-type: none"> <li>• resources and support are in place to manage the transition from the current system for meeting the needs of children and young people with ALN to the new system</li> <li>• sufficient time and capacity is available to introduce IDPs without undue pressure so that they are of good quality and of equitable quality across the county</li> <li>• there is sufficient capacity to develop and embed effective multi-agency working practices so that everyone involved in supporting the child or young person can work in their best interests and minimise the need for avoidance and resolution of disagreements procedures</li> <li>• adequate officer time is available to provide support and advice to schools and settings up to the age of 25 years.</li> <li>• effective arrangements are in place to develop and facilitate avoidance and resolution of disagreements procedures to reduce the number of appeals to ALN Tribunals</li> <li>• wellbeing and good will of staff is maintained</li> </ul>
<b>Expected negative impacts</b>	
	<p>The implementation of the New Bill will:</p> <ul style="list-style-type: none"> <li>• significantly increase officer workload a significantly greater demand on officer time</li> <li>• significantly increase the workload of the ALNCo in schools</li> <li>• require additional financial resources to meet the needs of a wider remit and age range of pupils, particularly where these are health needs, for example diabetes, that are not currently included within the existing bill.</li> <li>• place pressure on schools to meet the requirements of the new Bill without support and within existing resources</li> </ul>

- require a significant investment of time to support parents, children and young people through the process and effectively manage expectations
- result in some parental opposition as the legal status of IDPs is unclear at this point and the process is untried across the system as a whole

## 2. Pressure proposed

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

What is the evidence for the pressure? How has it been estimated?								
2 officers 1 admin Additional EP time								
Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year				Total pressure proposed
				17/18	18/19	19/20	20/21	
ALN and Admin	£115,216		NA	£57,132	£67,677	£43,487	£0	£168,296
EPS	£220,614		NA	£30,926	£53,323	£22,328	£0	£106,577

## 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 mandate.

Action	Officer/ Service responsible	Timescale
Appointment of Officer with Post 16/ALN expertise (1 fte) [two year fixed term]	CYP ALN	September 2018



Appointment of Officer with Early Years/ALN expertise (0.5 fte) [two year fixed term]	CYP ALN	September 2018
Appointment of Administration Officer [30 hours]	CYP ALN	September 2018
Appointment of Educational Psychologist [0.5]	CYP ALN	September 2018

#### 4. Additional skills/ business needs

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Training on the New Bill for Officers/Schools	WG and Region	Office space/ICT and equipment/travel/release time
Training for Administration Support on systems and processes	LA internal training	System Licence for One
Educational Psychology expertise across a wider age range for example EY and post 16	Recruitment	Office space/ICT and equipment/travel

#### 5. Measuring performance on the mandate

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 mandate where appropriate.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2017/18	Target 2018/19	Target 2019/20
Customer	Number of cases appeal to ALN Tribunal	1	8	4	2	2	1
Process	Timeline for conversion for Statutory statement to IDP on target	NA	New measures	New measures	New measures	New measures	New measures
Schools	Proportion of IDP Reviews completed on time	NA	New measures	New measures	New measures	New measures	New measures
Staff	Local Authority IDPs issued on time	NA	New measures	New measures	New measures	New measures	New measures

## 6. Key Risks and Issues

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

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
LA does not comply with statutory duties	Strategic	The New Bill places a far wider range of duties on Local Authorities across an extended age range up to 25 years.	High	Increase in workforce to meet the increased demand

Judicial Review resulting from non-compliance	Strategic	If the local authority do not comply with statutory timescales we will be vulnerable to judicial review	High	Increase in workforce to meet the timescales and follow processes in the new Bill
Engagement with wider agencies is inadequate	Strategic	Person centred planning, supported by all of the relevant agencies is at the heart of the new Bill. Unless the engagement is purposeful and effective, we will not meet the needs of the child or young person appropriately.	High	Work has started to train schools in PCP processes. CYP will take the lead on developing engagement with wider agencies ahead of the implementation of the new Bill.
Greater reliance on providers to enable the LA to meet statutory deadlines	Operational	Not all agencies are legally required to comply with the new Bill and therefore delays from these partners will result in the LA missing statutory deadlines.	High	
Officer wellbeing	Operational	There is a significant increase in the workload for staff compared to the current system.	High	Increase in workforce will maintain officer wellbeing
Increase in appeals to ALN Tribunal resulting in increased costs to the LA	Operational	Given the current uncertainties surrounding the legal status of IDPs we expect the number of appeals to Tribunal to increase. In the current	High	Early development and introduction of avoidance and resolution of disagreements procedures

		version of the new code pupil voice and the wishes of the parent appear to take priority.		
Educational providers do not have sufficient support to discharge their duties in full under the new code	Strategic	There is a significant deficit in skills and expertise within LAs and schools to enable them to deliver the new Bill. WG have committed to providing training to support the implementation however, it is unclear if this will be completed before implementation. This is particularly significant for ALNCoS.	High	Training will be delivered regionally supported by WG through the Innovation Grant.

## 7. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
The New Bill will be introduced in its current form by the due date of September 2018	The timescale has been set by Welsh Government	Welsh Government

Current levels of ALN and EPS staff remain and any new staff are additional	The current level of staffing is not sufficient to ensure that the Local Authority will be able to adhere to statutory requirements and deadlines during the period of transition from the current to the new system.	The department believe that additional capacity is required and this view is supported by ADEW based on information from other LAs

## 8. Options

Prior to the pressure mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. ( see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
1. Capacity of ALN Team remains unchanged	The New Bill will not be implemented in line with statutory Welsh Government timelines	
2. Full implementation of the proposal	The New Bill will be implanted in full and in line with WG timelines	

## **9. Monitoring the pressure mandate**

The pressure mandates must 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 mandate, including the performance being achieved and the level of impact.

Pressure Mandate Proposal Number : CYP P2  
 Pressure Mandate Title : Secondary School Examination Fees

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

<b>Mandate Completed by</b>	<i>Nikki Wellington</i>
<b>Date</b>	<i>05/10/2017</i>

<b>Why is this pressure required?</b>
Secondary schools have seen a significant increase in their pupil exam entry costs over the last few years due to the monopoly that WJEC have. Also, the number of entries have risen considerably due to the introduction of national compulsory sittings and registration fees e.g. Welsh Bacc, Numeracy GCSE. For each GCSE, the cost per exam is £35 where the minimum number of exams per pupil is 9. For the Welsh Bacc, which is now compulsory, there is an additional registration fee of £46 per pupil. At KS5, this fee rises to £66 per pupil, plus £51 per exam entry.
<b>How much pressure is there and over what period?</b>
£167,000 per year, across all secondary schools. This ranges from £30k to £57k per school.
<b>Directorate &amp; Service Area responsible</b>
CYP Finance
<b>Mandate lead(s)</b>

Nikki Wellington

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

Name	Organisation/ department	Date
All secondary schools	Business Managers	May 2017

**Has the specific budget pressure been consulted on?**

Function	Date	Details of any changes made?
Department Management Team	10/10/2017	
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

**Will any further consultation be needed?**

Name	Organisation/ department	Date
We will consult with secondary schools on distribution if the pressure is realised		

**Final pressure approved by Cabinet**

**Date:**



## 1 Vision and Outcomes of the Pressure Mandate

Give a business context for the budget pressure. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the pressure mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

### **What are the outcomes of investing in the identified pressure?**

**Funding to schools would be more reflective of actual costs being incurred and therefore remaining funding devolved to schools can be better targeted towards teaching and learning as it is intended. This would be direct investment in Welsh Government priorities to give our learners the best outcomes possible and ensure appropriate pathways into further education.**

**This would be specifically targeted to Year 11, therefore allowing the remaining school budget not to be subsidising other areas.**

**Given that education is compulsory up until the age of 16, parents cannot be asked to make a financial contribution.**

### **Expected positive impacts**

**As per point above.**

### **Expected negative impacts**

**None.**


## 2 Pressure proposed

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

What is the evidence for the pressure? How has it been estimated?								
All four business managers have individually calculated the additional financial cost of having to enrol their current co-hort of pupils onto the new compulsory examination sittings at their school. CYP Finance have collated this information and the total additional cost of these new examinations amounts to £167,000. We have been able to verify these costs against invoices processed through Agresso.								
Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year				Total pressure proposed
				17/18	18/19	19/20	20/21	
Schools	£124,000	£167,000	N/A		£167,000	Then in base	Then in base	£167,000 in 18/19, and then for that to remain in CYP base budget.

## 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 mandate.

Action	Officer/ Service responsible	Timescale
This is a requirement of Welsh Government – examination entry is compulsory.		

#### 4 Additional skills/ business needs

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
None – as schools have been subsidising this for a number of years, hence a significant contribution towards the deterioration of secondary school balances.		

## 5 Measuring performance on the mandate

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 mandate where appropriate.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Direct improvement to year end projected balances.	-	£167,000		-	£167,000	-

## 6 Key Risks and Issues

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

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

WJEC increase costs further as they have the monopoly.	Strategic	ADEW currently establishing the increases in cost/volume over the past few years to see whether they are in line with the English system.	Medium	This can only be challenged at a national level as this would require a Welsh Government change of policy.

## 7 Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
None made. All based on actual costs.		

## 8 Options

Prior to the pressure mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. ( see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Do nothing.	Continuation in the decline in secondary school reserves.	CYP DMT.

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### 9 Monitoring the pressure mandate

The pressure mandates must 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 mandate, including the performance being achieved and the level of impact.



## **SCHOOLS PAY AWARD 1% (CYP P3) EXPLANATION**

Recent annual budget settlements have introduced cash flat line considerations to schools budgets.

Initial examination of CYP pressures (£288k) and savings proposals (£487k) introduces an indicative net saving of £199k.

Cabinet have requested that initial MTFP modelling includes the provision of 1% pay award for staff.

This has been calculated as circa £387k in 2018/19.



## SCH PRESSURES

Pressure Mandate Proposal Number : SCH P1

Pressure Mandate Title : Increase in Domiciliary Care and Care Home provider fees due to introduction of the National Living Wage

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

<b>Mandate Completed by</b>	<i>Tyrone Stokes</i>
<b>Date</b>	<i>10<sup>th</sup> September 2015 (amended 8<sup>th</sup> November 2017)</i>

<b>Why is this pressure required?</b>
<p>Current discussion is on the removal of the 1.7% non-pay budget inflation factor from the 2016/17 MTFP on the basis of present low to near zero RPI.</p> <p>Within the SCH 2016/17 budget we have a £8,822,039 third party budget covering payments to domiciliary care agencies providing 9,532 weekly hours of care as at 31<sup>st</sup> March 2015.</p> <p>For 2016/17 the current minimum wage of £6.50 per hour will be replaced by the Living wage of £7.20 per hour rising to £9 per hour in 2020, which is a direct cost to providers and impacts on our fees.</p> <p>In his budget statement this summer, the Chancellor announced that the current minimum wage will be replaced in 2016 with the Living wage of £7.20 per hour increasing to £9 per hour by 2020. Recent information gathered shows that these agencies can no</p>

longer bear the cost of wage increases and in order to sustain a supply market in this sector, we will need to reflect any future rises in our fees.

The United Kingdom Homecare Association (UKHCA) has sent out recent research suggesting a domiciliary care hourly fee rate of £16.70 be charged for domiciliary services. This research has been quoted by one of our major domiciliary care agency in a letter to Paul Matthews. If we compare the UKHCA rate against our current average framework rate of £12.52 per hour, this is over £4 per hour less. This mandate is not seeking to address this difference but to only acknowledge the Living wage increase from the current £6.50 minimum wage, and the future increases up to the £9 per hour in 2019/20.

In relation to Care Homes, we have a £10,186,788 third party budget covering payments to residential/nursing care homes for the elderly supporting 280 placements as at 31<sup>st</sup> March 2015.

Work we have done with the Adult Residential and Nursing care home sector through the “Fair Fee” exercise tells us that care providers have a cost base of 70% wages not sensitive to RPI but sensitive to wage increases, in this mandate Living Wage. We are unable to mitigate this increase and are contractually bound to reflect in our fees. The reason why we cannot mitigate this increase is that four years ago the Council agreed to undertake the fair fee exercise to defend the Council against a judicial review in not considering the true costs of running a care homes in its fees. Two Authorities namely Pembrokeshire and Vale of Glamorgan did have a judicial review and in the case of Pembrokeshire, led to a million plus sum in fines and legal costs and the back payment in increased fees.

Our fair fee toolkit does sufficiently safeguard the Authority from a potential judicial review but ties us into the need to understand the costs pressures that face care homes and to reflect this in our fees paid to homes. The fair fee toolkit uses the minimum wage as a base which will now be replaced by the Living Wage.

#### **How much pressure is there and over what period?**

£1,131,349 for 2016/17 just to address the introduced Living wage rate of £7.20. If we make an assumption on how the Government will increase the NLW to meet the pledged rate of £9 per hour in 2019/20, there needs to be a 60p per hour increase each year, which gives the annual pressure of £634,018 until the £9 per hour rate is reached.

#### **Directorate & Service Area responsible**

SCH and Community Care

#### **Mandate lead(s)**

Tyrone Stokes

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

Name	Organisation/ department	Date
Mark Howcroft	Assistant Head of Finance	20 <sup>th</sup> July then challenge panel 4 <sup>th</sup> September
Joy Robson	Head of Finance	20 <sup>th</sup> July then challenge panel 4 <sup>th</sup> September
Simon Burch	Former SCH Director	20 <sup>th</sup> July
Julie Boothroyd	Interim SCH Director	20 <sup>th</sup> July

**Has the specific budget pressure been consulted on?**

Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

**Will any further consultation be needed?**

Name	Organisation/ department	Date

**Final pressure approved by Cabinet**

**Date:**

## 1 Vision and Outcomes of the Pressure Mandate

Give a business context for the budget pressure. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the pressure mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

<b>What are the outcomes of investing in the identified pressure?</b>
To ensure we have a market that will contract with the Authority and provide sustainable services.
<b>Expected positive impacts</b>
Harbour good relations with providers and sustain a viable market which can meet cost pressures through the introduction of the Living wage to care staff.
<b>Expected negative impacts</b>
Domiciliary care agencies will decide not to contract with Monmouthshire and of those that do, face financial hardship. Over the past 12 months four agencies have gone financially insolvent and we are currently working with two who are on the edge of insolvency.

## 2 Pressure proposed

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

<b>What is the evidence for the pressure? How has it been estimated?</b>									
Evidence for the pressure is based on the introduction of the Living Wage hourly rate of £7.20 in 2016 and research issued by the UKHCA. We have determined the pressure using the weekly care hours provided.									
The total estimated pressure is £1,131,348 but a decision has been taken to opt for the high risk mitigation of reducing this pressure by £200,000 (£200,000 mitigation in total across domiciliary care and residential care sectors).									
The Government pledge is the increase the National Living Wage (NLW) each year until it reaches £9 per hour in 2019/20.									
Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target years					Total pressure proposed
				16/17	17/18	18/19	19/20	20/21	
Community Care	£19,008,827	£931,348	0	£931,348	£434,018	£434,018	£434,018	£0	£2,233,402

### 3 Actions to 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 mandate.

Action	Officer/ Service responsible	Timescale
There are two distinct areas of action: -		
Action 1 – Work with providers to gauge the level of workers under 25, any mitigation from future tax assistance by the Chancellor and VAT reclaims are maximised. Industry advice will be obtained from	Shelley Welton and Tyrone Stokes	31 <sup>st</sup> March 2016

consultants such Rockhaven Healthcare Ltd to fully understand and maximise opportunities.		
Action 2 – Embark on a piece of work to understand, review and scrutinise rate increases thereby entering negotiations to limit any impact.	Ceri York and Shelley Welton	Initial scoping by 31 <sup>st</sup> March 2016

#### 4 Additional skills/ business needs

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

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

#### 5 Measuring performance on the mandate

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 mandate where appropriate.

Focus- Budget / Process /	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Target 2016/17	Target 2017/18	Target 2018/19

<b>Staff / Customer</b>							

## 6 Key Risks and Issues

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

<b>Barrier or Risk</b>	<b>Strategic/ Operational</b>	<b>Reason why identified (evidence)</b>	<b>Risk Level (High, Medium or Low) Based on a score assessing the probability &amp; impact</b>	<b>Mitigating Actions</b>
<ul style="list-style-type: none"> <li>• The number of people aged 25 and under is not known and any there is a risk we might over-estimate.</li> <li>• There may be no compensatory tax breaks announced by the Chancellor.</li> <li>• Many providers will not wish to take the opportunity to reconfigure to enable the recovery of VAT.</li> <li>• Some providers have an active self funding market and may</li> </ul>	Both		<p>In considering the likely reductions that could result from undertaking these two courses of action it is suggested:</p> <ul style="list-style-type: none"> <li>• A confident estimate: <b>£100,000</b></li> <li>• With some risk of non-achievement: <b>£150,000</b></li> <li>• With a high risk of non-achievement of all mitigations: <b>£200,000</b></li> </ul>	<p>Reduce the amount reflected in rates paid to providers by:</p> <ul style="list-style-type: none"> <li>• Factoring in people who are under 25 who will not qualify for the National Living Wage.</li> <li>• Assuming that the Chancellor of the Exchequer will introduce measures such as tax breaks to offset some of the effects of the National Living wage for providers.</li> </ul>

<p>decide not to seek business from the Council thus placing areas where it is difficult to attract providers at greater risk.</p> <ul style="list-style-type: none"> <li>• Much of the 'right sizing' work has already been undertaken so the likelihood of identifying significant reductions is limited.</li> <li>• Providers may decide not to accept Monmouthshire's business. Many of the spot purchase arrangements are in place to accommodate gaps in the market.</li> <li>• Some potential savings from reducing rates could be double-counted as they may have already been attributed to a separate adult services mandate.</li> <li>• Future transformation approaches are based on good relationships and this approach could put these at risk.</li> </ul>			<p>The decision at SLT has been taken to opt for the high risk action which spans both the National Living Wage pressures so £100,000 will be attributed to the Domiciliary care pressure and the other £100,000 to the residential care pressure.</p>	<p>Making strenuous efforts to encourage providers to alter their status to enable them to recover VAT. Many of the care management arrangements in Social Care and Health are individually negotiated. Whilst it is fully expected that providers will uplift the set rates to reflect the National Living Wage, Officers have agreed to undertake a process to review and scrutinise rates that appear to higher than the norm with a view to negotiating a reduced increase.</p>
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## 7 Assumptions

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

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

Prior to the pressure mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. ( see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Do not reflect Living wage increases in our fee	Care agencies face financial hardship, domiciliary care business in no longer viable in Monmouthshire	Julie Boothroyd
Increase eligibility criteria	<p>Previous raising of eligible criteria has not materialised savings. Adult services approach to manage practice is by maximising support from family and community before providing formal services, which has resulted in Community Care delivering to budget, despite demographics and increased complexity pressures.</p> <p>In addition, mandate 34 has addressed the raising of eligibility criteria to removing the 'moderate' threshold.</p>	Julie Boothroyd
Reduce services provided	As with above this is addressed in mandate 34 and mirrors our current direction of travel. At present we are looking to support service users	Julie Boothroyd

	through community support, small local enterprises and community co-ordination that will see less reliance on formal support and a more blended approach for people to remain safe and connected to communities.	
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## 9 Monitoring the pressure mandate

The pressure mandates must 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 mandate, including the performance being achieved and the level of impact.

Pressure Mandate Proposal Number: SCH P2

Pressure Mandate Title : Capital threshold increase pressures

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

<b>Mandate Completed by</b>	Tyrone Stokes
<b>Date</b>	8 <sup>th</sup> November 2017

**Why is this pressure required?**

As part of a series of financial support measures by the Welsh Government borne out of the introduction of the Social Services and Wellbeing (SSWB) Act 2014, the capital threshold limit will be increased from its current level of £24,000 as at 2016/17, to £50,000 in 2020/21.

The capital threshold limit is the amount an individual is allowed to keep before they are able to apply to the Local Authority for funding of residential/nursing care.

The present level as at 2016/17 was £24,000 set under the old Community Care Act and the Charging for Residential Accommodation Guidelines.

From the introduction of the SSWB Act 2014, and the replacement of its charging regulations which came into force from 1<sup>st</sup> April 2016, the Government announced the capital threshold would be increased from 2017/18 to £30,000 up to a maximum of £50,000 in 2020/21.

The Government announced a financial grant to compensate Local Authorities and it would be disbursed under the present Older Peoples funding formula.

Based on the amount of clients that were previously self funding and their capital fell below the capital threshold limit in 2016/17, we had 14 in seven months during 2016/17 so full year we could expect 23. The calculated annual pressure would far exceed the grant so there is a net annual pressure which will not be met by the grant provided.

#### How much pressure is there and over what period?

Based on the expected number of clients that will fall into Local Authority funding under the increased capital threshold limits, for 2017/18 the increase to £30,000 will result in a GROSS pressure of £629,000. When we offset the grant of £128,000, the net annual pressure for 2017/18 is £501,000.

If we assume the capital threshold limit will increase by a further £6K each year (being £36K in 2018/19 and £42K in 2019/20), in 2020/21 the increase will be £8K to the £50K limit the Government has pledged.

Therefore the NET pressure for 2018/19 will be £501,000, 2019/20 will be a further £501,000 and the final year 2020/21 will be £668,000.

#### Directorate & Service Area responsible

SC&H and Community Care division

#### Mandate lead(s)

Tyrone Stokes

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

Name	Organisation/ department	Date
Tyrone Stokes	SC&H	July to September 2016

#### Has the specific budget pressure been consulted on?

Function	Date	Details of any changes made?
Department Management Team	17/10/16	SCH DMT

Will any further consultation be needed?		
Name	Organisation/ department	Date
No		

Final pressure approved by Cabinet	Date: When the 2017/18 MTFP was agreed

## 1 Vision and Outcomes of the Pressure Mandate

Give a business context for the budget pressure. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the pressure mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What are the outcomes of investing in the identified pressure?

<ul style="list-style-type: none"> <li>• Allows the Council to meet the legal obligations of meeting funding for clients who's capital falls below the introduced capital threshold limit,</li> <li>• Makes sure the Council are compliant with its obligations under the SSWB Act,</li> <li>• Social Care to have the budget available to meet these obligations set by Government.</li> </ul>
<b>Expected positive impacts</b>
<ul style="list-style-type: none"> <li>• Promotes the Government pledge under this scheme,</li> <li>• From the client perspective allows them to retain more of their capital when going into a residential/nursing care home setting</li> </ul>
<b>Expected negative impacts</b>
<ul style="list-style-type: none"> <li>• Additional financial burden for the Local Authority which unfortunately as the grant provision is hypothecated, Monmouthshire doesn't get the true cost met,</li> <li>• The grant provision did not consider nor recognise other factors that have a financial impact on Local Authorities such as clients that were previously self funding have a higher weekly fee level which then transfers over to the Local Authority when their capital falls to the higher threshold limit,</li> <li>• Clients lose Attendance Allowance and Severe Disability payments when they become eligible for Local Authority financial support, which again were not recognised by Welsh Government when introducing this scheme,</li> <li>• More clients into Local Authority funding for residential/nursing care provision.</li> </ul>

## 2 Pressure proposed

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

	<b>What is the evidence for the pressure? How has it been estimated?</b>					
	As above.					
<b>Service area</b>					<b>Target year</b>	

	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	17/18	18/19	19/20	20/21	Total pressure proposed
Community Care	£10,186,788	£2,171,000		£501K	£501K	£501K	£668K	£2,171,000

### 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 mandate.

Action	Officer/ Service responsible	Timescale
1.		
2.		
3.		
4.		

### 4 Additional skills/ business needs

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

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


## 5 Measuring performance on the mandate

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 mandate where appropriate.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2017/18	Target 2018/19	Target 2019/20

## 6 Key Risks and Issues

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

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



## 7 Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
		DJ/LD
		DJ/HO

## 8 Options

Prior to the pressure mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker

## 9 Monitoring the pressure mandate

The pressure mandates must 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 mandate, including the performance being achieved and the level of impact.

## Budget Project Pressure and Savings Proposal Combined 2018/19 (SCH P3)

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	Jane Rodgers
<b>Date</b>	05/10/17
<b>Reference Number</b>	SCH P2

<b>Service area</b>	Children's Services
<b>Directorate</b>	SCH
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	Savings = £112,564 (£357,217 off set by £244,653* workforce pressures) Anticipated Overspend b/fwd from 2017/18 = £561,000 <b>Overspend c/fwd = £448,436</b>
2019/20	Savings £189,294 Overspend b/fwd from 2018/19 = £448,436 <b>Overspend c/fwd = £259,142</b>
2020/21	Savings £189,294 Overspend b/fwd from 2019/20 = £259,142 <b>Overspend c/fwd = £69,848</b>
2021/22	Savings = £189,294 Overspend b/fwd from 2020/21 = £69,848 <b>Net Savings = £119,446</b>

\* £244,653 is the worst case scenario taken from the business case for workforce pressures

CURRENT PROJECTED OVERSPEND for the Service @ M5 = £641,000 (based on dynamic forecasting model) of which £80,000 relates to pressure of agency staff = £561,000 (see business case)

<b>Project lead &amp; Key project team members</b>	Jane Rodgers Rhian Evans Charlotte Drury Tyrone Stokes / Rob Long Claire Robins Craig Williams
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## 1 Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

### What does the project propose to do?

#### Delivering Excellence in Children's Services

Monmouthshire Children's Services are currently implementing a 3 year improvement programme with inter-related work streams spanning areas of workforce, social work practice, commissioning, expanding placement provision, increasing our in-house fostering provision, edge of care and family support. The project aims to achieve sustainable change which is built on best practice foundations and within that to achieve a financially sustainable service that makes best use of resources both regionally and locally.

### Expected impact of the project?

**3 areas have been identified where savings could be achieved.**

1. Increasing opportunities for children with more complex / specialist needs, currently placed in residential placements, to be cared for by MCC carers
2. Incentivising Independent Fostering Agency (IFA) carers **currently** looking after MCC children to transfer to MCC terms and conditions
3. Recouping the financial contribution from Health for a young person who meets the criteria for continuing care

## 2 Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?			
	Year	Proposed Savings (£)	Proposed income generation (£)
1	2018/19 and over each subsequent year	Unit Cost Residential = £194,096 Unit cost MCC carer (enhanced package / IFA) = £46,084 Unit Cost saving = <b>£148,012</b>	Bring back 1 child from residential to foster care
2	2018/19  Each subsequent year	Unit cost IFA = £46,084 Unit cost MCC carer = £25,443 Unit cost saving = £20,641 Proposed saving 2018/19 = <b>£103,205</b>  Proposed yearly saving over 3 subsequent years = <b>£41,282</b>	Transfer carers from IFAs to MCC carers, 5 placements in the first year and 2 in each subsequent year.
3	2018/19 only	7 months of 50% placement costs = <b>£106,000</b>	Achieve health contribution @ 50% for one placement

			where continuing health care is met

**NB UNIT COSTS USED ARE BASED ON M2 FORECASTS YEAR 2017/18**

**3 Options appraisal**

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

<b>Option 1</b>
Do Nothing
<b>Reason why not progressed/progressed?</b>
<ul style="list-style-type: none"> <li>• In line with national and local trends, demands for Looked After Services will continue to increase. To do nothing would increase cost to MCC through on-going reliance on IFA and residential placements</li> <li>• Achieving Monmouthshire carers for Monmouthshire children is in keeping with intended strategic direction and should help us achieve better outcomes for our Looked After Children.</li> </ul>
<b>Option 2</b>
Proposed ADM for fostering
<b>Reason why not progressed/progressed?</b>
<ul style="list-style-type: none"> <li>• Regional delivery models will be implemented in the medium term under the National Fostering Framework and through the Children and Families Regional Partnership.</li> <li>• MCC require a short-term solution that will work in parallel with the development of regional ADMs</li> </ul>

#### 4 Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
<u>Implementation of Fostering Project</u> <ul style="list-style-type: none"> <li>- Recruitment and Retention carers</li> <li>- Targeted care planning for individual children currently in residential settings</li> <li>- Targeted recruitment of carers specific to individual children</li> <li>- Increase 'bespoke' offers for 'therapeutic carers'</li> <li>- Development of family support within CS including foster carers</li> <li>- Target specific recruitment for individual children current with IFA carers</li> <li>- Development of enhanced fee structure and support packages for complex children</li> </ul>	Already commenced and on-going
<u>Continuing Care</u> <ul style="list-style-type: none"> <li>- Use existing mechanisms to implement dispute resolution for individual young person</li> <li>- Develop integrated CHC policy with ABUHB for shared decision making in complex cases and dispute resolution process</li> </ul>	Already commenced

#### 5 Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
Consultancy until March 2018	Project lead for the implementation of the Fostering Project


## 6 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk <a href="#">matrix</a> )
Carers will not be willing to transfer to MCC terms	Carers will not have sufficient motivation or incentive to leave the IFAs  IFAs may 'up their offer' to counteract MCC attempts to bring carers over	Medium
Loss of good will with existing MCC carers	It has happened in the past	High
Carers with the skills required to meet the needs of identified children will not be found	There is a national shortage of skilled foster carers	High
Other young people not currently identified will need residential placements	We are working with a dynamic population both those within the LAC system and young people still living with their families. The situation can change quickly and is not stable or predictable.	High
There will be a breakdown in partnership relationships with health	The issue of health financial contributions has been a source of tension over a long period. There is a lack of national guidance or direction in respect of CC for children.	Medium

## 7 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
NET increase of placements per year	17 carers representing 23 placements
Numbers of MCC placements : IFA placements	23 : 48
Numbers of IFA carers transferred to MCC	0 representing 0 placements
# of children meeting criteria for CHC or Sec 117 funding and % proportion of funding received from health	TO BE DEVELOPED
# on CASP prevented from becoming LAC (WG indicator)	59.6% (Aug 2017)
# LAC	147
# CP	104

Evaluation Date	6 monthly intervals
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## 8 Future Generations Evaluation

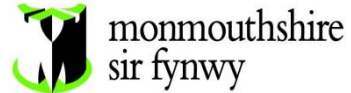
The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

## 9 Next steps for budget projects

- i. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.
- ii. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated
- iii. In addition the project should be incorporated within service plan arrangements to monitor the progress and impact of the project on the service.



## Safeguarding Post (SCH P4) – Incurred following Council report



<b>SUBJECT:</b>	<b>Safeguarding and Quality Assurance Service Manager</b>
<b>MEETING:</b>	<b>COUNCIL REPORT</b>
<b>DATE:</b>	<b>9<sup>th</sup> March 2017</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>All/ Whole Authority</b>

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### 1. PURPOSE

- 1.1 The purpose of this report is to seek approval to create a Safeguarding and Quality Assurance Service Manager to provide leadership to whole authority safeguarding and manage the Safeguarding and Quality Assurance Unit.

### 2. RECOMMENDATIONS:

- 2.1 That members approve and endorse the proposal for creation of a Safeguarding and Quality Assurance Service Manager and the revised structure for the Safeguarding and Quality Assurance Service Unit within Appendix 2 to this report.

2.2. Members agree to reserve fund the c£60k for 2017/18. The budget will need to be substantially into the 2018/19 budget round.

### 3. KEY ISSUES:

3.1 Safeguarding children and adults at risk has the very highest priority in Monmouthshire County Council. Safeguarding is recognised as everybody's business and considerable progress has been made over the last 5 years to systematically embed safeguarding culture, knowledge and practice in every area of the Council's responsibility. There are, however, areas where the understanding and operation of safeguarding are not yet of the standard they need to be. We need to be constantly vigilant in understanding the effectiveness of our governance and assurance systems.

3.2 The Safeguarding and Quality Assurance Unit has a very important role in supporting safeguarding in Monmouthshire. The Unit works with directorates to support them to understand their safeguarding responsibilities and improve their practice. The Council has developed a SAFE self-assessment tool which has recently been reviewed and strengthened to incorporate adult as well as children's safeguarding. An analysis of the Unit, and its ability to deliver its' purpose, has highlighted the need to strengthen leadership and capacity to ensure it is fit for purpose; i.e. to enable it to support to all parts of the Council in their self –evaluation and analysis and improvement actions arising from their evaluation.

3.3 The Service Manager post recommended in this report will ensure manage a Joint Children and Adult safeguarding unit comprising the following functions: independent review of Looked After Children (LAC), co-ordination of child protection and Protection of Vulnerable Adults (POVA), safeguarding in education and corporate safeguarding. The postholder will works with a variety of partners both internal and external to the Council. and be the main operational link to the Gwent-wide Children and Adult Safeguarding Boards which are now on a statutory footing. The postholder will also be responsible for driving up standards and good safeguarding practice within the borders of Monmouthshire and across Council services. The post-holder will be part of the Children's Social Services division within

Social Care and Health and as such the changes proposed in this report would amend the structure approved by Cabinet in January 2017 (**Appendix 1**)

**4. RESOURCE IMPLICATIONS:**

- 4.1 The creation of the Safeguarding and Quality Assurance Service Manager is a financial pressure of £60k. It is proposed that in 2017/18 this is reserve funded; it will need to be substantively reflected in the 2018/19 budget build.

**5. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING)**

- 5.1 Strengthening safeguarding leadership and capacity impacts positively on all children, young people and their families and adults at risk. The impact will be regularly updated and reviewed to ensure fitness for purpose. The proposed structure looks to will increase effectiveness of safeguarding arrangements and put the Council in a strong position to deliver the all age approach set out within the Social Services and Well Being Act.

**6. CONSULTEES:**

Jane Rodgers, Head of Children's Services and Safeguarding  
Senior Leadership Team

**7. BACKGROUND PAPERS**

Children's Services – Service Redesign – Cabinet, January 11, 2017.

**7. AUTHOR:**

**Claire Marchant, Chief Officer, Social Care and Health**

**8. CONTACT DETAILS:**

**Tel:** 01633 644054

**E-mail:** [clairemarchant@monmouthshire.gov.uk](mailto:clairemarchant@monmouthshire.gov.uk)

## ENTERPRISE PRESSURES

Pressure Mandate Proposal Number :ENT P1

Pressure Mandate Title : Monmouth Pool

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

<b>Mandate Completed by</b>	<i>Ian Saunders</i>
<b>Date</b>	<i>01<sup>st</sup> Nov 2017</i>

<b>Why is this pressure required?</b>
As per the reprovision of Monmouth Swimming Pool agreed by members and the democratic process as part of the future schools/ Monmouth Leisure Centre projects.
<b>How much pressure is there and over what period?</b>
146k
<b>Directorate &amp; Service Area responsible</b>
Enterprise – Leisure Services
<b>Mandate lead(s)</b>

Richard Simpkins/Marie Bartlett

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

Name	Organisation/ department	Date

**Has the specific budget pressure been consulted on?**

Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

**Will any further consultation be needed?**

Name	Organisation/ department	Date

**Final pressure approved by Cabinet**

**Date:**

### 1. Vision and Outcomes of the Pressure Mandate

Give a business context for the budget pressure. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council’s key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the pressure mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

<b>What are the outcomes of investing in the identified pressure?</b>
<b>Expected positive impacts</b>
<b>Expected negative impacts</b>

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### 2. Pressure proposed

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

What is the evidence for the pressure? How has it been estimated?								
Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year				Total pressure proposed
				17/18	18/19	19/20	20/21	

### 3. Actions to 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 mandate.

Action	Officer/ Service responsible	Timescale

### 4. Additional skills/ business needs

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



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

**5. Measuring performance on the mandate**

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 mandate where appropriate.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2017/18	Target 2018/19	Target 2019/20

## 6. Key Risks and Issues

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

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

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## 7. Assumptions

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

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

## 8. Options

Prior to the pressure mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. ( see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker

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## 9. Monitoring the pressure mandate

The pressure mandates must 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 mandate, including the performance being achieved and the level of impact.

**SUBJECT: Investment Proposal Monmouth Leisure Centre**

<b>MEETING:</b>	<b>County Council</b>
<b>DATE:</b>	<b>27<sup>th</sup> July 2017</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>Monmouth</b>

**1. PURPOSE:**

- 1.1 The purpose of this report is to re-present the Business Case for the replacement pool and the significant redesign of Monmouth Leisure Centre, following cabinet approval to spend £204,000 to identify cost certainty in January 2017. Cost certainty has now been established at £6,989,109 for the main build.
- 1.2 To provide the school and community with a temporary structure and negate the loss of the sports hall facility during the build. The building costs including the temporary structure increase to a maximum of £7,404,539 depending on site logistics on known information. However the most likely scenario is the total cost would be £7,276,704. **The additional site closure will result in the loss of a net revenue figure of £146,486.**
- 1.3 To consider the four options volunteered as a way to progress the project, listed in 3.5, recommending the most pragmatic (option 2) for approval.

**2. RECOMMENDATIONS:**

- 2.1 To approve the overall funding envelop of £7,404,539 to deliver the new pool and building re-design as indicated in the resources section. This includes the following:
- Additional funding from the S106 agreement has been confirmed at £985,000 from the Wonastow Road Development.
  - There is also £1,928,000 that has been confirmed by Welsh Government, which is committed to the project.

- The income assumptions from having new and different facilities is anticipated to be sufficient to support £3,580,000 of the capital expenditure necessary.
- The council will borrow the remainder, appreciating an allowance was made by Members during budget setting process 2017-18 to create £500k headroom in Council's treasury budget, to support 5 particular policy commitments, of which this was one.
- There could be potential of further funding depending on developments from section 106 in the local area (but this is not included in the calculations).

For this investment the community will be benefiting from a state of the art facility in response to the Well-being and Future Generations (Wales) Act 2015 including:

- A 5 lane 25 metre swimming pool
- 50-60 station fitness facility and additional studios
- A large adventure play facility with café

Please refer to page 7 of the Final Business Case for further information on facilities included.

2.2 To approve option 2 with the installation of a temporary structure of 700 metre squared to replace the existing sports hall whilst the works are being completed at a minimum cost of £287,595 and a maximum cost of £415,430 pending suitable planning and a flood consequences survey.

### 3. KEY ISSUES:

3.1 Cost certainty on the Leisure facility has resulted in an increased figure to £6,989,109 through price inflation and a client risk contingency sum, which identified a number of additional costs associated with the scheme in liaison with our Property Services and the Contractors. Such areas as ground conditions, IT requirements and out of hour's security all contributed to this figure.

3.2 Following the demolition of the swimming pool in March 2016 Council agreed to re-provide the facility and the community continue to engage with Leisure Services on the proposed date for completion. Expectations are high from within the community but the improved offer should more than satisfy demand for future generations.

3.3 Following consultation with the school it has been identified that the closure of the Sports Hall will lead to on-site PE provision no longer being available. Furthermore, disruption to exam timetabling due to lack of suitable on-site amenities could have a detrimental impact on student attainment and safeguarding. This could impact on students' future career pathways and the continued improvement of outcomes in Monmouth Comprehensive School.

3.4 Planning has since been granted for the building proposal as mentioned in the Cabinet report presented in January 2017.

3.5 As a result four options have been identified to mitigate any issues this may cause:

- **Option One** – Reinstatement refurbishment of Leisure Centre and new pool, leaving the school without any Sports Hall provision (cost certainty option);
- **Option Two** – Reinstatement refurbishment of Leisure Centre and new pool with temporary sports hall type structure with a caveat that the Sports Hall in the Leisure Centre will remain open until the temporary structure is in place;
- **Option Three** – Delay whole Leisure Centre build project until school site is complete;
- **Option Four** – Build Leisure Centre now resulting in Sports Hall remaining open until School build is complete and then convert the existing sports hall into a swimming pool.

3.6 The table below outlines the 'Pros and Cons' of each of the four options:

**Table One – Situational Analysis of Four Options**

<b>Analysis</b>	<b>Option One</b>	<b>Option Two</b>	<b>Option Three</b>	<b>Option Four</b>
<b>Pros</b>	<ul style="list-style-type: none"> <li>• Honours decision to</li> </ul>	<ul style="list-style-type: none"> <li>• As per option one;</li> </ul>	<ul style="list-style-type: none"> <li>• School retains</li> </ul>	<ul style="list-style-type: none"> <li>• School retains</li> </ul>

	<p>return pool facility;</p> <ul style="list-style-type: none"> <li>• Maintains leisure centre staff morale;</li> <li>• Keeps leisure centre build project on financial target.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides on-site Sports Hall like facility to address school issues.</li> </ul>	Sports Hall facility.	<p>Sports Hall facility;</p> <ul style="list-style-type: none"> <li>• Community benefits from new leisure facilities.</li> </ul>
<b>Cons</b>	<ul style="list-style-type: none"> <li>• Fails to address school concerns as leaves school without Sports Hall provision;</li> <li>• Plan are already in place to mitigate impact, school will therefore be compromised and will need review issues at a very late stage in proceedings.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional costs for structure;</li> <li>• Potential Impact on school safeguarding; health &amp; safety; timetabling;</li> <li>• Will take time to address site issues e.g. flood assessment surveys, safety concerns, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional financial costs due to inflation and additional loss of income;</li> <li>• Continuing lack of leisure facilities, impact on community well-being;</li> <li>• Broken promise to the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional financial costs due to inflation and additional loss of income;</li> <li>• Doesn't solve pool delay, still no facilities for three and a half years, so still broken promise.</li> </ul>
<b>Risks</b>	<ul style="list-style-type: none"> <li>• Disruption to school management;</li> </ul>	<ul style="list-style-type: none"> <li>• Siting of temporary structure within</li> </ul>	<ul style="list-style-type: none"> <li>• Increased impact on already</li> </ul>	<ul style="list-style-type: none"> <li>• Increased impact on already</li> </ul>

	<ul style="list-style-type: none"> <li>Overall safety and well-being of students could be compromised</li> </ul>	timeframe proves to be impractical	constrained budgets; <ul style="list-style-type: none"> <li>Reputational risk to the Authority.</li> </ul>	constrained budgets; <ul style="list-style-type: none"> <li>Reputational risk to the Authority.</li> </ul>
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3.7 Table Two below provides a detailed financial analysis of the four options:

Options for the Redevelopment of Monmouth Leisure Centre	Option 1	Option 2	Option 3	Option 4
	Refurbish Leisure Centre and New Pool £	Refurbish Leisure Centre and New pool with temporary structure £	Delay whole project until School build is complete £	Refurbish Leisure Centre now, build pool when school build complete £
<b>Cost of Project</b>				
Cost of Works	5,379,557	5,379,557	5,379,557	5,379,557
Contingency & risk allowance	290,250	290,250	290,250	290,250
Additional costs from phasing	0	0	0	371,137
Extra Inflation on works delay	0	0	375,000	50,000
Equipment etc.	1,319,302	1,319,302	1,319,302	1,319,302
Inflation on Equipment delay	0	0	98,000	0
Facility Costs Sub total	6,989,109	6,989,109	7,462,109	7,410,246
Temporary structure	0	287,595	0	0



If temporary structure needs to be raised above 450mm		127,835		
<b>Total Costs</b>	<b>6,989,109</b>	<b>7,404,539</b>	<b>7,462,109</b>	<b>7,410,246</b>
<b>Revenue impact</b>				
Costs of Site Closure	146,486	146,486	146,486	133,157
Loss of additional surplus - 1 year	0	172,000	172,000	112,000
School Disruption Risk				76,000
<b>Total</b>	<b>7,135,595</b>	<b>7,723,025</b>	<b>7,780,595</b>	<b>7,731,403</b>
<b>Net Additional Cost from option 1</b>	<b>0</b>	<b>459,595</b>	<b>645,000</b>	<b>595,808</b>

<b>Completion</b>	Oct 2018	Dec 2018	July 2019	Other: May 2018
				Pool: April 2019
<b>Planning delay</b>		Jan 2019		

Based on 450mm

Based on 6 week delay risk should the programme be frustrated through school programming

Worked through from existing budgets and best assumptions on projected lost income

3.8 Based on the above table and all considerations option two is the preferred option because it allows the school curriculum to continue whilst ensuring the Monmouth build is not further delayed impacting upon the community.

3.9 The project is expected to take 55 weeks and as it's on a dual use site that is also undertaking a school rebuild, it is anticipated an initial 31 week shut down. Week 32 could see part of the centre re-opened (play, cafe, health & fitness) with the exception of the pool that would open at the end of the build programme. Significant health and safety issues have been identified which would indicate that it may be in the best interests of MCC and the community to close the site for the whole period of the development.

#### 4. REASONS:

4.1 The service has provided sound reasons for the Monmouth project in the attached business case. These are summarised below;

- To meet the requirements of the Well-being and Future Generations (Wales) Act 2015 which seeks to improve the social, economic, environmental and cultural well-being of Wales. This project will play a fundamental role in ensuring we improve people's lives through health and well-being. The learning to swim programmes fit with Sport Wales strategic aspirations, which is that 'Every Child is Hooked on Sport for Life and every child a swimmer' and the second is for a 'Nation of Champions'.
- The project also aims to react to the flat lining levels of sport participation and high levels of inactivity and to create a more physically active population where children and young people enjoy the best sporting opportunities available and people of all ages and backgrounds can enjoy the many benefits that sport and physical activity bring, at every stage in their lives.
- It is recognised that 'sport' is no longer delivered solely for 'sport' sake and that increasing participation in sport and physical activity and reducing levels of inactivity are key to both local and national government to achieve outcomes in public health (physical and mental), adult social care and education.

4.2 The new facility would meet current Amateur Swimming Association (ASA), Sport Wales, Curriculum and club requirements. It will also be DDA compliant, the revenue costs will be reduced and changing facilities would meet current requirements.

## 5. RESOURCE IMPLICATIONS:

5.1 The full business case confirms the cost certainty for building a new 25m five lane swimming pool, removing the sports hall and adding and enhancing more commercial leisure activities such as adventure play, fitness suites, toning and spinning studio has been established at £6,989,000. This is the cost associated with commencing the project once the temporary structure is in place. The new temporary structure allows the school to best deliver its curriculum whilst balancing this against the need to re-provide the leisure facilities to the communities of Monmouth.

5.2 Option two in table 3.7 is the preferred option and details are provided for financial analysis. All proposals include an enhanced leisure provision to increase the capacity to generate income. The main difference in costs arise from the fact that inflation accrues if there are delays in starting the construction works.

5.3 Funding for the capital investment is as follows:

- Extra income through additional usage of the new facilities by year 3 would improve the revenue position by £287,000, this extra income could fund £3.58m of the initial investment through prudential borrowing.(as per the Full Business case)
- S106 funding Wonastow Road (£0.985m)
- Funding released from the 21<sup>st</sup> century schools programme £1,928,000 less £204,000 cost of feasibility work previously agreed by Members. Written confirmation received from WG to indicate their endorsement to earmark this money to the pool reprovision.
- The remaining gap, depending on which option is chosen, will need to be facilitated by additional borrowing funded by MCC, indicatively this would be capped at £1,115,539 for option 2 reflective of a worse case that the temporary structure needs to be raised and contingency and risk allowance is utilised in full.

- 5.4 In terms of this balance of funding - the current revenue budget for 2017/18 contains headroom in the Treasury budgets for additional borrowing to enable schemes that have been given political commitment to proceed. Indicatively of the £500k set aside for these particular commitments, the borrowing costs associated with this borrowing are circa £60k per annum. Opportunities to seek out alternative sources of funding will continue including any additional Section 106 monies should they arise which would offset the additional borrowing costs for the authority.
- 5.5 Currently provision is made within the Leisure budget for the loss of income resulting from the period during which the pool is decommissioned and not operational. In the light of this revised proposal, there will now be a likely gap in provision arising from the re-location and re-operation of the Sports Hall. The estimated financial loss to leisure during this interim period is estimated at £146,000 and it is proposed that the impact of this is built into the MTFP for the period required.

## **6 SUSTAINABILITY AND EQUALITIES IMPLICATIONS:**

- 6.1 The significant equality impacts identified in the Equality Impact Assessment appendix.

## **SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

- 6.2 There have been regular meetings between construction colleagues and Property Services to ensure any health and safety and safeguarding issues are identified and the risk managed appropriately.

## **7 CONSULTEES:**

Strategic Leadership Team  
Cabinet Members  
Head of Legal Services  
Head of Finance  
Assistant Head of Finance  
Head of Planning  
21<sup>st</sup> Century Programme Manager  
Procurement Manager

Headteacher and Chair of Governors, Monmouth Comprehensive School

**8 BACKGROUND PAPERS:**

Business Case – Monmouth Pool Build (Appendix A)

**9 AUTHORS:**

Ian Saunders, Head of Tourism, Leisure, Culture and Youth

Marie Bartlett, Finance Manager

Richard Simpkins, Business Manager Tourism, Leisure, Culture and Youth

**10 CONTACT DETAILS:**

1. [iansaunders@monmouthshire.gov.uk](mailto:iansaunders@monmouthshire.gov.uk)

2. Phone number 01633 644499 Mob 07876545793

[mariebartlett@monmouthshire.gov.uk](mailto:mariebartlett@monmouthshire.gov.uk)

Phone number 01633 644292

[richardsimpkins@monmouthshire.gov.uk](mailto:richardsimpkins@monmouthshire.gov.uk)

Phone number 01633 644285 Mob 07884061183

Pressure Mandate Proposal Number :ENT P2  
 Pressure Mandate Title : Housing Private Leasing

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

<b>Mandate Completed by</b>	Ian Bakewell
<b>Date</b>	06.11.17

<b>Why is this pressure required?</b>
Through Welfare Reform changes, the Temporary Accommodation Management Fee Subsidy payable through housing benefit for homeless related accommodation has been removed from 1 <sup>st</sup> April 2017 by the Dept. for Work & Pensions. The value to Monmouthshire was approximately £380,000 in April 2017. Welsh Government have replaced this with additional RSG of £148,000. The reduction in funding is insufficient to run the Council's Shared Housing and the Melin Private Leasing scheme. There is a risk the number of units may have to be reduced which will impact upon the Council's homeless prevention performance. It would also create a pressure if there was a need to re-house existing applicants.
<b>How much pressure is there and over what period?</b>
<b>At September 2017 it was £228,000 for 2018/19.</b> The pressure is subject to a number of variables, such as the outcome of negotiations with individual landlords or landlords withdrawing from the scheme.  On-going work will continue in respect of reviewing and refreshing the components that make up this pressure.
<b>Directorate &amp; Service Area responsible</b>
Housing & Communities, Enterprise.

<b>Mandate lead(s)</b>
Ian Bakewell and Karen Durrant

<b>Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?</b>		
Name	Organisation/ department	Date
Justin Wigmore	Melin Homes	25.01.17
Joy Robson & Mark Howcroft	MCC	On-going
Kellie Beirne & Mark Hand	MCC	On-going
Ceri Breeze	Welsh Government	24.01.17
Childrens & Communities Minister	Welsh Government	21.09.17

<b>Has the specific budget pressure been consulted on?</b>		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee	12.09.17	None.
Public or other stakeholders		
Cabinet (sign off to proceed)		

<b>Will any further consultation be needed?</b>		
Name	Organisation/ department	Date
Adult Select Committee	MCC	Dec or Jan 18

**Final pressure approved by Cabinet**

**Date:**

### 1. Vision and Outcomes of the Pressure Mandate

Give a business context for the budget pressure. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the pressure mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

#### **What are the outcomes of investing in the identified pressure?**

There is a need to decide about the future of private leasing and the associated implications. The options include cease operating or reducing the scale of the scheme; increase the available funding or try and identify an alternative provider. (An alternative provider will still need funding).

**Background Paper Adult Select 12.09.2017 Homelessness & Prevention - Future of Private Leasing Scheme**

#### **Expected positive impacts**

#### **Expected negative impacts**




## 2. Pressure proposed

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

What is the evidence for the pressure? How has it been estimated?								
Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year				Total pressure proposed
				17/18	18/19	19/20	20/21	

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## 3. Actions to 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 mandate.

Action	Officer/ Service responsible	Timescale


#### 4. Additional skills/ business needs

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

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

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#### 5. Measuring performance on the mandate

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 mandate where appropriate.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2017/18	Target 2018/19	Target 2019/20


## 6. Key Risks and Issues

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

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

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## 7. Assumptions

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

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


## 8. Options

Prior to the pressure mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. ( see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker

## **9. Monitoring the pressure mandate**

The pressure mandates must 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 mandate, including the performance being achieved and the level of impact.

Pressure Mandate Proposal Number :ENT P3

Pressure Mandate Title : Whole Place and Community Development Partnership

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

<b>Mandate Completed by</b>	<i>Cath Fallon, Head of Enterprise and Community Development</i>
<b>Date</b>	<i>6<sup>th</sup> November 2017</i>

<b>Why is this pressure required?</b>
<b>How much pressure is there and over what period?</b>
Prior to the completion of the Community Engagement Review a £100k saving was built into the 17-18 MTFP to reflect anticipated efficiencies from the restructuring of both the Whole Place and Partnerships teams. However a complete review of the staffing structure identified a need for re-evaluation of posts which has resulted in only £35k saving being realised. This has left a £65k pressure that needs to be returned to the base budget in order for the service to be fully funded.
<b>Directorate &amp; Service Area responsible</b>
<b>Enterprise and Social Care</b>
<b>Mandate lead(s)</b>
Cath Fallon

<b>Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?</b>
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Name: Kellie Beirne & Claire Marchant	Organisation/ department: Enterprise/Social Care	Date September/October 2017

Has the specific budget pressure been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	24.10.17	
Other Service Contributing to / impacted		
Senior leadership team	27.06.17	
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)	06.09.17	

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

<b>Final pressure approved by Cabinet</b>	<b>Date:</b>
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## 1. Vision and Outcomes of the Pressure Mandate

Give a business context for the budget pressure. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the pressure mandate must be tested against the

equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

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<b>What are the outcomes of investing in the identified pressure?</b>
<p>The Well-being of Future Generations Act requires co-delivery with partners. To enable this an identified disconnect between the Public Service Board (PSB), the Authority and the local community needed to be addressed by repositioning community engagement within a more centralised role. In addition, a lack of specialist support in strategic PSB areas such as health, isolation and ageing well is also required whilst providing whole Authority support for Cluster Area activities and town/community council liaison with a view to identifying and addressing community needs and priorities.</p> <p>The restructure of the Whole Place and Partnerships Teams into a new Community &amp; Partnership Development Team enables cross directorate working to tackle future challenges by identifying and delivering tangible outcomes to ensure the county's future sustainability. Strategic working with the Community Well-Being and Enterprise Development Leads will also maximise funding resources and reduce the potential for service duplication.</p>
<b>Expected positive impacts</b>
<ul style="list-style-type: none"><li>• The team will act as enablers, working with communities and partners to enable them to realise their full potential through the identification and achievement of common goals;</li><li>• Use of collective, asset and place based methodologies to improve well-being within our communities and reduce demand on public services;</li><li>• Targeting pockets of inequality between and within communities to address issues of isolation and poverty through a programme of sustainable regeneration activities.</li></ul>
<b>Expected negative impacts</b>
None anticipated.



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## 2. Pressure proposed

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

What is the evidence for the pressure? How has it been estimated?								
Original £100k MTFP saving not achievable – restructure savings after merger only realised £35k as additional funding was required to support the job re-evaluation exercise and the match funding required for a project manager post. £65k needs to be built back into base in 18-19.								
Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year				Total pressure proposed
				17/18	18/19	19/20	20/21	
Community and Partnership Development	278024	65			65			65

## 3. Actions to 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 mandate.

Action	Officer/ Service responsible	Timescale
Additional Grant funding opportunities will be sought in order to reduce the pressure	Cath Fallon	On going
Staff savings on vacant posts	Cath Fallon	On going

#### 4. Additional skills/ business needs

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

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

#### 5. Measuring performance on the mandate

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 mandate where appropriate.

Focus- Budget / Process /	Indicator	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2017/18	Target 2018/19	Target 2019/20

<b>Staff / Customer</b>							
Delivery of the team's action plan	As detailed in 'Way Forward' document which can be found <a href="#">here</a>						

## 6. Key Risks and Issues

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

<b>Barrier or Risk</b>	<b>Strategic/ Operational</b>	<b>Reason why identified (evidence)</b>	<b>Risk Level (High, Medium or Low) Based on a score assessing the probability &amp; impact</b>	<b>Mitigating Actions</b>
None anticipated				

## 7. Assumptions

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

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

## 8. Options

Prior to the pressure mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. ( see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Community Engagement Review	Full assessment can be found <a href="#">here</a>	Cabinet 6.9.17


## 9. Monitoring the pressure mandate

The pressure mandates must 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 mandate, including the performance being achieved and the level of impact.

Pressure Mandate Proposal Number :OPS P1

Pressure Mandate Title : Passenger Transport Unit (revision to previously disclosed figure)

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

<b>Mandate Completed by</b>	<i>Richard Cope</i>
<b>Date</b>	<i>1<sup>st</sup> November 2017</i>

<b>Why is this pressure required?</b>
This is a previous pressure reported in 2015/16 for transport to the new welsh school in Duffryn Newport. This was part of another mandate which included other elements. This is to report a reduction in pressure mandate costs for 18/19 as we have collaborated with Newport CC on some of the routes and also the uptake in numbers is not as great as first expected. We cannot at present forecast future years pressures as we don't know how many pupils will be taking up the offer of places at this time.
<b>How much pressure is there and over what period?</b>
<b>£47k 18/19 Reduce to £25K(Saving £22K)</b> £72k 19/20 £75k 20/21 £62k 21/22
<b>Directorate &amp; Service Area responsible</b>
Chief Executive –Operations
<b>Mandate lead(s)</b>

Richard Cope

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

Name	Organisation/ department	Date
Roger Hoggins	Head Of Operations	2015/16b

**Has the specific budget pressure been consulted on?**

Function	Date	Details of any changes made?
Department Management Team	2015/16	
Other Service Contributing to / impacted	2015/16	
Senior leadership team	2015/16	
Select Committee	2015/16	
Public or other stakeholders	N/a	
Cabinet (sign off to proceed)	2015/16	

**Will any further consultation be needed?**

Name	Organisation/ department	Date

**Final pressure approved by Cabinet**

**Date:**

## 1 Vision and Outcomes of the Pressure Mandate

Give a business context for the budget pressure. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key

priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the pressure mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

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<b>What are the outcomes of investing in the identified pressure?</b>
A reduction in budget required to implement the extra services required.
<b>Expected positive impacts</b>
Less resource required to implement contracts
<b>Expected negative impacts</b>

**1. Pressure proposed**

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

<b>What is the evidence for the pressure? How has it been estimated?</b>
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	<b>Numbers were taken from current intake of primary welsh schools that are in the catchment for this new secondary school.</b>							
Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year				Total pressure proposed
				17/18	18/19	19/20	20/21	

## 2. Actions to 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 mandate.

Action	Officer/ Service responsible	Timescale

## 3. Additional skills/ business needs

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

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

#### 4. Measuring performance on the mandate

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 mandate where appropriate.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2017/18	Target 2018/19	Target 2019/20

#### 5. 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.

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

**6. Assumptions**

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

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

**7. Options**

Prior to the pressure mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. ( see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker

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### 8. Monitoring the pressure mandate

The pressure mandates must 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 mandate, including the performance being achieved and the level of impact.

## **WASTE GRANT PRESSURE (OPS P4) EXPLANATION**

The forward potential for declining awards was highlighted nationally earlier this year

**Sent:** 20 July 2017 10:24

**Subject:** Waste grant into RSG 18/19

Please see the email from WLGA below which indicates how the “Waste” element of the Single Revenue Grant will be distributed from 2018/19. Not ideal, but I’ve been part of the process and it is better than where we were a few weeks ago.

Total value of the SRG from WG to LAs is about £75m in 2017/18. Of this £58m is made up from the Waste MEG within WG. WG waste colleagues have made a commitment to reduce the Waste Element by £2m each year as their contribution to corporate savings therefore the total value that has been up for discussion is £56m.

### **What does this mean for MCC?**

The total amount of SRG coming to MCC in 2017/18 is £ £ 1,840,259 and it is distributed:

Local Environment Quality	£110,000
Natural Resource Management	£148,000
Waste & Resource Efficiency	£1,582,259

We do not know the WG total plans for the SRG at this stage, but in terms of a cash reduction just off the waste element it amounts to 6% or £1,729,843 **which is a £110,416 reduction.**

Since then the provisional grant settlement has been released and the following email from WLGA representative indicates a worse position than anticipated, which hasn't yet been added to pressures, but indicatively is double the level of pressure previously presumed i.e. a further £110k..

**From: WLGA Representative**

**Sent:** 25 October 2017 13:00

**Subject:** Waste / SRG funding 2018-19

To: Directors of Environment

.cc CSS LA reps

Please see below the grant details released by WG in their budget announcement yesterday. In particular, see the Single Revenue Grant line (highlighted). This shows £20.793m in the SRG for 2018/19, down from £61.790m in 2017/18. The transfer of £35m into RSG accounts for some of this change but is still leaves a gap of £5,997m ( $£61,790 - [35,000 + 20,793]$ ). We were expecting a cut of c£2m as part of the planned gradual reduction in the grant year on year - not the figure of nearly £6m. We think that the planned £2m top slice been taken out, so the actual cut is £4m - **but this is still a cut of £2m more than expected.**

We have raised this with Welsh Government and expressed our concern. We have a meeting with them tomorrow and will highlight the impact this (if confirmed) will have not only on the current task and finish group work but also on planned meetings to discuss the SRG for next year. We will update you after the meeting.

The position is proposed to be updated in conjunction with final settlement figures in December

Pressure Mandate Proposal Number :RES P1  
 Pressure Mandate Title : Revenues Sub Division Pressures

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

<b>Mandate Completed by</b>	Ruth Donovan
<b>Date</b>	1 <sup>st</sup> November 2017

<b>Why is this pressure required?</b>
<p>This is required to fund known pressures within the Revenues, Systems &amp; Exchequer budget and should be read in conjunction with the savings proforma.</p> <p>The pressures reflect current and anticipated service activity plus planned grant cuts from the Department of Works &amp; Pensions.</p>
<b>How much pressure is there and over what period?</b>
<p>Pressures of £56,000 have been identified for the 2018/19 financial year. Given the nature of these pressures there is the potential that some will continue through to future financial years (although the details are currently unclear).</p>
<b>Directorate &amp; Service Area responsible</b>
Resources: Revenues, Systems & Exchequer
<b>Mandate lead(s)</b>
Ruth Donovan



Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?		
Name	Organisation/ department	Date
Joy Robson & Peter Davies	Monmouthshire County Council	5 <sup>th</sup> October 2017

Has the specific budget pressure been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

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

<b>Final pressure approved by Cabinet</b>	<b>Date:</b>
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## 1. Vision and Outcomes of the Pressure Mandate

Give a business context for the budget pressure. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the pressure mandate must be tested against the

equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

**What are the outcomes of investing in the identified pressure?**

Three pressures make up the £56,000 and these are listed in section 2 below.

The Authority's digital strategy focuses on customers doing more for themselves on line, including paying for their services and taxes. These online payments are normally made using a debit or credit card, both of which incur a transaction processing fee from our merchant provider. The number of card payments is increasing year on year and we have seen a corresponding increase in our Merchant acquiring fees. It is anticipated that these fees will increase further once the new cash receipting system is introduced next year and the Authority's online payment offer is extended further.

Monmouthshire has one of the best in year collection rates for council tax collection, which is improving year on year. With improved collection comes the requirement to send fewer summonses and hence a corresponding reduction in income from summons fees.

The Westminster Government's decision to introduce Universal Credit shifts the administration of certain benefits away from Local Authority Housing Benefit departments. This planned introduction is also linked with a reduction in the Administration Grant each council annually receives from the Department of Works and Pensions.

**Expected positive impacts**

Ability to manage the service within its budget envelope.

**Expected negative impacts**

None identified in this investment


## 2. Pressure proposed

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

What is the evidence for the pressure? How has it been estimated?								
The estimated pressures are based on: <ul style="list-style-type: none"> <li>• known policy decisions</li> <li>• actual activity</li> <li>• known future developments</li> </ul>								
Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year				Total pressure proposed
				17/18	18/19	19/20	20/21	
Reduction in Housing Benefit Administration Grant	239,482	26,000	0					26,000
Reduction in summons income	145,945	20,000	0					20,000
Merchant card fees	76,000	10,000	0					10,000

## 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 mandate.

Action	Officer/ Service responsible	Timescale
As noted in section 1 above, these are largely outside our control		

#### 4 Additional skills/ business needs

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

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

#### 5 Measuring performance on the mandate

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 mandate where appropriate.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Budget forecast in line with the annual budget set	n/a	n/a	n/a	n/a	n/a	n/a
Customer	Take up of online payment service	n/a	n/a	n/a	n/a	n/a	n/a

## 6 Key Risks and Issues

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

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 identified				

## 7 Assumptions

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

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

## 8 Options

Prior to the pressure mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Linked to savings mandate for service		

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## 9 Monitoring the pressure mandate

The pressure mandates must 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 mandate, including the performance being achieved and the level of impact

Pressure Mandate Proposal Number : RES P2

Pressure Mandate Title : Information Technology budget pressures

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

<b>Mandate Completed by</b>	<i>Sian Hayward</i>
<b>Date</b>	<i>14/11/17</i>

<b>Why is this pressure required?</b>
<p>The Enterprise agreement is renewed every 3 years and is due for renewal on 1<sup>st</sup> January 2018. Monmouthshire has taken a decision to upgrade to O365 from the current 'On Premise' provision. This releases enhanced functionality and efficiencies is in line with the Cloud First strategy of the SRS.</p> <p>Provisionally this means a net increase of £30k in the upgraded licence fee for a decision to upgrade to O365 from the standard On Premise version, offset by the release of two contracts for security and archiving.</p> <p>Additionally, an agreement has been made to enter into an advanced internet and e-mail security system at a cost of £75k</p>

<p>There are additional pressures that have been revealed during the budget setting process as follows -</p> <ol style="list-style-type: none"> <li>1. An increase in the Enterprise price due to the dollar exchange rate from the 1<sup>st</sup> January 2018</li> <li>2. An increase in protection for Mobile Device Management protection as required by GDPR and PSN accreditors to come into force when SharePoint online becomes available in</li> </ol>		
<b>Directorate &amp; Service Area responsible</b>		
<b>Mandate lead(s)</b>		

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



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Has the specific budget pressure been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

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

<b>Final pressure approved by Cabinet</b>	<b>Date:</b>
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**1 Vision and Outcomes of the Pressure Mandate**

Give a business context for the budget pressure. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the pressure mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

<b>What are the outcomes of investing in the identified pressure?</b>
<b>Expected positive impacts</b>

<b>Expected negative impacts</b>

## 2 Pressure proposed

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

<b>What is the evidence for the pressure? How has it been estimated?</b>
There are pressures against this budget of £105k next year for the following agreed items -

- £75k for enhanced email and internet security to mitigate cybercrime or attacks
- Increase in licencing for the O365 cloud enhancement, with an additional gross cost of £50k, offset by savings on The Vault e-mail archiving system (£13k) and VPN savings of £7k which are no longer required when we have O365. This makes a net pressure of £30k

During the budget pressure identification process we have received information on the effect of price increases to the Enterprise Agreement reflecting the following -

- Increase in the EA licencing for additional users and devices in the areas of Social Care and Operations £40,000
- Increase in the overall Enterprise Agreement pricing due to the dollar exchange rate £56,000
- Increase in Mobile Device Management charges to comply with GDPR and PSN requirements for all mobile users from 2018/19 £46,000
- £9k Event Management software that alerts for any fraudulent cyber activity – this is also requirement of PSN accreditation

**These latter considerations will be discussed with Director and SLT prior to any inclusion in MTFP**

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year			Total pressure proposed
				15/16	17/18	18/19	
Security Enhancements (SRS partner cost)					75,000		
Enterprise agreement (SRS partner cost)					30,000		

### 3 Actions to 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 mandate.

Action	Officer/ Service responsible	Timescale
The price increase for the dollar exchange rate cannot be minimised		
Every action will be taken to identify any offsetting reductions in systems or efficiency savings that can be realised as a result of upgrading to O365. This will involve identifying opportunities to replace existing legacy systems with products already included within		

the O365 suite and 'sweat' the modules and functionality of the Enterprise Agreement.		

**4 Additional skills/ business needs**

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

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

## 5 Measuring performance on the mandate

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 mandate where appropriate.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Target 2016/17	Target 2017/18	Target 2018/19

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## 6 Key Risks and Issues

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

Barrier or Risk	Strategic/	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based	Mitigating Actions

	<b>Operational</b>		on a score assessing the probability & impact	
Security enhancement	Strategic	The authorities risk register identifies that cyber security and crime represents a significant risk to the authority		This expenditure of £75k per annum has been agreed as an appropriate solution to mitigate risks.
MDM management	Operational and strategic	It is critical that cyber-crime and security is reduced, and that information governance is maintained. Mobile devices are increasingly becoming the norm for flexible and community based working, and there is a requirement of our PSN accreditation that devices have appropriate security.		



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## 7 Assumptions

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

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

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## 8 Options

Prior to the pressure mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. ( see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker

### 9 Monitoring the pressure mandate

The pressure mandates must 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 mandate, including the performance being achieved and the level of impact.

## LIVING WAGE PRESSURE (CORP P1) EXPLANATION

The Government Living Wage accelerator looked to move living wage from £7.20 per hour at April 2016 to £9.00 per hour by April 2020. The Council has previously embraced the “Foundation” Living Wage annually through the budget setting process, such that it will achieve Government Living wage a year earlier than required.

An examination of payroll records indicated 267 individuals potentially affected by this accelerated pay award. These individuals commonly tend to work less than standard 37 hours a week. As an indication of this, these 267 individuals translate into 66 full time equivalents.

The pressure reflects the difference between salary paid and £8.40 per hour in 2018/19, which equates commonly to £0.31 per hour. In 2019/20 the difference is £0.60 per hour, being the difference between £8.40 per hour and £9.00 per hour.

The anticipated consequence of this is £58k in 2018/19 and £112k in 2019/20.

Should the Council more formally adopt the Foundation Living Wage as a financial planning assumption, the hourly rate applicable for 2018/19 is £8.75 per hour, rather than £8.40. In applying 2.5% inflation to £8.75, gives a 2019/20 indicative rate of £8.97, which harmonises closely with Government rate. Consequently adopting the Foundation Living wage is anticipated simply to bring forward a pressure from 2019/20, the additional effect of £0.35 per hour in 2018/19 is anticipated to cost £83.5k, with a corresponding decrease to 2019/20 pressure.

Pressure Mandate Proposal Number :CORP P2/RES S9  
 Pressure Mandate Title Insurance Premium Uplift and Staff Saving :

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

<b>Mandate Completed by</b>	<i>Mark Howcroft</i>
<b>Date</b>	<i>3/11/17</i>

<b>Why is this pressure required?</b>
Two causes, annual premiums are based on a review of insurance activity, review of cover and extent of building/vehicles/contracts to apply. As examples, the solar farm and one of two secondary schools have come onstream, and the proposal reflects the anticipated Monmouth Leisure Centre contract. National terror attacks have heightened security aspects for public entities. Motor insurance activity has unfortunately been more significant than is usual. The premiums also attract insurance premium tax, and that was increased from 10% to 12% in June 17.
<b>How much pressure is there and over what period?</b>
Our renewals run October to September, so in reality the budget will bear 6 months increase from recent changes and 6 months in relation to next October renewal. However we won't know with certainty next year's activity or potential for tax rises, so for the purposes of financial modelling the pressure for next year's budget has been equated to 12 months cost increase introduced October 17, i.e. £124k.pa.
<b>Directorate &amp; Service Area responsible</b>
<b>Resources – Accountancy</b>

<b>Mandate lead(s)</b>
Mark Howcroft

<b>Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?</b>		
Name	Organisation/ department	Date
Joy Robson	Head of Finance	Sept 17
SLT		Oct 17

<b>Has the specific budget pressure been consulted on?</b>		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team	<b>Oct 17</b>	<b>None, although have checked what level excesses would need to increase to, to keep costs at 2017/18 premia levels. It is anticipated the excess for our own vehicles being circa £6k, which wouldn't be cost effective, and would introduce additional volatility to the costs incurred</b>
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

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

<b>Final pressure approved by Cabinet</b>	<b>Date: Nov 17</b>
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### 1. Vision and Outcomes of the Pressure Mandate

Give a business context for the budget pressure. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the pressure mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

<b>What are the outcomes of investing in the identified pressure?</b>
<b>Risk and volatility removed</b>
<b>Expected positive impacts</b>
<b>Peace of mind and certainty of protection</b>
<b>Expected negative impacts</b>
<b>Increased Cost</b>

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## 2. Pressure proposed

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

	<b>What is the evidence for the pressure? How has it been estimated?</b>
	<p>The previous year's insurance costs are circa £699k per annum, the latest renewal details forecast a cost of £823k, an uplift of £124k</p> <p>Details of specific costs per policy are attached overleaf.</p>

LOT NO:	CODE:	TITLE:	NET ANT:	IPT AMT:	GROSS AMT:	COMPANY:
Lot 1	I002	Property	261,696.41	31,403.57	293,099.98	RMP / AIG – GB
Lot 1A	I002	Contract Works	4,328.00	519.36	4,847.36	RMP / HSB – GB
Lot 2	I018	Computer	2,192.40	263.09	2,455.49	RSA
Lot 3	I001	Public Liability	116,969.00	14,036.28	131,005.28	Aspen
Lot 3A	I001	Claims Handling	(included above)	0.00	0.00	B4 Legal
Lot 4	I005	Motor	263,585.00	31,630.20	295,215.20	Maven / Amlin
Lot 4A	I005	ULR	1,838.45	367.69	2,206.14	OPUS
Lot 5	I012	Fidelity	15,000.00	1,800.00	16,800.00	Maven
Lot 6	I022	Engineering	7,208.78	865.05	8,073.83	ZM
Lot 6A	I022	Inspections	21,939.01	4,387.80	26,326.81	ZM / CRIMSON
Lot 7	I023	Travel	14,208.21	1,704.99	15,913.20	RSA
Lot 8	I024	Fine Art	3,841.55	460.99	4,302.54	AXA
Lot 9	I008	Terrorism	17,252.00	2,070.24	19,322.24	AUM Terrorism



	<b>Lot 10</b>	<b>I025</b>	<b>Councillors</b>	<b>1,397.37</b>	167.68	1,565.05	<b>ZM / DAS</b>	
	<b>Lot 11</b>	<b>I009</b>	<b>Aviation</b>	1,000.00	100.00	1,100.00	<b>Lloyds</b>	
	<b>Lot 12</b>	<b>I021</b>	<b>MBC/MDC Run-off</b>	800.00	80.00	880.00	<b>Municipal Mutual</b>	
			<b>TOTALS:</b>	<b>733,256.18</b>	<b>89,856.94</b>	<b>823,113.12</b>		
<b>Service area</b>	<b>Current Budget £</b>	<b>Proposed Cash Pressure £</b>	<b>Proposed non cash efficiencies – non £</b>	<b>Target year</b>				<b>Total pressure proposed</b>
				<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	
<b>Insurance Premia</b>	<b>£699k</b>	<b>£124k</b>		<b>£124k</b>				<b>£124k</b>
<b>Saving in freezing insurance staff vacancy position 1fte (effect included in savings table)</b>	<b>Establishment 3.7 fte, salary budget with oncost circa £115k</b>	<b>(£26k)</b>						<b>(26k)</b>
<b>Net</b>		<b>£98k</b>						<b>£98k</b>

### 3. Actions to 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 mandate.

Action	Officer/ Service responsible	Timescale
Freezing of insurance staff vacancy	Mark Howcroft	Oct 17
Reflection on whether excess levels could rise instead of premia e.g. self insure	Mark Howcroft	June 18
Adequate driver training when introducing new/unfamiliar vehicles	Corporate	Ongoing
Passport risk responsibility on new developments to contractors	Corporate	Ongoing

#### 4 Additional skills/ business needs

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

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

#### 5 Measuring performance on the mandate

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 mandate where appropriate.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2017/18	Target 2018/19	Target 2019/20
Insurance Team	Next year's renewal and activity data, lower cost than £734k (excl Insurance Premia tax)	734k				<734k	

## 6 Key Risks and Issues

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

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
Activities and practices of Council colleagues	Operational	Significant cost involved in annual insurance premia	Medium, big impact but limited effect of isolated improved activity	

## 7 Assumptions

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

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

## 8 Options

Prior to the pressure mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. ( see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Review of excesses	Would result in disproportionate volatility and less value in securing insurance cover given the volume of activity involved. Example, motor excess for our vehicles is £1k, it would have to rise fivefold to £5k before premia could be contained at existing levels. The Council would incur greater cost based on last 12 months activity on its own vehicles against the saving in premia. Plus it wouldn't mitigate the liability to third parties which is the predominant cost driver.	Mark Howcroft

## **9 Monitoring the pressure mandate**

The pressure mandates must 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 mandate, including the performance being achieved and the level of impact.

## REDUNDANCY STRAIN COSTS (CORP P3) EXPLANATION

The pressure is the consequence of redundancies taking place after the last MTFP was approved which result in a requirement to further top up the pension fund for the additional strain cost. At the time the budget is prepared, whilst service re-engineering is known, the effect on particular individuals cannot easily be presumed, as commonly the process may involve a competitive interview process, individuals may be redeployed, and the costs involved are affected by the individual's circumstances e.g. their earnings and their length of service.

Strain costs are incurred where the employee is allowed to retire before their normal retirement age without any actuarial reduction to their pension. This means the pension fund will assume that the employee's benefits will be paid over a longer period and also because employee and employer contributions will not have been paid on for as long as anticipated. Therefore the pension fund require the Authority to top up the fund via the "Strain cost", and £20k reflects the amount communicated by Pension Fund administrators in relation to last year's redundancy decisions.

## Appendix 5 – Savings Proposals

Ref	Saving Proposal	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Page Reference
CYP S1	Federated school model	(32)	(23)			147
CYP S2/RES S4	Term time only payments (Payroll identify £203k)	(95)				152
CYP S3	Breakfast club charging	(178)				157
CYP S4	General 5% reduction on supplies & services	(132)				162
CYP S5	Reduce school premature retirement budget	(50)				167
SCH S1	Adult Disability Services	(638)	(536)			172
SCH P3/S2	Childrens Services (Saving £680k, pressure £561k, net saving in yr 4 £119k)	(113)	(189)	(189)	(189)	178
ENT S1	Cross cutting list to be populated during budget process					186
OPS S1	Car parks charging blue badge holders	(60)				186
OPS S2	Car Parks Net 7.5% increase in charges above 2.5% RPI (10% in total)	(100)				186
OPS S3	Car Parks 10% increase in permits	(10)				186
OPS S4	Car Parks Increase resident permits from £40-£60	(3)				186
OPS S5	Car Parks Penalties increase to £70 discounted £35	(9)				186
OPS S6	Grounds/waste - Close CA sites Usk and troy 2 days a week	(27)				192
OPS S7	Grounds/waste - Reduce grass cutting across authority	(60)				197
OPS S8	Grounds/waste - Stop Bailey park bowls maintenance	(10)				204
OPS S9	Grounds/waste - Rationalise shrub bed maintenance	(35)				208
OPS S10	Grounds/waste - Reduce 1 mini sweeper.	(50)				212
OPS S11	Grounds/waste - 1 year freeze of Head of waste post	(40)	40			217
RES S1	Property - School meals Price Increase (net after 2.5% RPI)	(23)				237
RES S2	Property income - External Fees (net after 2.5% RPI)	(19)				242
RES S3	Property - Council wide Postage savings	(5)				242
OPS S12	Highways - Road Traffic Incident recovery of costs	(15)				221

OPS S13	Highways - Improved Plant utilisation/recovery	(40)				223
OPS S14	Passenger Transport - Route changes	(51)				225&229
OPS S15	Passenger Transport - CPC Staff Training	(9)				233
CYP S2/RES S4	Term time only payments (Payroll identify £203k as full year effect where as CYP identifies £95k as 7 month effect)	(23)				247
RES S5	Schools based Revenues SLA (to reflect actual)	(39)				249
RES S5	Comino system change	(10)				249
RES S5	Housing Benefit team savings	(8)				249
RES S6	IT Equipment budget saving	(30)				254
RES S7	SRS saving (5% of 17-18 budget £2.134 unestablished)	(107)				259
RES S8	Public Sector Broadband Agreement PSBA saving (£155k-£22k)	(133)				259
CORP P2/RES S9	Insurance staff saving	(26)				134
APP1	Interest Receivable (net effect)	186	76	(1)	1	Not required
APP1	Interest Payable (net effect)	(533)	140	53	(67)	Not required
APP1	MRP (net effect)	51	(153)	61	(20)	Not required
FIN1	Council Tax Increase from Base changes (net of CTRS)	(530)				Not required
<b>TOTAL SAVINGS</b>		<b>3,005</b>	<b>645</b>	<b>76</b>	<b>275</b>	



## CYP PROPOSALS

### **Budget Project Proposal 2018/19**

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	Nikki Wellington
<b>Date</b>	1 <sup>st</sup> November 2017
<b>Reference Number</b>	CYP S1

<b>Service area</b>	Schools
<b>Directorate</b>	CYP
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	£32,000
2019/20	£23,000
2020/21	
2021/22	

<b>Project lead &amp; Key project team members</b>	Nikki Wellington and CYP DMT members.
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#### **1. Vision and outcomes of the project**

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

**What does the project propose to do?**

The proposal is to look to federate of a small number of primary schools to reduce management costs. The vision is that one head will manage a couple of schools in a local area, with a deputy in each school to support.

**Expected impact of the project?**

The impact will be minimal, there will need to be careful consultation with parents / governors and staff to ensure that they understand the vision and how this will work in practise.

**2. Savings proposed**

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

**What savings are expected to be achieved?**

Year	Proposed Savings (£)	Proposed income generation (£)
2018-19	£32,000	£0
2019-20	£23,000	£0

**3. Options appraisal**

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

**Option 1**

No other options are being considered.

**Reason why not progressed/progressed?**

This model has been used in a number of our schools where the head has been absent. This has worked and the lessons learnt will inform how this is developed.

**Option 2****Reason why not progressed/progressed?**

Option 3

Reason why not progressed/progressed?

#### 4. Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Identification of schools that can federate.	Jan 18 – Mar 18
Consultation with stake holders	Mar 18 – August
Implementation of new model	September 18

#### 5. Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
Possible redundancy costs, it is too early to identify the actual cost required.	Redundancy costs.

### 6. Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk <a href="#">matrix</a> )
Model of federation cannot be progresses.	Adverse feedback from stakeholders and Governing Bodies not agreeing to this.	Low

### 7. Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you’re proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Cost savings	Base line April 2018
Standards Measured in July 2019	Baseline July 2018

<b>Evaluation Date</b>	August 2019
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## **8. Future Generations Evaluation**

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

## **9. Additional comments**

## Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	Nikki Wellington
<b>Date</b>	1 <sup>st</sup> November 2017
<b>Reference Number</b>	CYP S2/ RES S6

<b>Service area</b>	Schools & Central
<b>Directorate</b>	CYP
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	£95,000
2019/20	
2020/21	
2021/22	

<b>Project lead &amp; Key project team members</b>	Nikki Wellington and CYP DMT members.
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## 1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

### What does the project propose to do?

The current calculation used to calculate pay for employees working term time only is incorrect. This calculation has been used for a long period of time and has led to a discrepancy between Part time employees and those only employed during the term. This has led to term time only staff being over paid.

### Expected impact of the project?

Staff employed during term time will see a reduction in pay, this reduction will be different for each employee, and however it on average the reduction will be £300 - £350 per annum per employee. This will ensure that both term time only and part time are paid on the same basis.

## 2. Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

### What savings are expected to be achieved?

Year	Proposed Savings (£)	Proposed income generation (£)
2018-19	£95,000	£0

## 3. Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

### Option 1

Term time only employee work additional hours to make up the overpayment.

### Reason why not progressed/progressed?

This is being considered currently, and will be considered with all the options.
<b>Option 2</b>
Correct the calculation for new employees only, and any changes in contracts.
<b>Reason why not progressed/progressed?</b>
This is being considered currently, and will be considered with all the options.
<b>Option 3</b>
<b>Reason why not progressed/progressed?</b>

#### 4. Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Identification of savings for individual staff	December 2017
Full consultation – Employee services leading	Jan 18 – Aug 18
Implementation of new model	September 18

#### 5. Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
None for CYP	




## 6. Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk <a href="#">matrix</a> )
Employee services will be able to assess the risks as these have been identified in their briefing to SLT.		

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## 7. Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Cost savings	Base line April 2018

## 8. Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

## 9. Additional comments

## Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	Nikki Wellington
<b>Date</b>	1 <sup>st</sup> November 2017
<b>Reference Number</b>	CYP S3

<b>Service area</b>	Central and Schools
<b>Directorate</b>	CYP
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	£178,000
2019/20	
2020/21	
2021/22	

<b>Project lead &amp; Key project team members</b>	Nikki Wellington, Sue Hall and CYP DMT members.
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## 1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

### What does the project propose to do?

The proposal is to charge £1 for pupils attending before school clubs for childcare. There will be no charge for pupils entitled to FSM, or for the breakfast time of the before school club. Most clubs run for an hour, with the first half hour as childcare and the remaining for breakfast. Any non-FSM pupils will be charge £1 for the first half hour. If they wish to attend just for breakfast there will be no charge.

### Expected impact of the project?

Some authorities are already charging, but a number keep their clubs free. Parents may object to the proposals and there may be a reduction in the numbers of pupils attending. There could be adverse publicity but by consultation with all stakeholders this could be minimised.

## 2. Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

### What savings are expected to be achieved?

Year	Proposed Savings (£)	Proposed income generation (£)
2018-19		£178,000

## 3. Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

### Option 1

Reducing clubs to run for ½ hour, therefore reducing staff costs and no charges will be made. This will just cover the statutory breakfast time.

### Reason why not progressed/progressed?

This is being considered currently, and will be considered with all the options.

**Option 2**

**Reason why not progressed/progressed?**

**Option 3**

**Reason why not progressed/progressed?**

**4. Actions to deliver the project**

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Consultation	December 2017 -2018
Implementation	April 2018

**5. Additional resource/ business needs**

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
None for CYP	


## 6. Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk <a href="#">matrix</a> )
Numbers attending before school clubs reduce. This will reduce the income achieved.	If there is a charge parents may wish to only take their children for the free element	Medium

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## 7. Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Income achieved	Income is currently nil

## 8. Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

## 9. Additional comments

## Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	Nikki Wellington
<b>Date</b>	1 <sup>st</sup> November 2017
<b>Reference Number</b>	CYP S4

<b>Service area</b>	Schools
<b>Directorate</b>	CYP
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	£132,000
2019/20	
2020/21	
2021/22	

<b>Project lead &amp; Key project team members</b>	Nikki Wellington and CYP DMT members.
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### 1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.



**What does the project propose to do?**

The proposal is to reduce the services and supplies budget by 5% for schools. The result will be that schools will need to seek efficiency savings to reduce their costs. All schools have been offered an opportunity to develop a cluster business manager, which is grant and match funded for 2 years. During this time, the business manager should be able to seek out these efficiencies to make the savings.

**Expected impact of the project?**

If schools do not make the savings expected then this could be a direct reduction in their funding and have an impact on their balances. If the savings are achieved the school balances will not be impacted.

**2. Savings proposed**

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

**What savings are expected to be achieved?**

Year	Proposed Savings (£)	Proposed income generation (£)
2018-19	£132,000	

**3 Options appraisal**

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

**Option 1**

No other options have been considered.

**Reason why not progressed/progressed?**

**Option 2**

**Reason why not progressed/progressed?**

**Option 3**

Reason why not progressed/progressed?

**4 Actions to deliver the project**

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Roll out of business manager projects for all clusters	Now – with final cluster starting in April 2018
Reduction in the S&S element of the budget	April 2018

**5 Additional resource/ business needs**

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
None for CYP	

## 6 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk <a href="#">matrix</a> )
Schools not making the savings and therefore the reduction impacting on school balances.	Some savings in the past have not been achieved and therefore balances have been impacted.	Low

## 7 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Services and Supply reduction in costs	Current spend

<b>Evaluation Date</b>	September 2018
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## **8 Future Generations Evaluation**

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

## **9 Additional comments**

## Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	Nikki Wellington
<b>Date</b>	1 <sup>st</sup> November 2017
<b>Reference Number</b>	CYP S5

<b>Service area</b>	Central CYP
<b>Directorate</b>	CYP
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	£50,000
2019/20	
2020/21	
2021/22	

<b>Project lead &amp; Key project team members</b>	Nikki Wellington and CYP DMT members.
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## 1 Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

### What does the project propose to do?

The proposal is to reduce the premature retirement budget by £50,000. This budget supports teachers that retired prior to 1996. Over the last few years the spend on the budget has reduced resulting in an underspend.

### Expected impact of the project?

The impact will be minimal, the only risk is if the budget does not continue to reduce as it has in recent years.

## 2 Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

### What savings are expected to be achieved?

Year	Proposed Savings (£)	Proposed income generation (£)
2018-19	£50,000	

## 3 Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

### Option 1

No other options have been considered.

### Reason why not progressed/progressed?

### Option 2

Reason why not progressed/progressed?
Option 3
Reason why not progressed/progressed?

#### 4 Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
2018-19 notification of charges	October 2018

#### 5 Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
None for CYP	

## 6 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk <a href="#">matrix</a> )
Spend not reducing as it has in recent years.	This is the only risk with this proposal.	Low

## 7 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Charge for 2018-19	Current spend

<b>Evaluation Date</b>	October 2018
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## **8 Future Generations Evaluation**

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

## **9 Additional comments**

## SCH PROPOSALS

### **Budget Project Proposal 2018/19**

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	Julie Boothroyd
<b>Date</b>	3 <sup>rd</sup> Oct
<b>Reference Number</b>	SCH S1

<b>Service area</b>	Adult Services
<b>Directorate</b>	
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	£ 638K
2019/20	£ 536K across 19/20 and 20/21
2020/21	
2021/22	

<b>Project lead &amp; Key project team members</b>	
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#### **1. Vision and outcomes of the project**

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

**What does the project propose to do?**

Having scrutinised all budget areas in the Adult Services and analysed the potential for further services the following areas have been identified for further remodelling/reduction over the medium term.

- **Disability services – My Day My Life- remodel management arrangements, further practice change enabling people to achieve independence. Apply charging policy where gaps have occurred. Further review operating models to achieve alignment and savings.**
- **My Day My Life – respite opportunity service- review night time support, explore dormant weeks, review whole provision and option appraise alongside the potential and look at generating income on respite beds.**
- **Mental Health - practice change and remodelling of services and accommodation types.**
- **All age disability service- transport, practice change, accommodation remodelling.**

#### **Expected impact of the project?**

The proposals are in line with the direction of travel and are consistent with the approach we have taken to realise efficiencies in the existing service model.

Some aspects will require dedicated time and resource and have been planned over a 3 year period.

## **2. Savings proposed**

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

<b>What savings are expected to be achieved?</b>		
<b>Year</b>	<b>Proposed Savings (£)</b>	<b>Proposed income generation (£)</b>
<b>18/19</b>	<b>638K</b>	
<b>19/20 and 20/21</b>	<b>356K</b>	<b>15K</b>

### 3. Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

<b>Option 1</b>
Considered not providing services e.g. Residential and care at home services, day services and buying all provision from the market.
<b>Reason why not progressed/progressed?</b>
The care market is extremely fragile in Monmouthshire, recruitment issues are significant, even with more favourable terms and conditions we are stretched to keep services going. Once all the costs are factored into the option of not providing the share we have in the market the savings are very small we would not have the ability to be the service of last resort or influence the quality required and costs would rise .
<b>Option 2</b>
<b>Reason why not progressed/progressed?</b>

### 4. Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
<ul style="list-style-type: none"> <li>Disability services – My Day My Life- remodel management arrangements, further practice change enabling people to achieve independence.</li> </ul>	18/19
<ul style="list-style-type: none"> <li>Apply charging policy where gaps have occurred. Further review operating models to achieve alignment and savings.</li> </ul>	19/20
<ul style="list-style-type: none"> <li>My Day My Life – respite opportunity service- review</li> </ul>	19/20
Night time support, explore dormant weeks, review whole provision and option appraise alongside the potential and look at generating income on respite beds.	19/20
<ul style="list-style-type: none"> <li>Mental Health - practice change and remodelling of services and accommodation types.</li> </ul>	

<ul style="list-style-type: none"> <li>All age disability service- transport, practice change, accommodation remodelling.</li> </ul>	<p>18/19 18/19 &amp; 20/21</p>

**5. Additional resource/ business needs**

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
Staff time to lead the work from the existing staff group.	

**6. Key Risks and Issues**

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk <a href="#">matrix</a> )

<b>Demographic changes</b>	Already increased for certain aspects of delivery e.g. LD respite. Older people with dementia.	Medium
<b>Transition issues</b>	Decisions taken at Government level around residential Schools placement creates a cost burden we have no control over .	High
<b>Increase in Section 117</b>	Legislation changes are having significant impact on cost pressures.	High
<b>Ability to create capacity for all work to deliver on time due to day job pressures.</b>	The capacity to run services and transform for the future is always a challenge and why some schemes are spread over the medium term to enable current projects to be completed to release capacity to move to others.	High
<b>Supported accommodation review</b>	Housing benefit review and potential reduction and inability for people to meet costs.	High
<b>Lack of availability in domiciliary care market to supply assessed care.</b>	Current underspend is partly due to inability to secure all assessed care required.	High

## 7. Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

<b>Metric</b>	<b>Baseline</b>
<b>Expect to see costs fall in the areas identified and the services that are to be remodelled.</b>	
<b>CHC tracker</b>	
<b>Expect to see a deduction in people using the My Day My life Hub as we remodel the offer</b>	
<b>Expect income to rise in areas where charging has not applied before</b>	

<b>Evaluation Date</b>	
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## 8. Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

## 9. Next steps for budget projects

- i. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.
- ii. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated
- iii. In addition the project should be incorporated within service plan arrangements to monitor the progress and impact of the project on the service.

## Budget Project Pressure and Savings Proposal Combined 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	Jane Rodgers
<b>Date</b>	05/10/17
<b>Reference Number</b>	SCH P3/S2

<b>Service area</b>	Children's Services
<b>Directorate</b>	SCH
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	Savings = £112,564 (£357,217 off set by £244,653* workforce pressures) Anticipated Overspend b/fwd from 2017/18 = £561,000 <b>Overspend c/fwd = £448,436</b>
2019/20	Savings £189,294 Overspend b/fwd from 2018/19 = £448,436 <b>Overspend c/fwd = £259,142</b>
2020/21	Savings £189,294 Overspend b/fwd from 2019/20 = £259,142 <b>Overspend c/fwd = £69,848</b>
2021/22	Savings = £189,294 Overspend b/fwd from 2020/21 = £69,848 <b>Net Savings = £119,446</b>



\* £244,653 is the worst case scenario taken from the business case for workforce pressures

CURRENT PROJECTED OVERSPEND for the Service @ M5 = £641,000 (based on dynamic forecasting model) of which £80,000 relates to pressure of agency staff = £561,000 (see business case)

<b>Project lead &amp; Key project team members</b>	Jane Rodgers Rhian Evans Charlotte Drury Tyrone Stokes / Rob Long Claire Robins Craig Williams
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## 1 Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

### What does the project propose to do?

#### Delivering Excellence in Children's Services

Monmouthshire Children's Services are currently implementing a 3 year improvement programme with inter-related work streams spanning areas of workforce, social work practice, commissioning, expanding placement provision, increasing our in-house fostering provision, edge of care and family support. The project aims to achieve sustainable change which is built on best practice foundations and within that to achieve a financially sustainable service that makes best use of resources both regionally and locally.

### Expected impact of the project?

**3 areas have been identified where savings could be achieved.**

4. Increasing opportunities for children with more complex / specialist needs, currently placed in residential placements, to be cared for by MCC carers
5. Incentivising Independent Fostering Agency (IFA) carers **currently** looking after MCC children to transfer to MCC terms and conditions

6. Recouping the financial contribution from Health for a young person who meets the criteria for continuing care

## 2 Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?			
	Year	Proposed Savings (£)	Proposed income generation (£)
1	2018/19 and over each subsequent year	Unit Cost Residential = £194,096 Unit cost MCC carer (enhanced package / IFA) = £46,084 Unit Cost saving = <b>£148,012</b>	Bring back 1 child from residential to foster care
2	2018/19  Each subsequent year	Unit cost IFA = £46,084 Unit cost MCC carer = £25,443 Unit cost saving = £20,641 Proposed saving 2018/19 = <b>£103,205</b>  Proposed yearly saving over 3 subsequent years = <b>£41,282</b>	Transfer carers from IFAs to MCC carers, 5 placements in the first year and 2 in each subsequent year.

3	2018/19 only	7 months of 50% placement costs = £106,000	Achieve health contribution @ 50% for one placement where continuing health care is met

**NB UNIT COSTS USED ARE BASED ON M2 FORECASTS YEAR 2017/18**

**3. Options appraisal**

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

<b>Option 1</b>
Do Nothing
<b>Reason why not progressed/progressed?</b>
<ul style="list-style-type: none"> <li>In line with national and local trends, demands for Looked After Services will continue to increase. To do nothing would increase cost to MCC through on-going reliance on IFA and residential placements</li> <li>Achieving Monmouthshire carers for Monmouthshire children is in keeping with intended strategic direction and should help us achieve better outcomes for our Looked After Children.</li> </ul>
<b>Option 2</b>
Proposed ADM for fostering
<b>Reason why not progressed/progressed?</b>
<ul style="list-style-type: none"> <li>Regional delivery models will be implemented in the medium term under the National Fostering Framework and through the Children and Families Regional Partnership.</li> <li>MCC require a short-term solution that will work in parallel with the development of regional ADMs</li> </ul>

#### 4. Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
<u>Implementation of Fostering Project</u> <ul style="list-style-type: none"> <li>- Recruitment and Retention carers</li> <li>- Targeted care planning for individual children currently in residential settings</li> <li>- Targeted recruitment of carers specific to individual children</li> <li>- Increase 'bespoke' offers for 'therapeutic carers'</li> <li>- Development of family support within CS including foster carers</li> <li>- Target specific recruitment for individual children current with IFA carers</li> <li>- Development of enhanced fee structure and support packages for complex children</li> </ul>	Already commenced and on-going
<u>Continuing Care</u> <ul style="list-style-type: none"> <li>- Use existing mechanisms to implement dispute resolution for individual young person</li> <li>- Develop integrated CHC policy with ABUHB for shared decision making in complex cases and dispute resolution process</li> </ul>	Already commenced

#### 5. Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
Consultancy until March 2018	Project lead for the implementation of the Fostering Project


## 6. Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk <a href="#">matrix</a> )
Carers will not be willing to transfer to MCC terms	Carers will not have sufficient motivation or incentive to leave the IFAs  IFAs may ‘up their offer’ to counteract MCC attempts to bring carers over	Medium
Loss of good will with existing MCC carers	It has happened in the past	High
Carers with the skills required to meet the needs of identified children will not be found	There is a national shortage of skilled foster carers	High
Other young people not currently identified will need residential placements	We are working with a dynamic population both those within the LAC system and young people still living with their families. The situation can change quickly and is not stable or predictable.	High
There will be a breakdown in partnership relationships with health	The issue of health financial contributions has been a source of tension over a long period. There is a lack of national guidance or direction in respect of CC for children.	Medium

## 7. Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
NET increase of placements per year	17 carers representing 23 placements
Numbers of MCC placements : IFA placements	23 : 48
Numbers of IFA carers transferred to MCC	0 representing 0 placements
# of children meeting criteria for CHC or Sec 117 funding and % proportion of funding received from health	TO BE DEVELOPED
# on CASP prevented from becoming LAC (WG indicator)	59.6% (Aug 2017)
# LAC	147
# CP	104
<b>Evaluation Date</b>	<b>6 monthly intervals</b>

## 8. Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

## 9. Next steps for budget projects

- iv. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.
- v. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated
- vi. In addition the project should be incorporated within service plan arrangements to monitor the progress and impact of the project on the service.

## CHIEF EXECUTIVES & OPERATIONS PROPOSALS

### **Budget Project Proposal 2018/19**

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	D Jackson
<b>Date</b>	02/11/2017
<b>Reference Number</b>	OPS S1-OPS S5

<b>Service area</b>	Transport & Car Parks
<b>Directorate</b>	Operations
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	5%
2019/20	
2020/21	
2021/22	

<b>Project lead &amp; Key project team members</b>	Debbie Jackson, Amanda Perrin, Sara Edwards, Geoff Price, Shaun White, Michael Ford.
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### **1 Vision and outcomes of the project**

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.



**What does the project propose to do?**

1. To introduce Car Parks Charging for Blue Badge Holders.
2. To increase Car Parking Charges by 10%.
3. To increase season permits by 10% in line with proposed tariff increase (2).
4. To increase residents permits from £40 - £60.
5. To increase parking penalties to £70 discounted to £35.

**Expected impact of the project?**

1. Introducing payment charges for Blue Badge Holders - The impact will be on disabled users of the car parks, who currently benefit from free pay and display. Under the Equality Act we have to make reasonable adjustments for disabled people when introducing policy changes which is why we have proposed introducing an extra hour's free parking for all blue badge holders paying to park in the car parks. An additional free hour will be allowed on top of tariff purchased.
2. Increasing the car parking pay and display charges by 10%, - The short term impact could potentially reduce usage in the car parks. The last increase in car parking charges were introduced November 2014. There is a need to increase car parking charges to compensate for the significant increase in the non-domestic car park rates.
3. Increase season parking permits by 10%. At present the parking permit charges are £390 per year, £200 half yearly, £100 quarterly. The increase to be in line with the proposed 10% charge increase. Season permits are the most cost effective payment solution for the customer, however, the impact being if they don't purchase the season permit then we have increased income into the car parks pay and display machines.
4. Increase residents permits charges from £40 - £60. We are seeing an increase in demand from residents for parking permits, and are currently at full allocation. An increase in costs could potentially impact towards additional residents parking allocations. (The authority has not statutory obligation to provide residents with parking.)
5. Increase Parking Penalties to £70 discounted to £35. At present the penalties for non-pay and display are £60 discounted to £30. These penalty figures are in line with neighbouring authorities. Impact hopefully will encourage drivers to pay and display and park appropriately when using the council's car parks.

**2 Savings proposed**

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

**What savings are expected to be achieved?**

Year	Proposed Savings (£)	Proposed income generation (£)

2018		£133K – (10% increase in car parking charges)
2018		£60K – (introduce charging for blue badge holders)
2018		£13k – (10% increase in season parking permits)
2018		£3500K – (increase in residents parking permits)
2018		£12500 – (Increase in penalties charges)

### 3 Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

<b>Option 1</b>
<ul style="list-style-type: none"> <li>• Increase in Car Parking charges.</li> <li>• Increase in season permits.</li> <li>• Increase in residents permits charge.</li> <li>• Increase in car parking fines.</li> <li>• The introduction of charging for Blue Badge Holders.</li> </ul>
<b>Reason why not progressed/progressed?</b>
Proposed income generation needed in order to meet substantial increase in non-domestic rate charges for car parks, on-going car park maintenance requirements, and in line with inflationary budget increases.
<b>Option 2</b>
<b>Reason why not progressed/progressed?</b>

#### 4 Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Consult with members regarding the impact on proposed changes	01/2018
If the proposals are agreed for the increase in charges, permits and fines, notices advertising the increases would be displayed for 28 days in the parking locations and on line, this notices will also be advertised in the local press, advising of the new charges and the implementation date. Appropriate amendment to all signage will be made prior to implementation of the new charges.	01/2018
If the proposal is agreed to introduce charges for blue badge holders a notice advising the proposal will need to be advertised for consultation for 28 days, after which any representations received will need to be considered and reported back to members for consideration and decision. If it's agreed to proceed following this consultation the change will again be advertised as a change to the car parking order, with the notice again advertising the date this change will come in to effect.	01/2018

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#### 5 Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
No additional resources required	

## 6 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk <a href="#">matrix</a> )
Complaints	Increase in complaints from all users of car parks. (Increase in fees, introduction of new charges.)	Medium
Possibility that blue badge holders would be reluctant to pay and find alternative parking on street.	Currently park for free.	Medium

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## 7 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Increase in the number of complaints	Current Data
Increase or decrease in penalties issued	Current Data/previous data

## 8 Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

## 9 Next steps for budget projects

- vii. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.
- viii. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated
- ix. In addition the project should be incorporated within service plan arrangements to monitor the progress and impact of the project on the service.

## Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	Dewi Lane
<b>Date</b>	
<b>Reference Number</b>	OPS S6

<b>Service area</b>	Waste and Street Services
<b>Directorate</b>	Operations
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	5%
2019/20	
2020/21	
2021/22	

<b>Project lead &amp; Key project team members</b>	Carl Touhig
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### 1 Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

<b>What does the project propose to do?</b>
Close Mitchel Troy and Usk HWRC's for two days per week. Usk – Tuesday and Wednesday

Mitchel Troy – Thursday and Friday

**Expected impact of the project?**

By closing the HWRC's for two days a week a cost saving will be made, this will be achieved by a reduction in staffing costs operating the site. The sites would close on two days mid-week, weekend opening would not be affected minimising resident impact as far as possible.

## 2 Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

**What savings are expected to be achieved?**

Year	Proposed Savings (£)	Proposed income generation (£)
2017-2018	£26,900	£0

## 3 Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

**Option 1**

Close Mitchel Troy and Usk HWRC for two days per week.

**Reason why not progressed/progressed?**

This is the preferred option to preserve the valuable HWRC resource in these areas. There is a reduction in the opening times, rather than closure.

**Option 2**

Close Mitchel Troy and Usk HWRC permanently.

**Reason why not progressed/progressed?**

This option will save more financially but will cause significantly more risks such as increased fly tipping and potential reduction in recycling rate. Residents will be hugely dissatisfied with the closure within the Monmouth, Usk and surrounding areas.

#### 4 Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Communications program to be implemented to inform all residents of the changes proposed to the opening times	03/18
Consultation period with 3 <sup>rd</sup> party contractor (Viridor) for them to implement changes to their staff work pattern	12/17

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#### 5 Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
No additional business needs or resource	N/A



## 6 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk <a href="#">matrix</a> )
Reduction of recycling rate from waste not passing through the site being disposed of elsewhere	The closure of the site will reduce the opportunity to dispose of waste correctly	Low
Increased fly-tipping	Residents who cannot dispose of their waste correctly due to the site being closed may turn to fly tipping to dispose of their waste	Medium
Resident anger and increased complaints	The closure will mean it is more difficult for residents to dispose of waste, when the site is open it will be busier to compensate for the days closed, leading to anger and complaints	High
Increased demand at Contact Centre	Residents may want to contact the Council to: <ul style="list-style-type: none"> <li>a) find out why the sites opening hours are being reduced</li> <li>b) complain about the changes</li> <li>c) find out when the site will be opened</li> </ul> This will increase call volumes and therefore demands placed on staff. WSS will work with the team to determine if additional support will be required.	High

## 7 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Decrease in recycling rate	Current waste data figures
Increased complaints	Complaint figures held in department
Increased fly-tipping	Current fly tipping figures

<b>Evaluation Date</b>	<b>04/19</b>
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## 8 Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

## 9 Next steps for budget projects

- x. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.
- xi. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated
- xii. In addition the project should be incorporated within service plan arrangements to monitor the progress and impact of the project on the service.

## Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	Rachel Jowitt & Nigel Leaworthy
<b>Date</b>	27 <sup>th</sup> September 2017
<b>Reference Number</b>	OPS S7

<b>Service area</b>	Waste & Street Services
<b>Directorate</b>	Operations
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	5%
2019/20	
2020/21	
2021/22	

<b>Project lead &amp; Key project team members</b>	Nigel Leaworthy, Nick Bennett, Johnathan Wassal – all depots and frontline grounds colleagues
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### 1 Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

**What does the project propose to do?**

### Reduce grass cutting on Council maintained land.

#### Background

MCC currently cuts open spaces 14 times a year, beginning in March and ending in October. The grass cutting teams work to a fortnightly schedule. The cuts are aligned to the MHA grass cutting contract to give synergies for local environmental quality and also for efficiency purposes.

#### The Proposal

In its simplest form the schedule will change to a three weekly cycle and cuts reduced from 14-11. The areas to be affected are MCC owned land and are shown on Appendix 1 (to be inserted).

#### Key areas that will be affected:

- MCC owned public land
- Parks
- Social services facilities such as Mardy Park
- Castles

#### The areas that will NOT be affected:

- Town and Community Council land we maintain on their behalf
- Schools
- Sport pitches which require a specialist form of maintenance
- Cemeteries

The way the work is organised will be changed to a three weekly cycle

#### Expected impact of the project?

Grass growth will be longer. The height of cut will be raised which allows existing flora to flower thereby encouraging biodiversity and pollination. This will have a visual impact on local communities and also their perception of their open space. Some will like it others will not. However for environmental performance it is far better to have fewer cuts and to allow the grass to grow.

This proposal does have a negative impact on staff with 3 posts being released from the establishment. Over the last few years manning levels in grounds have been slowly reduced as the service tries to do more with less. This latest proposal will deliver against the financial target set, but will be felt at the frontline and will have an impact on morale which could affect quality standards being achieved elsewhere in the service.

The base budget will be reduced as a consequence by £75,000 (3 posts @ £25k each (incl on costs)).

## 2 Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2018-19	£60,000	

## 3 Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

<b>Option 1</b>
Maintain status quo
<b>Reason why not progressed/progressed?</b>
No saving realised
<b>Option 2</b>
Reducing cuts even further
<b>Reason why not progressed/progressed?</b>
Aesthetic impact on the County Additional investment would be required in new machinery to cope with longer length of grass, would take longer and therefore saving might not be realised.

#### 4 Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Engage with MHA as they need to agree to reduce their frequencies by the same amount	Oct 2017
Engage with staff to make them aware of proposals and seek their input into how the new rounds would work	Oct 2017
Engage with relevant departments (e.g. leisure etc.) so make them aware of the proposals	Oct 2017
Engage with Town and Community Councils once proposal published to make them aware of the changes	Jan 2018

#### 5 Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?

#### 6 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level
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		(High, Medium or Low – see risk <a href="#">matrix</a> )
Impact on staff morale	Frontline staff numbers have been hit over the last few years and they are feeling the pressure of sustaining standards whilst numbers are reduced.	High
Lack of alignment with MHA timescales	The grass cutting teams cut MCC and MHA land at the same time for efficiency. To make the saving MHA needs to move on its contract requirement and reduce its number of cuts to 11. MHA appear amenable to the suggestion but have to engage with residents before finalising numbers.	Medium
Reduced MHA income	Currently MCC is paid for 16 cuts and this has a profit margin built in. With a reduction to 11 profit will also reduce therefore putting a pressure on the budget. It is intended to manage this pressure from within the service, but needs to be flagged up as a risk	Medium
Sports club impact on parks	The parks are used for sports activities e.g by football clubs. There is the risk that they request additional reactive cuts for their activities which the service may not be able to respond to due to reduced staffing numbers. Also reactive works are inefficient. This may have the unintended consequence of reducing activity in the parks and therefore having a detrimental impact on the Council's aspirations for increased activity.	high
Increased litter/dog fouling in longer grass	There is the risk that with longer grass we see an increase with litter and dog fouling as people will lose pride in their area. This will have a negative impact on the visual impact on the area, reduce people's pride in the area and increase the reactive maintenance of the sites	Medium

## 7 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Staff saving	
11 cuts completed Mar-Oct	

Evaluation Date	Oct 2018

## 8 Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

## 9 Next steps for budget projects

- xiii. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.
- xiv. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated



- xv. In addition the project should be incorporated within service plan arrangements to monitor the progress and impact of the project on the service.

## Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	Rachel Jowitt & Nigel Leaworthy
<b>Date</b>	27 <sup>th</sup> September 2017
<b>Reference Number</b>	OPS S8

<b>Service area</b>	Waste & Street Services
<b>Directorate</b>	Operations
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	5%
2019/20	
2020/21	
2021/22	

<b>Project lead &amp; Key project team members</b>	Nigel Leaworthy, Nick Bennett, Johnathan Wassal – all depots and frontline grounds colleagues
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### 1 Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

<b>What does the project propose to do?</b>
Work with Bailey Park Bowls Green to remove the Council subsidised maintenance
<b>Expected impact of the project?</b>

Reduce expenditure on staff and materials. However there is the potential that the cut in base budget could be offset by income from the Club if MCC wins the maintenance work like has happened with other clubs within the County

## 2 Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2018-19	£10,000	

## 3 Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

<b>Option 1</b>
Carry on as now
<b>Reason why not progressed/progressed?</b>
There would be no financial saving and doesn't follow the strategy that has been applied to other bowls clubs
<b>Option 2</b>
Partnership model and phased implementation of saving
<b>Reason why not progressed/progressed?</b>
Full saving would not be realised.

## 4 Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Finalisation of internal data to confirm expenditure of staff and materials on Bailey Park Bowls club	Oct 2017
Engagement with the Bowls club to make them aware of the proposals	Dec 2017 once Members have been sighted

## 5 Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?

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## 6 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk <a href="#">matrix</a> )
Bowling Club cannot afford to pick up maintenance costs and closes removing the ability for many people to play bowls and interact	The health of the club's finances are unknown at this stage	Medium
MCC doesn't win maintenance work	There are other providers in the market	high
Staff morale	Staff take pride in the work they do, can see the benefit and could feel this is targeted at the quality of their work rather than it being a purely financial proposal	Medium

## 7 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
££ budget saving	2017-18 expenditure

<b>Evaluation Date</b>	<b>June 2018</b>
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## 8 Future Generations Evaluation

Page 207 of 270  
The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

## 9 Next steps for budget projects

- xvi. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.
- xvii. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated

## Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	Rachel Jowitt & Nigel Leaworthy
<b>Date</b>	27 <sup>th</sup> September 2017
<b>Reference Number</b>	OPS S9

<b>Service area</b>	Waste & Street Services
<b>Directorate</b>	Operations
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	5%
2019/20	
2020/21	
2021/22	

<b>Project lead &amp; Key project team members</b>	Nigel Leaworthy, Nick Bennett, Johnathan Wassal – all depots and frontline grounds colleagues
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### 1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

<b>What does the project propose to do?</b>
To undertake a trial on how shrub beds are managed and maintained
<b>Expected impact of the project?</b>

Reduced expenditure on shrub bed maintenance and improved environmental performance

## 2 Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2018-19	£12,000	

## 3 Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

<b>Option 1</b>
Nothing
<b>Reason why not progressed/progressed?</b>
Will see no change and potentially will not see an improvement in environmental performance we are proposing to test
<b>Option 2</b>
Remove all shrub beds
<b>Reason why not progressed/progressed?</b>
Aesthetical impact in local areas. Poor impact on the environment as would be replaced by concrete

#### 4 Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Review current schedules and working practices for the 142 shrub beds within the Council	End Oct
Finalise proposals for a new maintenance regime	
Confirm number of shrub beds that will be included in the pilot	
Identify fully how the saving can be quantified and assessed	
Develop the measure for monitoring environmental improvements	
Engage with staff and undertake appropriate training on the changes being introduced	

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#### 5 Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
No additional resource needed	

#### 6 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk <a href="#">matrix</a> )



Very low risk process		

## 7 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Maintenance schedules and reduced work input on their management	
Environmental impact	

Page 299	Evaluation Date	
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## 8 Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

## 9 Next steps for budget projects

- xviii. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.
- xix. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated
- xx. In addition the project should be incorporated within service plan arrangements to monitor the progress and impact of the project on the service.

## Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	Victoria Camp
<b>Date</b>	29/09/2017
<b>Reference Number</b>	OPS S10

<b>Service area</b>	Waste & Street Services
<b>Directorate</b>	County Operations
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	5%
2019/20	
2020/21	
2021/22	

<b>Project lead &amp; Key project team members</b>	Victoria Camp/Carl Touhig/Nigel Leaworthy
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### 1 Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

#### What does the project propose to do?

This project aims to rationalise the number of mechanical sweeper positions across the County to a total of 3 from the current total of 4. This will also result in the reduction of vehicle hire costs as a full year hire will no longer be required. There will be 1 mechanical sweeper running between Caldicot and Chepstow, whereas currently each town has their own.

### Expected impact of the project?

The impact of the project will be the reduction of staff and vehicles which will result in an overall cost saving. We will be required to provide short term coverage during the autumn months to ensure the fallen leaves are swept. Impact will be a less desirable street scene across the south of the county.

## 2 Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

### What savings are expected to be achieved?

Year	Proposed Savings (£)	Proposed income generation (£)
2018/2019	£52,956	0
Page 301	<p>Full cost of running a mechanical sweeper. £65k</p> <ul style="list-style-type: none"><li>• hire £25k</li><li>• insurance, fuel £15k</li><li>• staff £26,086 (Band D rate)</li></ul> <p>Seasonal hire to ensure leaves are swept during summer and autumn months</p> <ul style="list-style-type: none"><li>• 3 months hire @ £60 per day (92 days) £5520 – ACTUAL</li><li>• 3 months of agency staff to backfill MCC substantive staff who would go onto sweeper <math>= (26096/12) \times 3</math> £6,524</li></ul>	

## 3 Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

<b>Option 1</b>
Do nothing
<b>Reason why not progressed/progressed?</b>
Savings proposals need to be made in order to meet budgets for 2018/2019.

<b>Option 2</b>
Try and cover existing operational costs with external income
<b>Reason why not progressed/progressed?</b>
Discussions have taken place previously with town councils and there has been an unwillingness and inability to find this level of resource.

#### 4 Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Consult with members of affected areas regarding the impact	01/18
Reschedule sweeping across the county to try and maintain service levels	01/18
Staff consultation	10/17
Continual monitoring of cleanliness of streets to develop baseline to be to assess the impact of the reduction	

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#### 5 Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
Contact centre	Additional resource may be required if the number of complaints increases
Impact assessment	Waste and Street Services will need to be reactive to complaints will increase demand when resources have been reduced

## 6 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk <a href="#">matrix</a> )
<b>Stress service in operations leading to an increase in sickness levels</b>	As a result of static work load but with decreasing numbers of staff the pressure on operations will be higher than the current year. The more reactive the service has to become the more stress levels are increased amongst staff.	High
<b>Complaints</b>	If the service levels are not consistent with previous years residents, Cllrs and local business may complain	Medium
<b>Stress in contact centre</b>	If the number of calls increases as a result of the reduction in visits of sweepers?	Low
<b>Decline in overall view of county</b>	If the current standards are not able to be maintained then a reduced schedule will need to be offered – this will directly impact the overall view and cleanliness of the county	High
<b>Discrepancy in overall view of the county</b>	Town or Community Councils may decide to pay for this separately – this will mean certain parts of the county look better kept than others creating social injustice.	Medium
<b>Reduction in performance indicator</b>	MCC performs well on the PI for street cleanliness it is anticipated that standards will slip and performance will drop putting us out of the higher quartile	High
<b>Alignment of tourism and economic strategies with reduction in service</b>	We would be at risk of failing to enable the county to continue to be an area for investment and growth	Medium
<b>Fear of crime</b>	Cleanliness of streets is linked to fear of crime	Low

## 7 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Number of complaints?	Current baseline data
Current PI Performance?	2017 performance

Evaluation Date	October 2018 and April 2019
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## 8 Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using [Future Generations Evaluation](#).

## 9 Next steps for budget projects

- xxi. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.
- xxii. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated

In addition the project should be incorporated within service plan arrangements to monitor the progress and impact of the project on the service.

## Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	Carl Touhig
<b>Date</b>	
<b>Reference Number</b>	OPS S11

<b>Service area</b>	Waste and Street Services
<b>Directorate</b>	Operations
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	£40k
2019/20	
2020/21	
2021/22	

<b>Project lead &amp; Key project team members</b>	Carl Touhig
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### 1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

<b>What does the project propose to do?</b>
Postpones refilling the Head of Waste and Street Services post.
<b>Expected impact of the project?</b>
Duties of Head of Service will be shared between Head of Operations and the Interim HoS WSS post created.

## 2 Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2018-2019	£40,000	£0

## 3 Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

<b>Option 1</b>
Fill the post of Head of Service
<b>Reason why not progressed</b>
Service area is in latter planning stage stage of recycling and grounds review and Interim HoS from existing management team offered the consistency and stability needed to successfully implement the reviews
<b>Option 2</b>
Create Interim post
<b>Reason why not progressed/progressed?</b>
Consistency and stability of service area during this crucial period of implementation. Saving of £40k towards MTFP for 2018/19.

## 4 Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Monitor with Head of Operations	6mth, 12mth, 18mth




## 5 Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
Create opportunities within WSS team for additional duties and honoraria where necessary	To ensure the full range of duties and the implementation of the reviews are resourced sufficiently.

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## 6 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk <a href="#">matrix</a> )

## 7 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline

Evaluation Date	April 2018
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## 8 Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

## 9 Next steps for budget projects

- xxiii. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.
- xxiv. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated
- xxv. In addition the project should be incorporated within service plan arrangements to monitor the progress and impact of the project on the service.

## Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	Steve lane
<b>Date</b>	1/11/2017
<b>Reference Number</b>	OPS S12          Highways - Road Traffic Incident recovery of costs

<b>Service area</b>	Highways Operations
<b>Directorate</b>	Operations
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	Up to £15k

<b>Project lead &amp; Key project team members</b>	Steve Lane, Andrew Welsh, Andrew Church
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### 1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

<b>What does the project propose to do?</b>
The proposal is to recover the expenditure, made by MCC Highways Operations, while undertaking emergency work that is directly attributable to third parties. E.g. RTI clear up, mud on road and fallen trees where they are traceable.
<b>Expected impact of the project?</b>
Impact will be noticeable for those who require our assistance, either requested by police or reported via stakeholders to remove hazards. These are powers under the Highway act 1980 for removal and charging in the event of third party costs being incurred by MCC.

## 2. Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2018/19		<b>Up to £15k.</b> This income requires technology within GPS and Smart phones which will help develop recovery and then peak at £15k.

Section 3 onwards left blank

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## Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	Steve lane
<b>Date</b>	1/11/2017
<b>Reference Number</b>	OPS S13      Highways - Improved Plant utilisation/recovery

<b>Service area</b>	Highways Operations
<b>Directorate</b>	Operations
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	Up to £40k

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<b>Project lead &amp; Key project team members</b>	Steve Lane, Mark Watkins, Nathan Freeman
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### 1 Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

#### What does the project propose to do?

MCC has identified equipment that neighbouring Authorities do not have. The equipment is also lacking in the local private sector. We have managed to gain interest in this equipment and propose to hire to other local authorities on a need basis. It has proven difficult in recent years to develop this, budget restraints across other all Authorities, but more of a push will see benefits.

#### Expected impact of the project?

No impact will be seen by the public.

## 2. Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2018/19		<b>Up to £40k.</b> This income requires others to engage with MCC to hire equipment. We will be able to offer lower charge rates than competitors. The proposal should be seen as favourable by other Authorities.

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 Section 3 onward left blank

## Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	Richard Cope
<b>Date</b>	1 <sup>st</sup> November 2017
<b>Reference Number</b>	OPS S14

<b>Service area</b>	Passenger Transport Unit
<b>Directorate</b>	Chief Executive –Operations
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	25,000/10,000
2019/20	
2020/21	
2021/22	

<b>Project lead &amp; Key project team members</b>	Huw Jones & Richard Cope
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### 1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

**What does the project propose to do?**

Removal or Changes to Public Service route 65. The proposal would take off the existing bus service 65 from Chepstow to Monmouth via Trellech and Devauden and replace with demand responsive Grass Routes service. Option 2 would be to remove the poorly supported last services from Chepstow and Monmouth which would reduce running costs on the service.

**Expected impact of the project?**

The impact would be a reduction in the current service and changing the service to be pre booked 24 hrs in advance rather than turn up and go. Option 2 would remove the last timetables services from Monmouth and Chepstow which would reduce the running costs of the service but reduce any access to public services after 4:45p.m.

**2. Savings proposed**

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2018/19	25,000/10,000	

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**3. Options appraisal**

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

<b>Option 1</b>
Remove the public bus service 65 and replace with a demand Responsive Grass Routes Service
<b>Reason why not progressed/progressed?</b>
This would remove access for citizens who are not frequent bus users and use the bus on an ad hoc or emergency basis with bookings being taken 24 hrs in advance. It would reduce access to tourism and services in both towns served. Passenger Data will be supplied
<b>Option 2</b>
Remove the last timetabled journeys from Monmouth and Chepstow
<b>Reason why not progressed/progressed?</b>
This would remove access to services after 4:45pm but these journeys are not well supported and are not sustainable with the numbers travelling. passenger data will be supplied.



<b>Option 3</b>
<b>Reason why not progressed/progressed?</b>

#### 4. Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Stakeholder Consultation	December 17/January 18
Notice to Traffic Commissioner to reduce or cancel service	28 days

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#### 5. Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
Advertising Consultation	To Consult with Stakeholders on proposals.

#### 6. Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk <a href="#">matrix</a> )

## 7. Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Access to services in towns will be reduced for citizens who rely on public transport	EQIA
Social Inclusion of citizens in rural areas	EQIA

Evaluation Date	January 18
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## 8. Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

## 9. Additional comments

## Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	Richard Cope
<b>Date</b>	1 <sup>st</sup> November 2017
<b>Reference Number</b>	OPS S16

<b>Service area</b>	Passenger Transport Unit
<b>Directorate</b>	Chief Executive /Operations
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	£26,000
2019/20	
2020/21	
2021/22	

<b>Project lead &amp; Key project team members</b>	Richard Cope/Richard Cook
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### 1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

**What does the project propose to do?**

The removal of Sunday & Bank Holiday Bus Services to all areas of Monmouthshire.

**Expected impact of the project?**

The removal of these services would mean no access to services in towns and villages served by these services, the services affected would be the 83 Abergavenny to Monmouth 45 Abergavenny –Llwynu estate, 60 Newport to Monmouth, 74 Newport to Chepstow and 69 Chepstow to Monmouth. This will also effect the tourism trade in the wye valley and surrounding areas.

**2 Savings proposed**

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2018/19	26,000	

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**3 Options appraisal**

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

<b>Option 1</b>
To remove all Sunday and Bank Holiday bus services
<b>Reason why not progressed/progressed?</b>
This would leave all areas without any bus services on Sundays serving Monmouthshire Towns. Passenger Data will be supplied
<b>Option 2</b>
Partial removal of Sunday and Bank Holiday bus services.
<b>Reason why not progressed/progressed?</b>
This is another option but savings may not be achievable as these services are due to be retendered early in 2018 to be implemented from April 2018. The saving would depend on tender prices. Currently the services are linked removing some but not all services may not produce a saving as they won't all be linked. Passenger Data will be supplied
<b>Option 3</b>

Reason why not progressed/progressed?

#### 4 Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Consultation with Stakeholders	January 2018
Possible retendering of service if option 2 is moved forward	February 2018
Withdrawal or award of contract/s	March 2018

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#### 5 Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
Advertising Consultation	To inform stakeholders, may be done through budget consultation.

#### 6 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level
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		(High, Medium or Low – see risk <a href="#">matrix</a> )

## 7 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Access to services on Sundays and Bank Holidays will be removed for citizens reliant on public transport	EQIA
Connections to other services will be removed	EQIA
Evaluation Date	January 2018

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## 8 Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

## 9 Additional comments

## Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	Richard Cope
<b>Date</b>	1 <sup>st</sup> November 2017
<b>Reference Number</b>	OPS S15

<b>Service area</b>	Passenger Transport Unit
<b>Directorate</b>	Chief Executive- Operations
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	9,000
2019/20	12,000
2020/21	
2021/22	

<b>Project lead &amp; Key project team members</b>	Huw Jones /Paul Diaper/Richard Cope
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### 1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

**What does the project propose to do?**

The Passenger Transport Unit is registered with JAUPT as a CPC driver training agent. This is a mandatory training for PCV and HGV drivers. Five training modules need to be taken every five years and most PCV drivers will expire in 2018/19. The project proposal is to offer this to outside operators at a cost per driver for each module which will raise an income after costs of providing the training are taken into account.

**Expected impact of the project?**

The impact will be to offer PCV operators a competitive price per module for their drivers on courses that are tailored for school bus drivers and are mandatory without this training they cannot continue to hold a pcv licence.

**2. Savings proposed**

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2018/19		9,000
2019/20		12,000

**3. Options appraisal**

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

<b>Option 1</b>
Reason why not progressed/progressed?
<b>Option 2</b>
Reason why not progressed/progressed?
<b>Option 3</b>



Reason why not progressed/progressed?

#### 4. Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale

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#### 5. Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?

#### 6. Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level
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		(High, Medium or Low – see risk <a href="#">matrix</a> )

## 7. Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Evaluation Date	

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## 8. Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

## 9. Additional comments

# RESOURCES PROPOSALS

## Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	R Hoggins
<b>Date</b>	13 <sup>th</sup> November 2017
<b>Reference Number</b>	RES S1

<b>Service area</b>	Primary Schools Catering
<b>Directorate</b>	CEO/Operations
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	5% - £23,000
2019/20	
2020/21	
2021/22	

<b>Project lead &amp; Key project team members</b>	
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### 1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

<b>What does the project propose to do?</b>
An increase of 10p per meal rising from £2.10 to £2.20 in September to coincide with the start of the academic year.

This contributes to the recovery of costs (the service has a net cost to the authority of approx. £440k per annum and keeps abreast of budget modelling assumptions.

An increase to £2.20 places MCC primary sector meal costs at the average of Welsh school meal costs as at April 2017.

#### Expected impact of the project?

This increase falls upon parents and guardians (other than those entitled to free school meals). It is introduced at the start of the academic year (September) to ensure parents/guardians are well aware of the costs of the service during the school year rather than introduce to coincide with the financial year. There is a risk that meal numbers will drop temporarily as a result but experience suggests that this will recover as the increase seems a reasonable incremental approach.

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## 2. Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2018/19		£23,000 (net of 2.5% budget model assumption)

## 3. Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

Option 1
No increase

**Reason why not progressed/progressed?**

Unrealistic as food costs increase so no increase extends the net cost of the service and ignores eth budget modelling exacerbating the gap between actual cost and budget cost.

**Option 2**

Increase by 20p per meal or greater

**Reason why not progressed/progressed?**

20p per meal would constitute an increase of nearly 10% in cost. Given the general concern about cost increases there is a risk that such an increase would reduce custom for an extended period with a detrimental impact upon unit costs with a subsequent increased budget pressure.

**4. Actions to deliver the project**

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Advise schools and parents leading from budget approval but particularly in the lead up to the start of the new academic year	April – Sept '18

**5. Additional resource/ business needs**

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
None at this time	


## 6. Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk <a href="#">matrix</a> )
Loss of custom	Impact upon household budgets	medium

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## 7. Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Custom levels and budget information	2017/18 data

Evaluation Date	quarterly
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## 8. Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

## 9. Next steps for budget projects

- xxvi. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.
- xxvii. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated
- xxviii. In addition the project should be incorporated within service plan arrangements to monitor the progress and impact of the project on the service.

## Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	<b>Debra Hill-Howells</b>
<b>Date</b>	10 <sup>th</sup> November 2017
<b>Reference Number</b>	RES S2-S3
<b>Service area</b>	Property Services
<b>Directorate</b>	Resources
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	£24,000
2019/20	
2020/21	
2021/22	

<b>Project lead &amp; Key project team members</b>	Debra Hill-Howells Mike Long/Mark Jones
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### 1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.



**What does the project propose to do?**

Generation of additional income through the provision of services to MCC clients and third parties. Exploratory discussions are underway with partner organisations to ascertain whether savings can be realised through the procurement of a new provider for mail services.

**Expected impact of the project?**

Will increase income targets against a small team. We currently rely on the support of neighbouring authorities to assist in the delivery of these projects due to lack of capacity and skill sets. We will need to review the resources required to support MCC priorities as part of the corporate landlord.

**2. Savings proposed**

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

**What savings are expected to be achieved?**

Year	Proposed Savings (£)	Proposed income generation (£)
2018/19		19,000
2018/19	5,000	

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**3. Options appraisal**

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

<b>Option 1</b>
Reduce staffing resources to make a saving
<b>Reason why not progressed/progressed?</b>
Limits capacity and succession planning. Already relying on neighbouring authorities to assist in the delivery of MCC schemes due to a lack of internal resources
<b>Option 2</b>
Implement a corporate landlord model that aggregates building costs and budgets, has a prioritised plan of works and a resources plan.
<b>Reason why not progressed/progressed?</b>
Corporate landlord model in development with the teams. It is intended that the model will be ready for implementation early in the new financial year.
<b>Option 3</b>

#### 4. Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Working with neighbours to ascertain whether there is sufficient appetite and aggregation to jointly procure a new mail provider and make sufficient savings to quantify cost of undertaking against benefits received	12 months
Review charging mechanisms with neighbouring authorities and collaboration partners	6 months

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#### 5. Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?

#### 6. Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk <a href="#">matrix</a> )
Collaboration partner will not be prepared to accept uplifted costs and therefore arrangement may be terminated losing circa £400k in income	Charges to date have been on a cost recovery model, however original proposal was on the basis of design services being charged at a % ratio.	Medium
Costs of provision of support from neighbouring authorities is more expensive than recruiting directly, however this requires a guaranteed work programme	Recharges from neighbouring authorities are increasing and will be on a par to the costs being charged to collaboration partner eroding income streams	Medium
Not sufficient quantum to make the savings proposed for the mail service	At the initial stages of the project therefore no data to inform savings proposals or likely success factor	Medium

## 7. Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Increased income	17/18 budget
Workload demand increasing (potential increase in sickness and stress levels)	17/18 project outputs and Sickness reporting

<b>Evaluation Date</b>	<b>March 19</b>
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## 8. Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).



## Term Time Only Payments (RES S4) – Tracey Harry

Payroll has provided the following forecast of annual overpayments to staff working term time hours. Historically the calculation has overstated the amounts due to these staff.

Band	# Number of People Potentially affected	Average Weekly Hours (as at 09/10/17)	Average Week Per Year 39 working Weeks; 6 weeks A/L & 2 weeks BH	Max SCP for Band	Value of Max SCP FTE	Average Existing Calculation Amount %	Avg Existing Gross Cost (with No OnCosts)	Average New Calculation Amount %	Avg New Gross Cost (with No OnCosts)	Difference between Average Costs per employee	Potential Average Saving based on new calc
Band A	109	14	47	SCP 9	£15,375.00	0.3419	£5,256.71	0.3354	£5,156.78	£99.94	£10,893.19
Band B	351	12	47	SCP13	£16,491.00	0.2931	£4,834.16	0.2875	£4,741.16	£93.00	£32,642.15
Band C	174	24	47	SCP17	£17,772.00	0.5863	£10,419.34	0.5749	£10,217.12	£202.22	£35,186.32
Band D	270	27	47	SCP21	£20,138.00	0.6596	£13,283.02	0.6468	£13,025.26	£257.77	£69,596.93
Band E	63	28	47	SCP25	£22,658.00	0.6839	£15,495.81	0.6708	£15,198.99	£296.82	£18,699.65
Band F	91	26	47	SCP29	£25,951.00	0.6351	£16,481.48	0.6229	£16,164.88	£316.60	£28,810.80
Band G	4	34	47	SCP33	£29,323.00	0.8305	£24,352.75	0.8145	£23,883.58	£469.17	£1,876.67
Band H	6	28	47	SCP37	£32,486.00	0.6839	£22,217.18	0.6708	£21,791.61	£425.57	£2,553.40
Band I	2	37	47	SCP41	£36,379.00	0.9038	£32,881.02	0.8864	£32,246.35	£634.67	£1,269.35
Modern Apprentices	4	27	47	PT	£14,470.00	0.6596	£9,544.41	0.6468	£9,359.20	£185.22	£740.86
Soulsbury	1	37	47	Soul 8	£42,321.00	0.9038	£38,249.72	0.8864	£37,513.33	£736.39	£736.39
<b>Totals</b>	<b>1075</b>										<b>£203,005.70</b>

This analysis is based on a 12 month projection of savings, but pragmatically should the situation be rectified financially, it would be most likely to take effect from the start of the new academic year (so 7/12 of amount i.e.£118,420). CYP

colleagues predict their proportion of this sum to be £95k (CYP S2), leaving a predicted £23k (RES S4) to relate to staff outside of the school budget that work term time only, e.g. catering staff, bus drivers, cleaners etc.

## Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	<b>Ruth Donovan</b>
<b>Date</b>	1 <sup>st</sup> November 2017
<b>Reference Number</b>	RES S5

<b>Service area</b>	Revenues, Systems & Exchequer
<b>Directorate</b>	Resources
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	£62,125
2019/20	
2020/21	
2021/22	

<b>Project lead &amp; Key project team members</b>	Ruth Donovan, Richard Davies, Lisa Widenham, Sue Deacy & Wendy Woods
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### 1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

<b>What does the project propose to do?</b>
<ul style="list-style-type: none"> <li>• Realign the service budget to reflect actual income received.</li> </ul>

- Update the services DIP system
- Reduce MCC's contribution to the Shared Benefit Service to reflect a revised staffing establishment

#### Expected impact of the project?

- Improve how correspondence received from our tax payers is handled on a day to day basis, reduce the Authority's security risk and achieve value for money.

## 2. Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2018/19		£39,000
2018/19	£10,000	
2018/19	£8,000	

## 3. Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

#### Option 1 - £39,000 recharge income from MCC schools

The inclusion of this recharge income to the Financial Systems Support budget reflects the actual charge that schools paid for services in 2017/18. Combined with the existing recharge income budget this takes the total recharge figure for schools to £50,200.

#### Reason why not progressed/progressed?

Agreed to progress

#### Option 2 – Potential £10,000 reduction in system costs

Work to review and update the DIP system currently used by the Revenue Team has identified the potential to reduce future annual running costs.



**Reason why not progressed/progressed?**

Agreed to progress subject to being able to agree a suitable contract with the supplier.

**Option 3 – £8,000 reduction in contribution to the Shared Benefits Service**

This would be an employee saving, as a result of changes to a post within the Benefits Shared Service. The service is managed by Torfaen County Borough Council – this saving would be reflected in a reduction in the annual contribution that Monmouthshire County Council makes to the Shared Service. This change does not pose a risk to the service.

**Reason why not progressed/progressed?**

Agreed to progress subject to the Shared Service Manager providing full details and costings.

**4. Actions to deliver the project**

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Option 1 – update the 2018/19 income budget to reflect the actual recharges and charge the schools.	April 2018
Option 2 – work with the system suppliers, SRS, Revenues Team and Shared Benefits Service to identify and implement a workable system solution	By September 2018
Option 3 – work with the Shared Benefits Service to identify achievable savings and to put the necessary arrangements in place	April 2018

**5. Additional resource/ business needs**

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
To achieve option 2 we will require services from the SRS	This will be used to develop or implement the DIP system in line with our agreed course of action.


## 6. Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk <a href="#">matrix</a> )
Option 1 – risk that schools decide not to purchase the service for 2018/19 onwards	Each year MCC schools have the option to decide which services they take from us.	Low
Option 2 – Early information provided by the SRS indicates that our preferred solution may not now be possible	Risk that we may be unable to release the savings identified due to system and contract restraints.	High

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## 7. Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Income budget target for the Financial System Support Team met	£50,200
DIP system operating and affordable	Budget envelope
Shared Benefit service operating to 2018/19 budget	On budget

<b>Evaluation Date</b>	September 2018
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## 8. Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

## 9. Additional comments

These savings will be managed internally in conjunction with the identified service pressures which are listed in a separate proforma. Pressures of £56,000 have been identified within this service, so even though savings delivering the 5% target have been identified these cannot be used to manage the budget gap.

### In Summary:

5% savings identified £57,000

Pressures identified £56,000

Net Saving £1,000

## Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	Sian Hayward
<b>Date</b>	29/09/17
<b>Reference Number</b>	RES S6

<b>Service area</b>	Digital Programme Office
<b>Directorate</b>	Resources
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	10% £30,000
2019/20	
2020/21	
2021/22	

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<b>Project lead &amp; Key project team members</b>	
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### 1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

<b>What does the project propose to do?</b>
<ol style="list-style-type: none"><li>1. Reduce the equipment budget by £30k Or</li><li>2. Reduce staffing by £16k and equipment for the balance</li></ol>

### Expected impact of the project?

1. The impact on the equipment refresh budget can be managed as we have some equipment in stock from last year. Ongoing we will need to supplement the budget by charging service areas for any additional equipment they may need to procure.
2. A reduction on the impact of delivering the programme plan, and on the savings generated across the authority through digitisation and process change management. This isn't an option I would like to take as it has an impact elsewhere.

## 2 Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

### What savings are expected to be achieved?

Year	Proposed Savings (£)	Proposed income generation (£)
2018/19	£30k	0

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## 3 Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

<b>Option 1</b>
<b>Reason why not progressed/progressed?</b>
<b>Option 2</b>
<b>Reason why not progressed/progressed?</b>

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#### 4 Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale

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#### 5 Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?

#### 6 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level
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		(High, Medium or Low – see risk <a href="#">matrix</a> )

### 7 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Evaluation Date	

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### 8 Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

### 9 Next steps for budget projects

xxix. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.

xxx. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated

xxxi. In addition the project should be incorporated within service plan arrangements to monitor the progress and impact of the project on the service.



## Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

<b>Form completed by</b>	Sian Hayward
<b>Date</b>	29/09/17
<b>Reference Number</b>	RES S7 – S8

<b>Service area</b>	Digital Programme Office
<b>Directorate</b>	Resources
<b>Savings targets (based on 17/18 budget)</b>	
2018/19	5% £106,670 SRS plus net £133,000 net PSBA saving
2019/20	
2020/21	
2021/22	

<b>Project lead &amp; Key project team members</b>	Sian Hayward, Matt Lewis
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### 10 Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

<b>What does the project propose to do?</b>
<p>The project is to explore options for achieving £107k savings through -</p> <ul style="list-style-type: none"> <li>• Reducing energy charges through out of hours use of SRS generators and reselling to the grid</li> <li>• Rationalising accommodation costs in Ty Cid 1 and 2</li> <li>• Rationalisation of senior management staffing structures</li> <li>• Rationalisation of SRS partner suite of systems to identify collaboration opportunities or opportunities where Microsoft modules in the Enterprise Agreement can be used to replace systems.</li> </ul>

- There are also savings of £155k on the core PSBA contract, but with increased costs as a result of changes to line requirements £22,000, net £133k saving.

There are pressures against this budget next year (discussed in more detail in RES P2)–

- **£9k Event Management software that alerts for any fraudulent cyber activity – this is a requirement of PSN accreditation**
- **Increase in the Enterprise Agreement pricing due to the dollar exchange rate £46,000**
- **Increase in the EA licencing for additional users and devices £40,000 Increase in price due to the O365 enhancement £40k (£60k offset by savings on The Vault e-mail archiving of £13k VPN savings of £7k which are no longer required when we have O365)**
- **£75k for enhanced email and internet security to mitigate cybercrime or attacks (There is potential for this to be reduced by 20 % as all partners are due to sign up to this software.**

**Expected impact of the project?**

The reduction in staff resources equates to 2 members of service delivery staff.

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**11 Savings proposed**

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2017		

**12 Options appraisal**

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

<b>Option 1</b>

<b>Reason why not progressed/progressed?</b>
<b>Option 2</b>
<b>Reason why not progressed/progressed?</b>

### 13 **Actions to deliver the project**

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale

### 14 **Additional resource/ business needs**

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?


### 15 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk <a href="#">matrix</a> )

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### 16 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline

<b>Evaluation Date</b>	
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## 17 Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

## 18 Next steps for budget projects

- xxxii. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.
- xxxiii. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated
- xxxiv. In addition the project should be incorporated within service plan arrangements to monitor the progress and impact of the project on the service.

## Appendix 6 – Future Generations Assessment

### Wellbeing of Future Generations Assessment – Budget Proposals for 18-19

#### Introduction

The Wellbeing of Future Generations initial evaluation for the emerging 18-19 budget proposals has been developed in narrative form, ahead of formalisation of proposals and the completion of the official assessment framework. This enables setting out of the backdrop to the emerging proposals, commentary on how the process has been developed; its various iterations and the picture it paints as a whole for the county of Monmouthshire. Presenting in this way at this stage provides an opportunity to demonstrate the dynamic and real-time nature of the approach. In addition, it helps to highlight application of continual learning and improvement.

In the past and notwithstanding the council's strong record on financial planning and delivery, achieving the goal of keeping frontline services going and strengthening commitments to sustainability and resilience, the budget has tended to be developed through the setting of targets, directorate-led approaches and a relatively uneven smattering of proposals. Whilst under this budget round, individual directorate's have still put forward proposals – this process has been more in keeping with our Future Monmouthshire programme and the design principles that guide how we keep our county 'going' and 'growing'. It signals very clearly, that money should follow purpose and priorities and not precede them.

It must be borne in mind that this WFG evaluation is an early one, applying to budget *proposals* only at this pre-consultation, pre-decision stage. The aim of the narrative is thus, to demonstrate the 'live' nature of the process and the application of robust and ongoing scrutiny and challenge as the proposals continue to be shaped and honed in line with what matters.

#### The process

Set within the policy mandate of the council and the emerging priorities and commitments framing the beginnings of a new Corporate Plan, features of the 18/19 budget shaping process have included:

- **Data driven approach.** Using data analytics, we have looked closely at the economy of our service provision as benchmarked against other councils. This has enabled the identification of areas where cost efficiency might be improved; where there is potential for knowledge transfer; and, how we might go about it. This has been accompanied by informal 'challenge' sessions - in which services give account of their development journeys and the work they are doing to sustain efficiencies whilst improving and advancing.

- **A more crosscutting** approach has been applied to understanding the intended and unintended consequences of proposals and their whole-authority impact.
- **An evidence based** approach has been taken, drawing heavily on information, data and responses from Our Monmouthshire and the Wellbeing Assessment; the work of the Public Services Board, future trends analysis, public events such as the Usk Show, pre-election doorstep surveys undertaken by Members and the wider direction being set by the new administration.
- **A focus on challenge-led approaches** including exemplars such as photocopying, that, as well as resulting in a new more cost-efficient contract, has stimulated different behaviours and practices; travel and transport, which again, has resulted in a successful submission to the Rural Development Fund to secure investment for innovative solutions to rural transport problems.
- **A new way of engaging Members and Select Committees** in shaping the priorities and projects, that will inform Future Monmouthshire. The Economy and Development Select Committee hosted a participative ‘challenge-based’ workshop in October 2017. The format was open and engaging and led to new opportunities and potential being highlighted. The E&D Select Committee has prioritised Procurement/ local supply change development and cross-border working as the areas in which they believe they can make a developmental contribution to getting to a new sustainable future state.
- **Targeted ‘horizontal’ service reviews.** In areas where it has not been possible to develop credible savings proposals – such as Enterprise – given the scale of the budget and the extent of past efficiencies – work has been carried out to identify the cross-cutting areas where focussed attention could make a big impact. Rather than the continual eking out of minor efficiencies for limited impact, the focus of these services and departments will be on big crosscutting transformational pieces. Areas of potential such as Democracy, Customer Service, Transport, Procurement and others have been identified. This work will include considering the impact of automation and artificial intelligence, future trends, the future of work and skills and will make a wider contribution to public service reform.
- **Alignment with the whole-authority Risk Register and the direction of Service Improvement.** This ensures that proposals are developed with regard to key levels of risk and ensuring opportunity costs are considered and embedded within more robust ‘options appraisal’ work. Budget proposals should not be ‘new’ – they should follow the natural course of service development and improvement – as already set out in Service Improvement Plans.

## Our objectives

Aligned to the four enduring priorities set by the last Council, around the protecting the vulnerable, education, enterprise and maintaining frontline services, our published Wellbeing Objectives developed in response to some of the big issues identified from the Wellbeing Assessment work, are:

Provide children and young people with the best possible start in life to help them achieve better outcomes

Maximise the benefits of the natural and built environment for the well-being of current and future generations

Maximise the potential in our communities to improve well-being for people throughout their life course

Develop opportunities for communities and businesses to ensure a well-connected and thriving county

Our purpose and mission remains one of *building sustainable and resilient communities that can support the wellbeing of current and future generations*. We share this core purpose with our Public Service Board and it is our guiding force in working towards the Seven Wellbeing Goals:

- Globally Responsible
- Vibrant Culture and Thriving Welsh Language
- Cohesive Communities
- Equality
- Health
- Resilience
- Prosperous

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## The proposals

The proposals in the main, present a picture of continuing small efforts and endeavours that can be made in delivering a one-year budget as the Council moves into gear with a newly emerging Corporate Plan, into which the medium Term Financial Plan will be incorporated. At a high level, provision has been made to afford some safeguards to priority areas and to ensure we continually mitigate risks identified in the whole-authority Risk Register. These are:

- School budgets continue to have regard for cash flat line consideration – acknowledging specific pressures around Additional Learning Needs and ensuring our children are equipped to achieve their potential
- Additional resources into aspects of social care budgets – particularly in high-pressure areas of Children’s Services in supporting a significant service development and transition and in supporting transformational activity in parts of Adult Social Care. This ensures we continue to protect our vulnerable
- Ongoing drives for savings and efficiencies through programmes of review, challenge-led approaches, data-driven exercises and unit cost data investigations and a focus on income generation – to ensure we have the resources to sustain what matters



- The need to think differently and identify targeted areas for intervention and transformational work – to ensure we create the conditions for true sustainability and resilience

In addition to these headlines, specific provision has been made, to mitigating further pressures around: national living wage, safeguarding, supporting a new fit for future leisure facility in Monmouth, private leasing for effective homelessness prevention, place-based community development approaches, home to school transport and support through housing benefit. These emphasise commitments to making direct local investments in wellbeing and culture whilst at the same time enabling communities to invest in building their own resilience. Direct intervention is necessary to support examples of cases such as the withdrawal of the private sector homeless leasing subsidy. However, the service area has indicated that this will be a time-limited intervention that will enable the time and space to develop a sustainable and long-term solution.

In relation to budget proposals, key features include:

*Children and Young People* – in the context of the above cash flat-line commitment, the quest for greater efficiency where it can reasonably be found, continues. There is an emphasis on moving towards shared resources and systems to build greater resilience and integrated back office models – building upon cluster working and beginning the move towards federated alliances. This is key if our school system is to compete not just with the rest of Wales or the UK but also in the world. Demonstrating enterprise aptitude through some moderate-income generation, procurement efficiencies through achieving collective purchasing and economies of scale and strong financial management demonstrate a clear commitment to building resilience in the schooling system whilst ensuring that the learning experience and outcomes for young people grows stronger, setting them on a path for prosperous lives.

*Social Care and Health* – notwithstanding the above investments to allow for growth and developmental opportunities, the potential to consolidate processes, focus more on local ‘in county’ provision and make for a better health and wellbeing experience for service users - has been identified within Adult Disability services. This builds upon place-based partnerships and assets and is a demonstration of how community-wide resources can make a difference. In relation to Children’s Service, investments in transitional and critical development work are paying off with progress being made around high-cost placements, fostering and early intervention. This is a medium-to-long term piece of work with a whole emphasis on better outcomes for vulnerable children, young people and families. Cross-departmental working features strongly with a mix of professions working to bring about the expertise such as the marketing campaign around fostering – required to make change that delivers a better outcome for the young person and a positive impact on the system.

*Resources/ Enterprise and Operations* – features in this area include in the main, continuation of small-scale ongoing efficiencies and back office improvements. In Resources, the emphasis is on smart support services, mainly brought about through the more targeted use of new technology and leveraging some of the benefits of lower cost IT infrastructure provision. In Operations, the focus continues to be on income

generation where it is deemed viable and is in keeping with other Councils, moderate rationalisation of maintenance, improved cost recovery and continued efforts around route optimisation. It is important to note that in terms of staying ahead, seeking out global best practice, and, new ways of working – this work will be complemented by assessments of the latest technological developments – automation, use of machine learning, new methods of real-time data capture and challenge driven approaches. Significant challenge has already been applied to this area. Initially it was felt potential existed to withdraw a small number of very poorly used bus rural bus services. However, given the big priority the community attaches to wider rural transport issues and solving the problem of poor rural infrastructure and connectivity – it is proposed that these funds are retained and re-directed to the areas where greatest impact might be made.

In relation to Enterprise – successive efficiencies and income generation have seen just staffing budgets remain in many areas. Given we need people resource to deliver on the big ideas and big impact projects – cutting posts would be counter-productive. Instead, the efforts of the service will be targeted at driving forward the Future Monmouthshire programme – demonstrating the new opportunities for public service reinvention and taking forward targeted pieces of work where potential is demonstrated: automation and AI, transport, procurement, back office and support services, democracy and transactional services such as customer care.

## Resonance with Wellbeing Objectives

**A Prosperous Wales** – our budget proposals stem from and are embedded in development and delivery of our Future Monmouthshire programme. This asks the big and searching questions about what our county will look and feel like over the next 5, 10, 15 and 20 years and more and advises on how the Council can best enable the right changes to take shape. Beyond increasing economic productivity and growth, our goal is prosperity for all and a system that promotes radical inclusion and delivery of social justice. An example of this – and one, which demonstrates the ‘going’ and ‘growing’ balance to our work, is Housing. Currently, efforts in 18/19 are targeted towards direct support to maintain provision of privately leased properties through which to prevent homelessness, given that the critical subsidy once in place has now been withdrawn. However, this interim mitigation is in itself not a sustainable approach. A sustainable approach will be in addressing the fundamental mismatch between housing supply and demand. This leads in to wider work we are starting now, to develop proposals to review and re-create the Local Development Plan. This will ensure long-term sustainable solutions providing economic growth and homes for all – addressing the needs of an ageing demographic and positive retention of our young people. One intervention sets the course for the next.

**A resilient Wales** – our continual investments in areas such as Social Care are not ‘bail outs’ – they are targeted investments which create the conditions for transformational pieces of work that enable us to think differently about demand-side management. As this budget process shows, returns on such investments are already being demonstrated. Our clear goal is to enable communities by investing in building their own resilience. The introduction of a new cabinet brief focussed on Social Justice and Community Development reinforces the potential

around unlocking the significant social capital that exists in Monmouthshire and enabling people everywhere to make a difference. Our direct funding may be declining – but local assets, resources, ideas, social capital and social action is fast growing. Our role is to optimise and channel this to greatest effect.

**A healthier Wales** – one of the ‘pressures’ these budget proposals mitigates is the temporary loss of provision and income resulting from the replacement of Monmouth Pool and the re-creation of brand new leisure facilities. Rather than lose the existing facilities because of the comprehensive redevelopment of Monmouth Comprehensive School – an £8m investment has been made in creating new facilities that will help keep our people, children and communities, well.

**A more equal Wales** - enterprise, economic development and wealth creation is key to giving people the means by which to get on and provide for themselves and their families. No cuts are levelled against the Enterprise service area in this budget because we recognise that without continued investment in wealth and job creation at all levels – from the foundational economy through to the big disruptive technologies – the call on public services grows greater and societal divisions proliferate.

**A Wales of Thriving Culture** – Monmouthshire has a distinctive cultural offer and boasts country parks, castles, museums, theatres and attractions in every major town and settlement. This budget supports maintaining investment in these areas as a means promoting our identity, cultural distinctiveness and building upon the Abergavenny 2016 Eisteddfod Welsh Language legacy.

**A Wales of Cohesive Communities** – this budget provides for investment in the development of a new social justice agenda and the creation of a Community Partnerships Team that is rapidly developing the place-based approaches needed to unlock and inspire social action, volunteering and community resilience.

**A Globally Responsible Wales** – the cash flat-line proposal for schools as part of this emergent set of budget proposals, maintains a commitment to direct investment in our future generations. Beyond ‘playing our part’ for the county, Wales and the UK, our focus on Future Schools, Improvement, safeguarding and excellent learning outcomes, is on finding our place in the world. This means continuing investment to ensure our young people are equipped to engage and compete in industries of the future wherever they might emerge.

## Summary

The emerging budget proposals for 18-19 are more than a standalone one-year budget. As a contributor to our wider Future Monmouthshire work, they help build a bridge between the present we have and the future we wish to see. With a blend of ongoing sustainable efficiencies; continued income generation and a focus on investing in areas such as education and social care – where returns in terms of service outcomes and financial benefits are starting to pay early dividends – the platform is building for the development of more targeted ‘big ticket’ interventions. We are not kicking the ‘too difficult’ problems into the long grass. As well as keep the Council ‘going’ – work is underway to keep it ‘growing’ – as these proposals clearly demonstrate. Proposals to review the development plan, as a means of addressing demographic and economic pressures is underway. Exploration of targeted procurement opportunities that save money and create local markets is taking shape. A ‘challenge-driven’ approach to tackling rural transport issues is being developed. Exploration of machine learning, artificial intelligence and automation are contributing to the ways in which we must re-imagine services and the positive impact they can have on the lives of people and communities in Monmouthshire - now and in the future.

**SUBJECT: DRAFT CAPITAL BUDGET PROPOSALS 2018/19 TO 2021/22**

**MEETING: Cabinet**

**DATE: 22nd November 2017**

**DIVISION/WARDS AFFECTED: Countywide**

**1. PURPOSE:**

- 1.1 To outline the proposed capital budget for 2018/19 and the indicative capital budgets for the three years 2019/20 to 2021/22.

**RECOMMENDATIONS:**

- 2.1 That Cabinet issues its draft capital budget proposals for 2018/19 to 2021/22 for consultation purposes as set out and referred to in Appendix 2.
- 2.2 That Cabinet confirms a capital strategy, which seeks to prioritise the Council's existing Future Schools programme and other commitments whilst also continuing to finance a minimum core capital programme, recognizing the risks associated with this approach.
- 2.3 That Cabinet reaffirms the principle that new schemes can only be added to the programme if the business case demonstrates that they are self-financing or the scheme is deemed a higher priority than current schemes in the programme and therefore displaces it, and reviews capital priorities where appropriate.
- 2.4 That Cabinet agrees to maximize the use of capital receipts when received to fund the capital programme (therefore reducing the need to borrow) and/or set aside to repay debt as outlined in paragraph 3.11.
- 2.5 That Cabinet agrees to the sale of the assets in accordance with the Asset Management Plan and identified in the exempt background paper in order to support the capital programme, and that once agreed, no further options are considered for these assets.

**3. KEY ISSUES:**

**Capital budget strategy**

- 3.1 The capital MTFP strategy put in place in the face of an ever reducing resource base from Welsh Government has been reviewed. The strategy going forward has the following key components:
- The core MTFP capital programme needs to be financially sustainable without drawing on further funding.
  - The completion of tranche A Future schools programme remains the most significant aspect of capital programme. No allowance has yet been made in relation to a tranche B programme that is currently being considered by Welsh Government.
  - In 2017/18, the budget provided for a 1 year specific addition to Disabled Facilities Grants of £300k, to address backlog issues. Consequently the 2018/19 starting capital position excludes that sum, but the potential exists for members to consider such again during their budget deliberations.
  - No inflation increases will be applied to any of the capital programme with property maintenance budget and Infrastructure maintenance budget set at the same level as last year
  - The County farms maintenance and reinvestment programme is based on the revised asset management plan for County farms, supported by the latest condition survey data
  - Budget for Area Management of £20k in the programme could be further reduced or cut in the face of other pressures
  - £1m unsupported prudential borrowing per annum has been contained in the programme for a number of years and this will continue in the current 4 year programme
  - The provisional settlement maintains effectively a standstill funding position in respect of core capital grant and supported borrowing for 2018/19. This has presumed to continue through the later 3 years of MTFP.
  - Budget to enhance or prepare assets for sale will be maintained and funded through the capital receipt regeneration reserve in order to maximize this funding stream for the Future schools programme priority, and whilst financial assumptions indicate sufficient resources to afford such expenditure in the years necessary, it is noticed that there is an increased needs for temporary adhoc borrow to compensate for delays in receipts. Such additional costs are not easily factored into the revenue budget, and appear in monitoring reports as increased actuals against budget.

## Capital MTFP issues

- 3.2 The four year capital programme is reviewed annually and updated to take account of any new information that is relevant.
- 3.3 The major component of the capital MTFP for the next few years is completion of the Council's Tranche A Future schools programme. Colleagues are working through options in relation to a future Welsh Government tranche B programme. No presumption has been made to add such costs into this next 4 year window as yet as costs of proposals and their affordability are still to be established.
- 3.4 As part of the 2017/18 budget setting process, Members identified 5 additional priorities that were uncosted at the time of budget setting, but for which they added an unhypothecated borrowing assumption of £500k per annum to the 2017/18 budget.
- 3.5 During this year, some of those scheme costs have crystallised and the following indicates the related presumption within the capital programme together with an indication of the revenue consequences. In all cases an asset life of 25 years has been presumed:
- Monmouth Pool – commitment to reprovide the pool in Monmouth as a consequence of the Future schools programme, £7.3 million project afforded by £1.9m Future schools programme, £985k sc106, core treasury funding of circa £835k, and 3.58million prudential borrowing afforded by the Leisure service through additional income predictions (MRP predicted to start in 2019/20)
  - Abergavenny Hub – commitment to reprovide the library with the One Stop Shop in Abergavenny to conclude the creation of a Hub in each of the towns. £2.3 million (MRP predicted to start in 2019/20)
  - Disabled Facilities Grants – the demand for grants is currently outstripping the budget, work is being undertaken to assess the level of investment required to maximize the impact and benefit for recipients. Members ultimately chose to put a 1 year commitment of £300k into base capital programme in 2017/18.
  - City Deal - 10 Authorities in the Cardiff City region are looking at a potential £1.2 billion City Deal. Agreement to commit to this programme is being sought across the region in January and so would impact on the capital MTFP. The potential impact on individual authority budgets is currently being modelled in advance of decisions on specific projects and profiles in order for authorities to start reflecting the commitment in their MTFPs. The potential is for the 10 authorities to provide collectively £120 million over time, with individual contributions being reflective of populations. Our indicative liability during forthcoming capital MTFP is likely to be

### Contributions predicted during forthcoming MTFP window

Year	Amount
2018-19	£83k
2019-20	£482k
2020-21	£472k
2021-22	£729k

Contributions predicted following the MTFP window

2022-23	£729k
2023-24	£1207k
2024-25	£1206k
2025-26	£1206k
2026-27	£1206k
Total	£7320k

MRP is presumed to start in the year after the contribution is made.

- J and E Block – the office rationalization programme is being considered to see if there is a solution that would enable the Magor and Usk sites to be consolidated, releasing funding to pay for the necessary investment to bring the blocks into use. The current presumption included in Treasury figures is £1.4million expenditure with MRP starting in 2020/21. No revenue savings from central accommodation or Magor building have been presumed in the capital modelling, as those savings are unlikely to be realized until that building is vacated.

A strategy that enables the core programme, Future schools and the above schemes to be accommodated is being developed. Notwithstanding this there will still remain a considerable number of pressures that sit outside of any potential to fund them within the Capital MTFP and this has significant risk associated with it. Cabinet have previously accepted this risk.

The current policy is that further new schemes can only be added to the programme if the business case demonstrates that they are self financing or the scheme is deemed a higher priority than current schemes in the programme and therefore displaces it.

3.8 In summary the following other issues and pressures have been identified:

- Long list of back log pressures – infrastructure, property, DDA work, Public rights of way, as outlined in Appendix 1. None of these pressures are included in the current capital MTFP, but this carries with it a considerable risk.
- In addition to this there are various schemes/proposals (e.g. Alternative delivery model for Leisure, tourism and culture services, tranche B Future schools, any enhanced DFG spending, waste fleet vehicle replacement, community amenity site enhancement) that could also have a capital consequence, but in advance of quantifying those or having Member consideration of these items, they are also excluded from current capital MTFP.
- Capital investment required to deliver revenue savings – this is principally in the area of office accommodation, and social care, property investment and possibly Additional Learning needs. The level of investment is currently being assessed however, in accordance with the principle already set above, if the schemes are not going to displace anything already in the programme then the cost of any additional borrowing will need to be netted off the saving to be made.
- The IT reserve is depleted so funding for any major new IT investment is limited. Any additional IT schemes will need to either be able to pay for themselves or displace other schemes in the programme.



- Base interest rates increased by 0.25% to 0.5% yesterday (2/11/17). That pressure is more likely to be felt in the Revenue MTFP as it will increase the cost of borrowing over time, however it may also impact adversely upon the viability of capital business case developments and their ability to demonstrate self affordability. Given this very recent change, it hasn't been possible to fully work through the consequences in the initial revenue and capital MTFP. That will instead manifest itself through the budget setting process.

### Available capital resources

- 3.9 The capital strategy identified above establishes that the core programme will not increase so that available funding can be prioritised for the Future Schools Programme and other commitments provided.
- 3.10 In light of the current pressures on the Authority's medium-term revenue budget, and the principles on which any prudential borrowing must be taken of affordability, prudence and sustainability, the use of further prudential borrowing has to be carefully assessed.
- 3.11 The table below illustrates the balance on the useable capital receipts reserve over the period 2017/18 to 2021/22 taking into account current capital receipts forecasts provided by Estates and revised balances drawn to finance the existing programme. The Council still needs to continue to make a concerted effort to maximize its capital receipts generation over the next few years. Opportunities to set aside capital receipts to repay debt were included in last year's programme, but not able to be actioned, given a delay in receipts which conversely will result in additional costs of temporary borrowing. This is evident in the summary table below, where an artificial deficit in receipts is shown for 2018-19, when instead the balance will be zero, the difference being afforded by temporary borrowing. Further detail is provided in Appendix 4.

<b><u>GENERAL RECEIPTS</u></b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>
<b>Balance as at 31st March</b>	<b>18,931</b>	<b>5,315</b>	<b>(393)</b>	<b>4,662</b>	<b>9,817</b>	<b>9,474</b>

- 3.12 The above table illustrates that the capital receipts balance is set to reduce over the MTFP. This is dependent on the capital receipts forecasts provided materializing, which in itself is a significant risk, then being used to fund the capital programme. Experience suggests that there is often significant slippage in gaining receipts which may be due to factors outside the control of the Authority. The risk assessment on the receipts projected is contained in Appendix 5. It is crucial that once assets are identified and approved for sale that this decision is acted upon. Exploration of any alternative use of surplus assets needs to be undertaken before Council approves them for sale in order to assist in the capital planning process.

3.13 Opportunities to generate further receipts and funding streams in line with the Asset Management Plan are continuously being sought, these are outlined below:

- Review of accommodation/buildings in use by the council, with a view to further rationalization – some further rationalisation of office accommodation has been done, but there may be further potential leading to other buildings being released for sale and this is also key in identifying revenue savings
- Identification of services that can be combined as part of the whole Place agenda and establishment of community Hubs, and therefore release buildings for sale
- Review the existing County Farms strategy
- Community Infrastructure Levy – this will become more relevant for the capital MTFP if and when implemented and can include funding for more general ‘place-making’ schemes that support the growth proposed in the LDP e.g. sustainable transport improvements, upgrade/provision of Broadband connectivity, town centre improvements, education, strategic sports/adult recreation facilities and green infrastructure.

**REASONS:**

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

**RESOURCE IMPLICATIONS:**

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

**6. FUTURE GENERATIONS ASSESSMENT AND EQUALITY IMPLICATIONS:**

6.1 Capital budgets which impact on individuals with protected characteristics, most notably renovation grants and access for all budgets are being maintained at their current levels.

6.2 The equality impact of the mechanism to allocate maintenance budgets to individual schemes should be in place and being used to aid allocation of funding

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

**7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

None

**8. CONSULTEES:**

Senior Leadership Team  
All Cabinet Members  
Head of Legal Services  
Head of Finance

**9. APPENDICES:**

Appendix 1 – Capital MTFP pressures  
Appendix 2 – Capital budget summary programme 2018/19 to 2021/22  
Appendix 3 – Schools programme  
Appendix 4 – Forecast capital receipts 2017/18 to 2021/22  
Appendix 5 – Capital receipts risk factors  
Appendix 6 (exempt) – Forecast receipts  
Appendix 7 – Future Generations Evaluation

**10. BACKGROUND PAPERS:**

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

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**11. AUTHOR:**

Mark Howcroft – Assistant Head of Finance

**12. CONTACT DETAILS:**

Tel: (01633) 644740  
Email: [markhowcroft@monmouthshire.gov.uk](mailto:markhowcroft@monmouthshire.gov.uk)

## Appendix 1 – Capital MTFP pressures

Description of Pressure	Forecast Cost	Date Updated	Responsible Officer / Champion
<p><b>Current Rights of Way issues (Whitebrook byway)</b> - Engineering assessments have been completed on landslip / collapse of byway at Whitebrook, estimated cost of repairs in the region of £70-£80k.</p>	75,000	Dec 16	Matthew Lewis
<p><b>Current Rights of Way issues (Wye and Usk Valley Walks)</b> - Engineering assessments have been completed on river erosion / landslips on the Wye and Usk Valley Walks. [Monmouth] (Wye Valley Walk) £23,925, [Clytha] (Usk Valley Walk) £46,725, [Coed Y Prior] (Usk Valley Walk) £9,900, site investigations/design £5,500.</p>	86,000	Dec 16	Matthew Lewis
<p><b>A major review of the waste Mgt and recycling service</b> is ongoing. Proposals are likely to include consideration of receptacles rather than bags (anticipated cost of between £0.3-1.3m) To accommodate the change at kerbside, developments will be needed at our transfer stations at an indicative cost of £800k depending on the scale of works required. Options may be limited if WG insist on certain scheme components. The quoted capital costs exclude new vehicle costs which are modelled as being leased currently.</p>	2,100,000	Dec 16	Roger Hoggins / Carl Touhig
<p><b>Monmouth Community Amenity site upgrade</b> - indicative costs are £1.5-2m if built and run by the Council. The transfer station and CA capital costs could be avoided if the Council decided it was best value to procure a build, finance, operate contract for its sites in future. The work to evaluate these options will follow on after kerbside collection.</p>	2,000,000	Dec 16	Roger Hoggins / Carl Touhig

Description of Pressure	Forecast Cost	Date Updated	Responsible Officer / Champion
<p><b>Property Maintenance requirements for both schools &amp; non-schools</b> as valued by condition surveys carried out some years ago. The existing £2m annual budget mainly targets urgent maintenance e.g. health &amp; safety, maintaining buildings wind &amp; watertight, etc., and is insufficient to address the maintenance backlog. A lack of funding means maintenance costs will rise; that our ability to sell buildings at maximum market rates will be affected ; Our ability to deliver effective services will be affected and a Loss of revenue and poor public image.</p>	22,000,000	Dec 16	Rob O'Dwyer
<p><b>Disabled adaptation works to public buildings</b> required under disability discrimination legislation.</p>	7,200,000	Dec 16	Rob O'Dwyer
<p><b>School Traffic Management Improvements</b> - based on works carried out on similar buildings.</p>	250,000	Dec 16	Rob O'Dwyer
<p><b>Refurbishment of all Public Toilets</b> - Capital investment required to facilitate remaining transfers to Town and Community Councils</p>	95,000	Dec 16	Rob O'Dwyer
<p><b>School fencing improvements</b></p>	68,000	Dec 16	Rob O'Dwyer/Headteachers
<p><b>Modification works to school kitchens to comply with Environmental Health Standards.</b> Without additional funding school kitchens may have to be closed and additional costs for transporting meals in incurred, possibly causing disruption to the education process.</p>	38,000	Dec 16	Rob O'Dwyer
<p><b>Radon remedial works</b> Following the commissioning of Radon Wales to carry Radon Surveys of public buildings, remedial works will be required at various premises to resolve issues</p>	75,000	Dec 16	Rob O'Dwyer

Description of Pressure	Forecast Cost	Date Updated	Responsible Officer / Champion
<p><b>Countryside Rights of Way work</b> needed to bring network up to statutorily required and safe standard. This should be taken as a provisional figure as surveys and assessments of bridges and structures are on-going and the rights of way prioritisation system which includes risk assessment will more accurately define and rank the backlog. Bridge management report on 787 bridges completed in October 2013 identifies 254 known bridge issues of which 77 need repair, 31 replacement &amp; 80 are missing. 68 have 'other' issues including 51 bridges which require full inspection to further ascertain requirements/costs. 13 bridges are 10m+ and require replacement or repair. It is not possible to cost all of these currently but a ball park figure of £288k has been identified for the first tranche of issues. Additional ROW allocation (30K) helping, but scale of overall pressure means these figures are still relevant</p>	2,200,000	Dec 16	Ian Saunders
<p><b>Transportation/safety strategy</b> –Air Quality Management, 20 m.p.h legislation and PDDA (car parks)</p>	1,200,000	Dec 16	Richard Cope
<p><b>Disabled Facilities Grants (DFGs)</b> - Other than last year, the DFG's budget has remained unchanged for the last ten years. Each year the fully committed/spent date falls earlier in the financial year.</p>	500,000	Dec 16	Ian Bakewell
<p><b>Bringing County highways to the level of a safe road network.</b> This backlog calculation figure has been provided by Welsh Government. The Authorities Capital Programme is not addressing the backlog significantly as the annual level of funding available is not of sufficient magnitude to address this. The annual programme is set in relation to the approved budget and this programme is shared with all members. Routes are selected on the basis of their significance within the overall highway network and their condition. Programmes are reviewed annually around December and then distributed to members.</p>	80,000,000	Dec 16	Roger Hoggins

Description of Pressure	Forecast Cost	Date Updated	Responsible Officer / Champion
<p><b>Investing in infrastructure projects needed to arrest road closures due to whole or partial bank slips.</b> Without additional expenditure there is the potential for deterioration, increased scheme costs, disruption to communities and the travelling public and road closures.</p>	5,000,000	Dec 16	Roger Hoggins
<p><b>Backlog on highways structures including old culverts, bridges and retaining walls.</b> With existing budget this backlog will take 23 years to cover and there will be increased likelihood of loss of network availability.</p>	12,700,000	Dec 16	Roger Hoggins
<p><b>Reprovision or repair of Chain Bridge</b> - Cost prediction is indicative at present. Summary quotes updated August 15. The bridge is currently under special management measures and inspection. Repair/ reposition will remove / minimise the need for these measures. Without remedial work, the structure will continue to deteriorate. The current 40T maximum limit will have to be further reduced restricting access to the Lancayo area especially for heavy vehicles. Options evaluated from repairing sufficiently to maintain 40t limit, to converting to footbridge and repositioning</p>	1,800,000 to 7,500,000. Mid point 4,700,000	Dec 16	Roger Hoggins
<p><b>Caldicot Castle remedial works</b> - longer term pressures given the condition of the curtain walls / towers etc. The £2-3m estimate is a ball park figure ranging from just the backlog of maintenance to also including improvements to bring the visitor facilities up to modern standards. An RDP grant is paying for a condition survey / outline conservation plan. The current condition of buildings constrains current operations and will impact on future management options including the assessment of viability of potential Cultural Services Trust. Heritage Lottery Funding is possible (but very competitive) Substantial match funding would still be required.</p>	3,000,000	Dec 16	Ian Saunders
<p><b>Severn View Care Facility renewal</b></p>	?		Julie Boothroyd/ Ty Stokes
<p><b>Total Pressures</b></p>	<b>141,287,000</b>		

Description of Pressure	Forecast Cost	Date Updated	Responsible Officer / Champion
<b>Capital investment for revenue savings</b>			
<p><b>Leisure and cultural services</b> - Currently the service is exploring future delivery options including trust status. Part of the work will involve conditions surveys which may lead to capital works being required to expedite handover of assets. Included:- e.g. museums, Shire hall, Abergavenny castle, Old station Tintern, Caldicot castle; Have requested £30k from cabinet for work to review assets (15/10/14); Aim is also to reduce but not eliminate revenue; £400k per annum now. further down the line</p>	1,000,000	Dec 16	Ian Saunders
<p><b>ALN Strategy</b> - Mandate 35 of the MTFP 14/15 outlines a review of current ALN service that includes Mounton House. Options could require Capital Spend but this is unknown at the present time</p>	?		Will McLean/Nikki Wellington



## Appendix 2 – Capital budget summary programme 2018/19 to 2021/22

	Project Code	Total Budget 2017/18	Estimated Slippage From 2017/18	Indicative Budget 2018/19	Indicative Budget 2019/20	Indicative Budget 2020/21	Indicative Budget 2021/22
Property Maintenance	Various	1,635,797	0	1,889,552	1,889,552	1,889,552	1,889,552
Upgrade School Kitchens	98219	39,725	0	39,725	39,725	39,725	39,725
Usk County Hall E Block Major Refurb	90316	306,450	0	0			
Usk County Hall J Block Major Refurb	90317	0		1,400,000			
Caerwent House	90320	50,800	0	0			
Abergavenny Community Hub	90321	101,122	0	2,283,000			
Solar Farm - Oak Grove	90324	505,740	0	0			
<b>Asset Management Schemes</b>		<b>2,639,633</b>	<b>0</b>	<b>5,612,277</b>	<b>1,929,277</b>	<b>1,929,277</b>	<b>1,929,277</b>
Access for all	98621	50,000	0	50,000	50,000	50,000	50,000
Monmouth High 21c school provision	96625	22,886,705	6,000,000	12,345,133	750,000	0	0
Caldicot High 21c school provision	96626	11,379,144	0	2,164,911	0	0	0
Welsh Medium 21c school provision	98640	1,000,000	0	0	0	0	0
Monmouth Pool	98689	2,616,194	0	4,711,945	0	0	0
<b>School Development Schemes</b>		<b>37,932,043</b>	<b>6,000,000</b>	<b>19,271,989</b>	<b>800,000</b>	<b>50,000</b>	<b>50,000</b>
Footway Reconstruction	97205	349,445	0	190,453	190,453	190,453	190,453
Street Lighting Defect Column Programme	97210	175,000	0	171,408	171,408	171,408	171,408
Reconstruction of bridges & retaining walls	97215	500,000	0	449,041	449,041	449,041	449,041
Safety fence upgrades	97239	146,370	0	76,181	76,181	76,181	76,181
Signing upgrades & disabled facilities	97302	48,091	0	38,091	38,091	38,091	38,091
Flood Alleviation Schemes	97303	25,000	0	11,427	11,427	11,427	11,427
Structural Repairs - PROW	97306	60,738	0	38,091	38,091	38,091	38,091
Carriageway resurfacing	97342	930,211	0	1,136,540	1,136,540	1,136,540	1,136,540
Road safety & trafficmgt programme	97352	200,088	0	129,508	129,508	129,508	129,508
LTF Active Travel Mapping 15-16	97356	5,000	0	0			
LTF A40/A466 Wyebridge Junction Imps 15-16	97357	260,000	0	0			
LTF Aber/Llanfoist Active Travel Network ph 1 15-16	97358	349,000	0	0			
LTF Abergavenny TC Public Realm	97367	350,000					
SRIC Wonatow Road Pedestrian Crossing	97368	38,000					
Highways OPS: Minor improvements	37369	150,000	0	0			
Raglan depot Sewage Upgrade	95058	50,000	0	0			

	Project Code	Total Budget 2017/18	Estimated Slippage From 2017/18	Indicative Budget 2018/19	Indicative Budget 2019/20	Indicative Budget 2020/21	Indicative Budget 2021/22
Shirehall= upgrade hearing loop	95059	6,500					
<b>Infrastructure &amp; Transport Schemes</b>		<b>3,643,443</b>	<b>0</b>	<b>2,240,740</b>	<b>2,240,740</b>	<b>2,240,740</b>	<b>2,240,740</b>
Replacement Cattle Market	90038	183,357	0	0			
Capital Region City Deal	90041	0	0	83,000	482,000	472,000	729,000
Section 106 schemes	Various	1,351,146	0	126,237			
<b>Regeneration Schemes</b>		<b>1,534,503</b>	<b>0</b>	<b>209,237</b>	<b>482,000</b>	<b>472,000</b>	<b>729,000</b>
County Farms Maintenance	98059	330,773	0	300,773	300,773	300,773	300,773
<b>County Farms Schemes</b>		<b>330,773</b>	<b>0</b>	<b>300,773</b>	<b>300,773</b>	<b>300,773</b>	<b>300,773</b>
Disabled Facilities Grant	99202	900,000	0	600,000	600,000	600,000	600,000
Access For All	91100	250,000	0	250,000	250,000	250,000	250,000
<b>Inclusion Schemes</b>		<b>1,150,000</b>	<b>0</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>
Agrosso system upgrade	96620	9,888	0	0			
Revenues system - online facility functionality	96621	13,000	0	0			
Schools IT	96627	351,233	0	0			
<b>ICT Schemes</b>		<b>374,121</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Leasing - To be allocated		1,500,000	0	1,500,000	1,500,000	1,500,000	1,500,000
<b>Vehicles Leasing</b>		<b>1,500,000</b>	<b>0</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>
Car Parks General		550,000	0	0			
Car Park - Granville ST and Wyebridge St	98826	252,214	0	0			
Car Park Improvements/Refurb	98852	(100,000)					
Non County Farms Fixed Asset Disposal Costs	98060	318,334	0	0			
Area Management	97236	20,000	0	20,000	20,000	20,000	20,000
<b>Other Schemes</b>		<b>1,040,548</b>	<b>0</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>TOTAL EXPENDITURE</b>		<b>50,145,063</b>	<b>6,000,000</b>	<b>30,005,016</b>	<b>8,122,790</b>	<b>7,362,790</b>	<b>7,619,790</b>

	Project Code	Total Budget 2017/18	Estimated Slippage From 2017/18	Indicative Budget 2018/19	Indicative Budget 2019/20	Indicative Budget 2020/21	Indicative Budget 2021/22
Supported Borrowing		(2,402,000)	0	(2,402,000)	(2,402,000)	(2,402,000)	(2,402,000)
Unsupported (Prudential) Borrowing		(10,206,110)	0	(8,836,161)	(1,857,000)	(1,472,000)	(1,729,000)
Grants & Contributions		(19,043,165)	0	(5,077,085)	(1,837,000)	(1,462,000)	(1,462,000)
IT Reserve	C504	(22,888)	0	0	0	0	0
Capital Investment Reserve	C505	(145,185)	0	(17,999)	(17,999)	(17,999)	(17,999)
Invest to Redesign Reserve	C507	(152,214)	0	0	0	0	0
Agile Working Reserve	C507	0	0	0	0	0	0
Direct Service Support Reserve	C527	0	0	0	0	0	0
Fixed Asset Disposal Cost Reserve	C527	0	0	0	0	0	0
Priority Investment Reserve	C527	0	0	0	0	0	0
Grass Routes Reserve	C531	(38,307)	0	0	0	0	0
Reserve & Revenue Contributions		(358,594)	0	(17,999)	(17,999)	(17,999)	(17,999)
Capital Receipts		(16,635,194)	(6,000,000)	(12,171,771)	(508,791)	(508,791)	(508,791)
Vehicle Lease Financing		(1,500,000)	0	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
<b>TOTAL FUNDING</b>		<b>(50,145,063)</b>	<b>(6,000,000)</b>	<b>(30,005,016)</b>	<b>(8,122,790)</b>	<b>(7,362,790)</b>	<b>(7,619,790)</b>
<b>(SURPLUS) / DEFICIT</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

13/03/2020



## Appendix 4 – Forecast capital receipts 2017/18 to 2021/22

<b><u>GENERAL RECEIPTS</u></b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Balance as at 1st April	18,931	5,315	(393)	4,662	9,817
Less: capital receipts used for financing	(1,558)	(509)	(509)	(509)	(509)
Less: capital receipts used for financing Monmouth, Caldicot and Welsh medium 21c school provision	(15,077)	(11,663)	0	0	0
Capital receipts received to date	0	0	0	0	1
	2,296	(6,857)	(902)	4,153	9,309
Capital receipts forecast	2,855	6,300	5,400	5,500	
Deferred capital receipts – General	4	4	4	4	5
- Morrisons	160	160	160	160	160
Less: capital receipts set aside:	0	0	0	0	
<b>Balance as at 31st March</b>	<b>5,315</b>	<b>(393)</b>	<b>4,662</b>	<b>9,817</b>	<b>9,474</b>

## Appendix 5 – Capital receipts risk factors

The analysis below provides a summary of the receipts and the respective risk factors:

Risk Factor	2017/18 £	2018/19 £	2019/2020 £	2020/21 £	2021/22 £	
<b>Education Receipts</b>						
Low / completed	100,000	0	0	0	0	97%
Medium	0	0	0	0	0	3%
High	0	0	0	0	0	0%
	<u>100,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
<b>County Farm Receipts</b>						
Low / completed	0	0	0	0	0	46%
Medium	1,200,000	0	0	0	0	54%
High	0	0	0	0	0	0%
	<u>1,200,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
<b>General Receipts</b>						
Low / completed	170,000	160,000	160,000	160,000	0	98.6%
Medium	200,000	0	0	0	0	1.4%
High	0	0	0	0	0	0.0%
	<u>370,000</u>	<u>160,000</u>	<u>160,000</u>	<u>160,000</u>	<u>0</u>	
<b>Strategic Accommodation Review</b>						
Low / completed	250,000	0	0	0	0	54.1%
Medium	0	0	0	0	0	45.9%
High	0	0	0	0	0	0%
	<u>250,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
<b>Dependent on Outcome of LDP</b>						
Low / completed	3,100,000	3,100,000	3,100,000	0	0	57%
Medium	2,300,000	2,300,000	2,400,000	0	0	43%
High	0	0	0	50,000	0	0%
	<u>5,400,000</u>	<u>5,400,000</u>	<u>5,500,000</u>	<u>50,000</u>	<u>0</u>	
<b>TOTALS</b>						
Low / completed	3,620,000	3,260,000	3,260,000	160,000	0	80%
Medium	3,700,000	2,300,000	2,400,000	0	0	20%
High	0	0	0	50,000	0	0%
<b>Total</b>	<u><b>7,320,000</b></u>	<u><b>5,560,000</b></u>	<u><b>5,660,000</b></u>	<u><b>210,000</b></u>	<u><b>0</b></u>	

### Risk Factor key:

**High** - External factors affecting the potential sale that are out of Authority control

**Medium** - Possible risk elements attached but within Authority ability to control

**Low** - No major complications are foreseen for the transaction

**Exempt Appendix 6 – Forecast receipts**

Detail Supplied Separately

**SCHEDULE 12A LOCAL GOVERNMENT ACT 1972**  
**EXEMPTION FROM DISCLOSURE OF DOCUMENTS**

**Meeting and Date of Meeting: Special Cabinet 22<sup>nd</sup> November 2017**

**Report: Capital MTFP Proposals 2018/19 to 2021/22 - Detailed Receipts Appendix**

**Author: Mark Howcroft**

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

**Exemptions applying to the report:**

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

**Factors in favour of disclosure:**

Openness & transparency in matters concerned with the public

**Prejudice which would result if the information were disclosed:**

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

**My view on the public interest test is as follows:**

Factors in favour of disclosure do not outweigh those against.

**Recommended decision on exemption from disclosure:**

Maintain exemption from publication in relation to report

Date: 3/11/17

Signed: M. Howcroft

Post: Assistant Head of Finance

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I accept/I do not accept the recommendation made above

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

Date: 3/11/17



monmouthshire  
sir fynwy

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

<p><b>Name of the Officer</b> completing the evaluation Mark Howcroft</p> <p><b>Phone no:</b>01633 644740 <b>E-mail:</b>markhowcroft@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b> <b>Present capital budget proposals for consultation</b></p>
<p><b>Name of Service</b> Whole authority</p>	<p><b>Date Future Generations Evaluation</b> form completed 03/11/17</p>

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



Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Local resources will be engaged to deliver the projects in the programme</p>	
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>		
<p><b>A healthier Wales</b> People’s physical and mental wellbeing is maximized and health impacts are understood</p>		






Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Investment in Future schools provides a key community facility to help promote this goal	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing		
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation		
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	The budgets for DDA work and DFGs have been maintained at existing levels.	

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term Balancing short term need with long term and planning for the future</p>	Building Future schools will benefit children and communities for future generations	
 <p>Collaboration Working together with other partners to deliver objectives</p>		

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p data-bbox="159 292 304 320">Involvement</p> <p data-bbox="338 154 521 336">Involving those with an interest and seeking their views</p>	<p data-bbox="551 154 1328 225">The aim of the report is to present proposals for consultation with key stakeholders</p>	
 <p data-bbox="159 477 304 505">Prevention</p> <p data-bbox="338 341 521 560">Putting resources into preventing problems occurring or getting worse</p>		
 <p data-bbox="159 700 304 729">Integration</p> <p data-bbox="338 564 521 820">Positively impacting on people, economy and environment and trying to benefit all three</p>	<p data-bbox="551 564 1328 635">Investment in Future Schools will positively impact on the teaching environment</p>	

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age			
Disability	DDA and DFG budgets have been maintained		
Gender reassignment			
Marriage or civil partnership			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

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>

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

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

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

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

Capital budgets which impact on individuals, such as DFGs and DDA works are being maintained at existing levels.  
The investment in future schools is expected to have a benefit for children and communities for future generations

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

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

Page 6 of 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:	Annually when the capital MTFP is reviewed
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Exempt Appendix 6 – Forecast receipts

Detail Supplied Separately

SCHEDULE 12A LOCAL GOVERNMENT ACT 1972  
EXEMPTION FROM DISCLOSURE OF DOCUMENTS

**Meeting and Date of Meeting:** Special Cabinet 22<sup>nd</sup> November 2017  
**Report:** Capital MTFP Proposals 2018/19 to 2021/22 - Detailed Receipts Appendix  
**Author:** Mark Howcroft

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

**Exemptions applying to the report:**

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

**Factors in favour of disclosure:**

Openness & transparency in matters concerned with the public

**Prejudice which would result if the information were disclosed:**

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

**My view on the public interest test is as follows:**

Factors in favour of disclosure do not outweigh those against.

**Recommended decision on exemption from disclosure:**

Maintain exemption from publication in relation to report


Date: 3/11/17

Signed: M. Howcroft

Post: Assistant Head of Finance

Accepted do not accept the recommendation made above

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

 CHIEF OFFICER - RESOURCES

Date: 3/11/17





By virtue of paragraph(s) 12, 14 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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