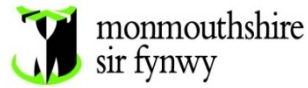


# Public Document Pack



County Hall  
Rhadyr  
Usk  
NP15 1GA

Monday, 21 January 2019

## Notice of meeting

### Adults Select Committee

**Tuesday, 29th January, 2019 at 10.00 am,  
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA**

*Please note that a pre meeting will be held 30 minutes prior to the start of the meeting for members of the committee.*

### AGENDA

| Item No | Item   | Pages     |
|---------|--|-----------|
| 1.      | Apologies for absence  |           |
| 2.      | Declarations of interest   |           |
| 3.      | Public Open Forum  |           |
| 4.      | Capital Strategy Assessment and Capital Budget Proposals 2019/20     | 1 - 52    |
| 5.      | Revenue Budget proposals 2019/20                                     | 53 - 674  |
| 6.      | Month 7 Revenue & Capital Monitoring Report                          | 675 - 708 |
| 7.      | To confirm the minutes of the previous meeting: 23rd October 2018    | 709 - 720 |
| 8.      | To confirm the minutes of the previous meeting: 26th November 2018   | 721 - 734 |
| 9.      | Forward Work Programme   | To Follow |
| 10.     | To note the date and time of next meeting as Tuesday 12th March 2019 |           |

**Paul Matthews**

**Chief Executive / Prif Weithredwr**

MONMOUTHSHIRE COUNTY COUNCIL  
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

D. Blakebrough  
L. Brown  
L. Dymock  
R. Edwards  
M. Groucutt  
R. Harris  
P. Pavia  
J. Pratt  
S. Woodhouse

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### Welsh Language

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# Aims and Values of Monmouthshire County Council

## Our purpose

Building Sustainable and Resilient Communities

### Objectives we are working towards

- Giving people the best possible start in life
- A thriving and connected county
- Maximise the Potential of the natural and built environment
- Lifelong well-being
- A future focused council

## Our Values

**Openness.** We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we'll say so; if it will take a while to get the answer we'll explain why; if we can't answer immediately we'll try to connect you to the people who can help – building trust and engagement is a key foundation.

**Fairness.** We provide fair chances, to help people and communities thrive. If something does not seem fair, we will listen and help explain why. We will always try to treat everyone fairly and consistently. We cannot always make everyone happy, but will commit to listening and explaining why we did what we did.

**Flexibility.** We will continue to change and be flexible to enable delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

**Teamwork.** We will work with you and our partners to support and inspire everyone to get involved so we can achieve great things together. We don't see ourselves as the 'fixers' or problem-solvers, but we will make the best of the ideas, assets and resources available to make sure we do the things that most positively impact our people and places.

## Monmouthshire Scrutiny Committee Guide

### Role of the Pre-meeting

1. Why is the Committee scrutinising this? (background, key issues)
2. What is the Committee's role and what outcome do Members want to achieve?
3. Is there sufficient information to achieve this? If not, who could provide this?
  - Agree the order of questioning and which Members will lead
  - Agree questions for officers and questions for the Cabinet Member

### Questions for the Meeting

#### Scrutinising Performance

1. How does performance compare with previous years? Is it better/worse? Why?
2. How does performance compare with other councils/other service providers? Is it better/worse? Why?
3. How does performance compare with set targets? Is it better/worse? Why?
4. How were performance targets set? Are they challenging enough/realistic?
5. How do service users/the public/partners view the performance of the service?
6. Have there been any recent audit and inspections? What were the findings?
7. How does the service contribute to the achievement of corporate objectives?
8. Is improvement/decline in performance linked to an increase/reduction in resource? What capacity is there to improve?

#### Scrutinising Policy

1. Who does the policy affect ~ directly and indirectly? Who will benefit most/least?
2. What is the view of service users/stakeholders? Do they believe it will achieve the desired outcome?
3. What is the view of the community as a whole - the 'taxpayer' perspective?
4. What methods were used to consult with stakeholders? Did the process enable all those with a stake to have their say?
5. What practice and options have been considered in developing/reviewing this policy? What evidence is there to inform what works?
6. Does this policy align to our corporate objectives, as defined in our corporate plan?
7. Have all relevant sustainable development, equalities and safeguarding implications been taken into consideration? For example, what are *the procedures that need to be in place to protect children*?
8. How much will this cost to implement and what funding source has been identified?
9. How will performance of the policy be measured and the impact evaluated.

### Questions for the Committee to conclude...

Do we have the necessary information to form conclusions/make recommendations to the executive, council, other partners? If not, do we need to:

- (i) Investigate the issue in more detail?
- (ii) Obtain further information from other witnesses – Executive Member, independent expert, members of the local community, service users, regulatory bodies...
- (iii) Agree further actions to be undertaken within a timescale/future monitoring report...

### General Questions....

#### *Empowering Communities*

- How are we involving local communities and empowering them to design and deliver services to suit local need?
- Do we have regular discussions with communities about service priorities and what level of service the council can afford to provide in the future?

#### *Service Demands*

- How will policy and legislative change affect how the council operates?
- Have we considered the demographics of our council and how this will impact on service delivery and funding in the future?

#### *Financial Planning*

- Do we have robust medium and long-term financial plans in place?
- Are we linking budgets to plans and outcomes and reporting effectively on these?

#### *Making savings and generating income*

- Do we have the right structures in place to ensure that our efficiency, improvement and transformational approaches are working together to maximise savings?
- How are we maximising income? Have we compared other council's policies to maximise income and fully considered the implications on service users?
- Do we have a workforce plan that takes into account capacity, costs, and skills of the actual versus desired workforce?

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2 **Recommendations**

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2.1 That Cabinet considers the capital strategy requirements and assesses the preparedness of current practices to satisfy capital strategy compliance obligations for onward endorsement to Council as part of capital strategy report in January 2019.

2.2 That Cabinet considers the annual core capital programme identified in Appendix 2 for 2019-20, together with the additions proposed in paras 6.14 to 6.18,, and issues its draft capital budget proposals for 2019/20 to 2022/23 for consultation purposes.

2.3 That Cabinet reaffirms the principle that during the financial year, any new schemes volunteered can only be added to the programme if the business case demonstrates that they are self-financing or if the scheme is deemed a higher priority than current schemes in the programme and therefore displaces it.

2.4 When considering the relative merits of projects and potential displacement, that Cabinet consider the indicative priority matrix supplied in para 4.15, either endorsing or amending it for onward consideration by full Council.

2.5 That Cabinet considers the extent of proposed sale of assets captured in exempt Appendix 5, in order to support the capital programme, and that once agreed, no further options are considered for these assets.

2.6 That Cabinet note the potential forecast of capital receipt levels, prior to the consideration of using £75,000 of receipts balance to afford condition survey work to update historic condition survey information and a ceiling of capital receipts funding of £300k to assist with the business case affordability of Severn View Residential Home replacement. Any excess of capital receipts generated thereafter is proposed to be applied by Treasury colleagues in a fashion that will mitigate minimum revenue provision costs and interest payments, to assist with revenue budget management. This is a change in capital receipt strategy to that applied in earmarking receipt generation to afford Members tranche A Future Schools aspirations. This will mean that any further school redevelopment will need to derive a greater extent of revenue headroom to afford the prudential borrowing financing of such developments.

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3. **Capital Strategy Summary Considerations**

3.1 The Capital Strategy sets out the council's approach to capital investment over a longer timeframe than is traditional in the 4 year medium term financial plan and will provide a framework through which our resources, and



those matched with key partners, are allocated to help meet strategic priorities.

It is about planning, prioritisation, management and funding and is more informed by the council's consideration of

- Corporate Plan
- Asset Management Plan
- Commercial Investments Strategy
- Treasury Management

These documents are separately considered by Council and current versions are bookmarked as supporting documents.

#### **4. MCC's specific Capital Strategy 2019/20 – 2022/23 Considerations.**

- 4.1 The Capital Strategy will increasingly need to form a key part of the Council's overall Corporate Planning Framework. It provides a mechanism by which capital expenditure and investment decisions are better aligned, over a medium term (four years) planning period with the corporate plan. Service colleagues are quantifying the work necessary to afford Corporate Plan aspirations. This should be completed by the time that actual Capital Strategy is provided for consideration.
- 4.2 The Strategy should also provide a framework by which investment decisions will be made, to include consideration of prioritisation, planning, outcomes, management, funding and monitoring, and is linked to the Council's other strategies and plans.
- 4.3 The key aims of the Capital Strategy are to provide a clear set of objectives and a framework, within the CIPFA codes and statutory legislation, by which new projects are evaluated to ensure that all new funding is targeted at meeting the priorities of the Council.

#### **Prioritisation and Planning Considerations**

- 4.4 Underlying the Capital Strategy is the recognition that the financial resources available to meet Council priorities are constrained by a significant reduction

in financial resources. The Council must therefore continue to rely on capital expenditure that either

- Demonstrably pays for itself through an explicit prudential borrowing business case, or
- Replaces something already in the capital programme, as a higher strategic priority.

4.5 It is also recognised that corporate plan aspirations are predominantly “front facing” service delivery focussed, articulating developments of consequence to the electorate. It won’t cover for instance the regulatory and statutory necessities that are a given in providing services in a professional and reasonable fashion to the ultimate satisfaction of public sector regulatory agents.

4.6 Similarly, the Asset Management Plan (AMP) identifies significant backlog maintenance issues across the Council’s property portfolio. The AMP identifies the necessary investment needed to bring the operational asset stock up to current standards. It is considered that this level of investment is currently unaffordable. The Council’s priority is to dispose of any surplus assets and then prioritise the limited financial resources available via income generation, grant, capital receipts and private sector contributions to maximise outputs with minimal ongoing future revenue costs.

4.7 The wider regeneration of the County relies on housing, highways, education, property investment and employment opportunities, in part funded from private sector investment into new jobs, economic growth and homes. These in turn contribute towards Council funding over the longer term in the form of additional council tax, business rates or land sale receipts. New employment also reduces the reliance upon benefits, creates new economic activity, impacts on the housing market and improves people’s life styles and impacts on wider strategies such as health and social care.

4.8 In order to derive a priority ranking for schemes that is comprehensive and useful into the future, it is necessary to try to anticipate future schemes and demands upon local authorities, examples foreseen include,

- Councils can ascribe to protecting the vulnerable – and traditionally capital expenditure by local authorities tends to be through investment into Council owned or private care facilities that increase service capacity, improve quality, reduce homelessness and where possible mitigate the ongoing revenue costs of care provision for all ages across the County. MCC also has a motivation to support individuals within their communities where appropriate, as an alternative to institutionalised care

- Members acknowledge the sense of promoting employment within the area – Councils can anticipate needing to utilise its own land and property assets with other Government agencies and private developers to create long term employment opportunities.
- Councils retains a significant repairing liability in relation to Highways, and particular Councils, including MCC, also undertake major highway works to trunk roads which is afforded by Welsh Government through an agency arrangement. The sub network, where adopted, remains the direct responsibility of local authorities, and is afforded through specific grant funding and a portion of general capital funding. But also historically there can be pressure to accommodate/manage developer introduced assets once developers have moved on. This can be commonplace in things like community sewer pumping stations that don't discharge into the national network and whose condition and upkeep can be highly variable. Councils have also recently inherited a regulatory responsibility to advise and monitor the provision of sustainable drainage systems (SUDS) in response to reducing risk of flooding, that could be expected to introduce additional cost which can be recharged to developers, but which could be regarded as circular in nature as developers will commonly negotiate down Council's affordable housing requirements on the basis of overall viability of schemes.

Relatedly the Council also oversees Street Lighting & Traffic Control – A significant maintenance backlog has been identified which needs to be addressed. Two tranches of invest to save interest free loans overseen from Welsh Government have been utilised to update lighting columns to more energy efficient facilities, reduce revenue costs of maintenance, energy and carbon tax liabilities, but with loans having to be paid back as the first call on any net savings.

- Other initiatives based on sustainable business plans, to illustratively include:-
  - Reducing its backlog property maintenance liability by rationalising its office accommodation and other operational estate. The rationalisation anticipated to be in the form of moving out of leased / rented accommodation, transforming or integrating services to reduce costs and sales of surplus assets to generate receipts.
  - Investing in schools to improve the asset stock and provide an improved educational environment.
  - Investing in culture and tourism which is a significant part of the Council's aspirations. Culture organisations operate from several Council owned high cost listed buildings so investment will seek to

match against third party funds and move these into the third sector where a sustainable self-funded business plan has been agreed.

- Investing in ICT hardware infrastructure and software on a case by case basis the primary focus being delivering budget savings and providing “state of the art” technologies.

4.9 In the current economic climate financial, public sector resourcing tends to be a limiting factor for Councils, so in common with others, many consider how they may promote future opportunity through various delivery models including its own subsidiary companies e.g. CMC2, Monlife teckal company, energy generation companies, potential development companies, that have access to alternate sources of funding.

Commonly such entities look to address,

- Economic Investment – Councils can seek and deliver projects that generate longer term economic growth alongside the financial benefits. Based on robust business cases, under the oversight of Investment Committee, the Council will continue to make appropriate acquisitions, develop property, retain its existing land for development, transform services or provide business support to assist with the delivery of projects to derive over 3 years a balanced portfolio of investments costing up to £50m total with a basic return on investment test of 2% above financing costs.

4.10 Also in respect of innovative business models, MCC in common with other Councils, retains an active interest in strategic housing matters, but has previously outsourced/released its operational landlord function. This has led to a limited element of past resources being applied to influencing the housing market in the County, whether this being from point of view of releasing land parcels, negotiating affordable housing, or more actively holding equity in limited low cost housing stock around Usk. Should the Council wish to more actively satisfy its aspiration in respect of delivering new homes it may need to consider the creation of a specific Development Company to be able to.

- Safeguard affordable rents
- Offer a mix of products - Rental, for sale, rent to buy
- Influence supported housing needs not delivered by the market, e.g. housing for foster carers, care leavers, older people
- bring private void properties back into use

- more effective use of Council’s land and property assets

Common to Housing stock transfer, the acceptance of WG dowry funding to afford the transfer carried a condition that necessitated the Council’s housing revenue account (HRA) being wound up consequential to a commitment to being no longer a registered social landlord. So it will likely need to consider the merits or otherwise of creating a Housing Development company in facilitating its housing aspirations. This isn’t uncommon, and over a quarter of English authorities, both those with and without HRAs, have established Housing companies to more directly influence housing products whilst deriving an additional income for their parent Council. Martin Tett, housing spokesperson for the Local Government Association, said: *“Councils are setting up housing companies to help plug gaps in their local housing markets. This can aim to help meet the need for affordable homes, move-on accommodation, housing for older people or the provision of good quality private rented homes.”*

4.11 So reflecting upon this multiplicity of considerations as well as Corporate Plan aspirations, potential capital projects could helpfully be pigeonholed into meeting the following criteria: An indicative ranking is volunteered to assist Members’ consideration of the relative priority of projects.

| Aspect   | Indicative Rank |
|--|-----------------|
| Health & safety (life and limb works)  | 1               |
| Legal and Regulatory obligations   | 1               |
| Allow a balanced revenue budget to be set  | 2               |
| Deliver corporate plan priorities  | 2.5             |
| Spend to save – transformational works,  | 3               |
| Spend to earn net income – rents, interest and dividends                         | 3               |
| Create sustainable income streams – business rates and council tax               | 3               |
| Asset management plan outcomes   | 4               |
| Addresses major infrastructure investment  | 4               |
| Attract significant 3 <sup>rd</sup> party or private match funding to the County | 5               |
| Deliver wider economic outcomes  | 5               |
|  |                 |

4.12 This ranking provides a pragmatic attempt to provide a prioritised framework for member consideration to collectively endorse or replace. It seeks to prioritise health and safety and regulatory obligations ahead of corporate plan

aspirations, but also seeks to capture a variety of scenarios that may promote capital spending that meet other strategic ends after addressing its corporate plan considerations.

#### Funding Approach

4.13 In a significant period of public sector funding rationing, Members have previously subscribed to an approach through the year whereby to add a new scheme to the approved programme requires either,

- It to be self-affording in that the financial benefits of such are more than sufficient to meet the ongoing funding costs, and in support of this Council will receive adhoc reports from service managers, very much on a business case by business case basis, to evaluate whether to proceed with such e.g. solar farm considerations, commercial investment programme budget.

OR

- That the importance/priority of the project is perceived higher than something already within the programme and it replaces it. These sort of decisions are more infrequent but as an indication this was the approach that resulted in Property maintenance budget affording the recent work to E block.

Both considerations remain appropriate and sit well within an attempt to provide a priority setting framework for Members from a compliance point of view.

4.14 The Council's capital investment falls within, and needs to comply with, the "Prudential Code for Capital Finance in Local Authorities" (The Code). Under the Code local authorities have greater discretion over the funding of capital expenditure especially with the freedom to determine, within the regulatory framework of the Code, the level of borrowing they wish to undertake to deliver capital plans and programmes.

4.15 There are a range of potential funding sources which can be generated locally either by the Council itself or in partnership with others. Councils will increasingly need to seek new levels of private sector investment to match against its capital programme, this may be in addition to capital receipts from land sales, joint funding opportunities across the private sector or City Region approved funds on a wide range of projects.

4.16 The Strategy is intended to maximise the financial resources available for investment in service provision and improvement within the framework of the MTFP. Whilst at the same time ensuring that each business case has a robust self-sustaining financial model that delivers on the wider outcomes of the strategy.

4.17 The main sources of capital funding available to the Council are summarised as follows:

- **Central Government grants** – Grants are allocated in relation to specific programmes or projects and the Council would seek to maximise in the current economic climate such allocations, developing appropriate projects and programmes which reflect government and partnership led initiatives and agendas but address priority needs in the County e.g. Future schools programme
- **WG Settlement** - The majority of “planned” capital expenditure for maintenance of transport infrastructure and provision of Disabled Facilities are provided by core AEF capital grant.
- **Untapped Developer and other public/private funding** - A growing number of private organisations and finance houses such as pension fund are showing interest in investing in public sector infrastructure when clear joint benefits exist. Each case will be subject to specific financial appraisals and Council approvals. Increasingly the expectation is for Councils to seek contributions from developers / funders towards the provision of public or private assets or facilities. The Council will continue to work with the private sector and its strategic partners e.g. Registered Social Landlords to utilise its redundant assets and vacant land to bring them into a useful economic purpose to facilitate regeneration and employment creation. It will also continue to work with the health providers and other public agencies to consider projects that are to the mutual benefit of all parties and the wider economic impacts to the County and the region.
- **Section 106 funding** - In some cases contributions are received in order to mitigate the impact of their development on communities referred to as Section 106 receipts and commuted maintenance sums for facilities built by developer and adopted by Council. These contributions are usually earmarked for specific purposes in planning agreements and often related to infrastructure projects. Developers may also contribute to Highways Infrastructure through section 38 and 278 agreements to facilitate their development. The Council is committed to working with its subsidiary companies and partners in the development of the County and its services. Various mechanisms provide opportunities to enhance the Council’s investment potential with support and contributions from other third party and local strategic partners. These may range from commissioning / facilitating others to develop services in the County; funding for regeneration projects; and through match funding joint funding of developments.
- **Locally generated funding**
- **Prudential “unsupported” borrowing** – under the Prudential Code the Council has discretion to undertake borrowing providing it can afford the

consequences, and that the expenditure meets capital expenditure definitions. Given the pressure on the Council’s revenue budget in future years, prudent use is appropriate on schemes with a clear financial benefit, such as “invest to save”, or “spend to earn” – such schemes needing to demonstrate providing a net return over and above the borrowing cost inclusive of interest and Minimum Revenue Provision (MRP) which contributes to the overall Council financial position. Such investment requires compliance with the Code’s regulatory framework which requires any such borrowing to be prudent, affordable and sustainable. The Council will make no assessment of property appreciation in affording such business cases such that any benefit will be received on any future sale of assets enhancing its prudent approach.

- **Capital receipts from asset disposals** – the Council has a substantial land and property estate, mainly for operational service requirements and administrative buildings. This “estate” is managed through the Asset Management Plan which identifies property requirements and, where appropriate, properties which are surplus to requirements and which may be disposed of. However capital receipts from asset disposal represents a finite funding source and it is important that a planned and structured manner of disposals is created to support the priorities of the Council. Cash receipts from the disposal of surplus assets are to be used to fund new capital investment or offset future debt or transitional costs, included within the new flexibilities provisions, as and when received.

4.18 As part of the 2019-20 budget setting considerations, forecasts of receipts to be received in future years have been revised to reflect the latest strategic programme of sales. The current prediction of capital receipts for the next 4 years is anticipated as supplied in Appendix 5.

In summary though the following table indicates the cumulative anticipated capital receipt levels before application, at the end of respective financial years.

|   | 2019-20 | 2020-21 | 2021-22 | 2022-23 |
|---|---------|---------|---------|---------|
|   | £'000   | £'000   | £'000   | £'000   |
| Capital Receipt indications for Fin Year ending | 8,144   | 14,001  | 14,766  | 14,531  |
|   |         |         |         |         |

The Council will continue to maintain a policy of not ring-fencing the use of capital receipts to fund new investment in specific schemes or service areas



unless a suitable business case has been considered by asset management working group and endorsed for Council approval. This is consistent with Council's surplus asset policy. Capital receipts have been a significant source of finance in previous financial years, predominantly allowing the newly built Monmouth and Caldicot Comprehensive schools involving £34m capital receipts use. Capital receipts can be utilised to repay existing debt, reducing the capital financing requirement and the extent of minimum revenue provision needing to be afforded. Welsh Government also periodically issue capitalisation directives that allow for traditional revenue expenditure to be afforded by capital receipts usage. For instance, this flexibility is offered in facilitating cross Council working designed to rationalise and share services, it can also in certain circumstance be used to afford redundancy costs where that cost is as a result of wider re-engineering of services. So such receipts can have a role in reducing revenue costs to assist in establishing a balanced budgets. Given a current unbalanced revenue budget and business case for tranche B schools aspiration not yet being available (to be worked on through 2019-20), it is proposed to suspend any significant allocation of capital receipts until those challenges are more explicitly addressed/quantified.

Periodic capital receipts monitoring will continue to be available to Cabinet, and each of the 4 Select Committees, through the financial year.

- **Lease finance** - where alternative funding is not available for vehicles or minor equipment and the revenue budget does not allow for a full capital repayment and there is a robust business case then the option of leasing may be considered. The financing of expenditure by lease needs to take into account;
  - value of expenditure
  - Residual value
  - Life span of equipment matches the funding proposed
  - The equipment to be replaced is part of a rolling programme that covers the whole service area or by type of equipment.

Traditionally the Council has used leasing as a funding source for Leisure equipment replacement and vehicle acquisition, particularly in waste service area with changes to pick up arrangements, and potentially increasing with the expiry of Viridor amenity site management contract where the level of vehicle specificity and equipment demands could reasonably be expected to increase. The Council will utilise operational leases where possible for purchase of minor equipment, IT and vehicles supported by an appropriate robust business case. However changes to financial reporting standards mean that where such operational leases are predominantly for the life of the asset, these should instead be explicit on balance sheet as if they were finance leases in substance

- **Earmarked Reserves** – Earmarked reserves represent a finite one off use resource that have been put aside for a particular purpose. So the IT reserve is commonly used to afford capital IT projects, capital receipts generation reserve is used to part afford the activities of the Corporate landlord service in facilitating sale of assets, and Invest to Save reserve could be used to smooth any peaks and troughs anticipated in a business case to allow them to proceed in affording short term costs for longer term financial benefit and replenishment.
- **Revenue** – Capital expenditure may be funded directly from revenue (CERA – capital expenditure charged to revenue account). In addition to specific revenue funds previously set aside, such as repairs and renewal funds, capital expenditure may be funded by specific revenue budget provision. However, the general pressures on the Council’s revenue budget and council tax levels limits the extent to which this may be utilised on a £ for £ basis as a source of capital funding, instead the focus is more efficiently considered as part of the headroom such capacity brings longer term and recurrently to afford prudential borrowing.

**So how will the Capital Strategy assist in how the Council identifies, programmes and prioritises funding requirements and proposals?**

Management

- 4.19 The capital MTFP and resulting financing costs built into revenue MTFP reflects a steady state approach to capital schemes, in capturing the extent of schemes that have a core recurring amount applied to them annually e.g. DFGs, property services maintenance, county farms maintenance together with those specific schemes that have already received member consideration and approval to proceed, or reflect an agreed multi year commitment through Members slippage considerations.
- 4.20 Consequently any new schemes proposed for future years will need to be an explicit consideration to members, and part of the presentation of such will involve identifying any of the treasury consequences, so that colleagues can more easily recast treasury figures in MTFP if Members chose to accept any proposed projects.
- 4.21 In giving practical effect to Members approved asset strategies, traditionally officer consideration of new schemes has been through asset management group and capital financing group. Both groups have their strengths and weaknesses, but are restrictive in outlook, such that the asset management group tends to look at facilities management rather than wider infrastructure considerations and capital financing group tends to focus on management of existing programme rather than future schemes, so increasingly there are

occasions where asset decisions are proposed by services without regard to either fora.

- 4.22 As it is usual for very similar managers to attend both the asset management and capital working groups, it is proposed to amalgamate them into one for its terms of reference to include a wider asset considerations better able to consider priorities against a backdrop of funding opportunities in the same meeting, utilising a business case approach and evaluating how closely proposals meet the criteria above in para 4.11, to be able to volunteer proposals to full Council for consideration.
- 4.23 It is anticipated a more holistic group involving financial, legal, property and economic expertise will allow the Council to make better use of this internal officer experience supported by external professional advisors where necessary to ensure robust investment decisions are made. It will however need to widen its emphasis to include more than building maintenance priorities, to include highways and infrastructure and to have a more strategic than operational viewpoint in the management of capital programme, such that the combined asset management and capital working group will also consider options available for funding expenditure and how resources may be maximised to generate investment in the area.
- 4.24 The Council employs professionally qualified and experienced staff in senior positions with responsibility for advising on capital expenditure, borrowing and investment decisions. For example, the Head of Finance and Deputy (fulfilling the Council sc151 responsibilities), the Corporate Landlord Head of service, and legal staff are required to hold an appropriate professional qualification and are committed to continuing professional development. Where other Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers and Alder-king as its' commercial investment agent. This approach remains more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.
- 4.25 Members also receive indirectly adhoc updates from finance staff through feedback to resourcing sections of service managers reports, designed to influence the robustness of resource assumptions being made in business cases. They also receive formal periodic updates on the quantum available for investment over the MTFP planning period. It will continue to do this through the periodic monitoring reports in highlighting capital receipt activity, reserve levels and capital scheme progress, and also annually through the Council's budget setting considerations in evaluating settlement information,

coordinating the various income generating aspects, from advising on Council tax levels and facilitating the discretionary fees and charges reports.

- 4.26 Council recently agreed to the provision of an Investments sub Committee to oversee a 3 year £50m Commercial Investment Strategy, reporting activity back through the scrutiny process subsequently. The related Strategy document is bookmarked in Appendices, designed to demonstrate that the strategy application overseen by that Investment Committee has an intended overall balance of risk on a range of projects over timespan, funding mechanism and rate of return, which again is consistent with compliance aspects.
- 4.27 The importance of a capital strategy informing robust Member decision making suggests a heightened discipline from service managers to describe the effective arrangements for the management of proposed capital scheme expenditure including a more resilient assessment of project outcomes and options, budget profiling (where the project extends over multiple financial years), and deliverability risks/assumptions. This will allow for a more useful post project assessment against expected outcomes to review the robustness of planning assumptions. Where the capital expenditure is promoted as an “investment”, in an environment of scarce resourcing, a greater emphasis on a value for money commentary needs to be provided and the safeguards commonly operating around treasury management investments around security, liquidity and yield of investments considerations has been widened to apply to capital investments more generally.
- 4.28 The results of officer activity are intended to assist Members to determine a prudent, affordable and self-sustaining funding policy framework, whilst minimising or mitigating the ongoing revenue implications of any such investment;

#### Governance and Outcomes

- 4.29 The primary purpose of capital governance as well as satisfying public stewardship, is to ensure that available resources are allocated optimally and deliver value for money, and that investment programme planning is, whilst having its own approval process, determined in parallel with the service and revenue budget planning process within the framework of the MTFP, given the common consequence to revenue budgets in providing necessary headroom to facilitate prudential borrowing.
- 4.30 As described briefly above, any new schemes proposed for next year and onward are separately captured as a pressure in the reporting of the proposed Capital programme and any explicit proposals separately shown in treasury

aspect of Revenue MTFP, to allow Members more transparently to consider the choices more explicitly whether to support a scheme or otherwise.

- 4.31 New programmes of expenditure will be appraised along with other investments and grant allocation programmes following a clearly defined gateway process involving the priority ranking above and ultimately volunteered to Members when proposals are robust, outcomes clear and cost certainty exists, or tolerance established for any financial assumptions needing to be made, as to whether certain due diligence work can proceed or where outcomes or financial parameters are outside that agreed with Council, that it needs to be reported back to full Council for continued endorsement or otherwise.
- 4.32 In consideration of compliance adherence, the democratic decision-making and scrutiny processes which provide overall political direction and ensure accountability for the investments in the Capital Programme includes the following aspects,
- The Executive has overall responsibility for the strategic development, management and monitoring of the capital and investment programme directly;
  - Council which is ultimately responsible for considering and approving the Capital Strategy, the Treasury Management Policy, and the subsequent operational Capital Programme;
  - The Audit Committee is responsible for the development and scrutiny of Treasury Management strategy and onward endorsement to full Council, and could be used in a similar fashion in relation to onward endorsement of Capital strategy.
  - An Investment Committee made up of cross party attendance which will oversee the investment portfolio. It will be supported by a technical group of officers from diverse specialisms that will continue to appraise all business plans using independent external advisors if necessary. This will assist the making of investment decisions based on full site investigations, due diligence, a funding package that indicates a net return to the Council , involving full risk and reward assessments, life time costings and component and asset replacement. The Committee will also review existing projects to monitor outcomes against intentions and divest itself of assets where appropriate.
  - As a small variation in the capital programme approval, pragmatically Cabinet has traditionally been used to approve Leisure section 106 refinements/variations to the approved programme during the year as part of its periodic capital monitoring reports

- The Select Committees are responsible for assessing the quality of monitoring activities for their portfolios during the year
- All projects are required to following the Constitution requirements agreed by Members, including the procurement arrangements, standing orders and financial regulations.
- Directorate Management Teams sponsor, advocate and oversee the preparation of business cases for forward consideration by asset management and capital programme working group prior to sign off and for submission to Members either in the form of report to Investment Sub Committee or full Council for approval or otherwise;
- Specific Project boards of management groups with wide ranging membership to oversee significant development projects as required e.g. Future schools project board.
- The Chief Finance Officer responsibilities extend to reporting to management team colleagues and Members ultimately on the sustainability and affordability of investment decisions having regard to the Council's financial position. The role is also fairly unique within Councils in holding a fiduciary duty on the quality of financial administration to the electorate.

These arrangements are consistent with compliance requirements.

## **5. Business Case Consideration and Evaluation**

- 5.1 For projects and programmes, the business cases submitted will need to be increasingly clearer about the investment levels required, source of funding, outcomes to be delivered, risk assessments, appropriate due diligence, repayment mechanisms, revenue impacts and full lifetime costings. At present, given the newness of capital strategy there isn't a wealth of assessment practice available to volunteer a tested approach for Members to consider in this particular area as yet.
- 5.2 Future monitoring of the programmes will need to include more rigorous expenditure profiling, outcome achievements, delivery against timetable, returns, risk assessments and completion reviews undertaken for each project by responsible service officer, to consider any lessons learned and opportunities to further refine the assessment process.
- 5.3 The existing separation of responsibilities remain fit for purpose with periodic capital programme reports continuing to be submitted to Cabinet that identify changes within the programme to reflect;
- Rescheduling and anticipated delays in programme delivery

- Virements between schemes and programmes to maximise delivery as per delegations captured in Financial Regulations section of Constitution.
- Revisions to spend profile and funding to ensure ongoing revenue costs are minimised.
- Monitor the funding of the programme

The approval of the Capital programme remains with full Council for the following,

- New resource allocations
- Projects reduced or removed
- Capital receipts generated

- 5.4 The Council has recently approved a £50million commercial investment fund to be managed by an Investment Committee over a 3 year period. To date the Council has acquired the Castlegate business site in Caldicot area.
- 5.5 Business case reports will be received by Investment Committee to consider new activity or refine existing portfolio. Economy & Development Select Committee, in annually reviewing such activity, will have access to the external commercial investments made, their justification, progress on outcomes and other key issues and risks arising that may require future actions.
- 5.6 All projects will need to reflect the full development costs including purchase, taxes SDLT at the applicable rates and a level of fees to cover due diligence, full site surveys, legal and other transactional costs. Business cases will also need to include all lifetime maintenance, management costs and income from the proposals. Where necessary, specialist advice and support will be taken.
- 5.7 It is anticipated that the programme involves tangible asset creation for the Council, considering a range of purchase, lease and loan funding. These cash flows will be based on a determined Internal Rate of Return (IRR). The balanced portfolio approach will ensure an overall net average return reflecting some investments will yield higher returns than others, but the key investment metric is that any investment needs to provide a net return more than sufficient to cover its financing costs after its asset life costing.
- 5.8 Projects will be balanced to size of the initial project cost, sector, priority regeneration outcomes and financial returns delivered. Interest rates and borrowing related to projects will be informed by useful asset life.
- Monmouthshire's interest in Commercial Investments is at an early stage. Illustration of the sorts of investments other Councils have involved themselves in include,

- General commercial sectors e.g. office, industrial, retail, distribution, parking, hospitality
- Specific sectors that enhance the growth of other partners, e.g. Councils can commonly look at life sciences in partnership with Health and Universities, or in respect of South East Wales particularly City Deal has exhibited an interest in semiconductor technology to incentive business ingress.
- Consideration of a range of finance structures to spread risks including the Council's own subsidiary companies e.g. Community Interest Companies, Teckals, private company limited by share.
- Range of financial returns, both in revenue income to the County but also investment rate of return.
- Range of outcomes to include new employment, growth, floor space etc.
- Range of asset ownerships to maximise the longer term benefits, buy outright, community ownership, rent and lease.

These catalysts provide much of the rationale for the creation of the Commercial Investments Strategy, which is bookmarked as a background paper.

- 5.9 The Council will adopt a rigorous approach to enforcement of terms relating to investments. It will seek the appropriate advice in the event that terms are not being adhered to and take the appropriate action to recover its funds or divest itself of investment where returns are not sufficient to cover costs.
- 5.10 Currently the strategic focus on investments is towards the creation and ownership of “bricks and mortar” assets, rather than investment in equity based assets. A new international financial reporting standards (IFRS9) affects Equity and financial based instruments, and requires an annual valuation affecting the balance sheet and gains or losses immediately passported to the Revenue Account. This has the potential of creating a greater volatility upon reporting, and so is perhaps better considered after the Council has developed its expertise and skill in commercial property management.



## **6. SPECIFIC CAPITAL MTFP CONSEQUENCES 2019-20**

- 6.1 Councils are required to have a capital strategy for financial year 2019-20, and it is anticipated formal strategy will come before Council in due course.. However, whilst the focus of this report reflects an assessment of preparedness against Capital Strategy requirements, initial capital budget proposals for 2019-20 need to reflect an enhanced capital strategy discipline, hence the exploration of planning, priority setting and governance within a strategic context.
- 6.2 The following section outlines the proposed capital budget for 2019/20 and the indicative capital budgets for the three years 2020/21 to 2022/23.

### **Key Strategic Issues:**

- 6.3 The capital MTFP put in place in the face of an ever reducing resource base from Welsh Government has been reviewed. The strategy going forward will need to have regard for 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 automatic allowance has yet been made in relation to a tranche B programme that is currently being considered by Welsh Government, nor any other new capital priorities.
  - For the last 2 financial years the budget discussions has resulting in an extra £300k per annum being directed to Disabled Facilities Grants to address backlog issues. Consequently the 2019/20 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, priorities to be decided by maintenance colleagues, however condition survey information tends to be historic in nature.
  - Similarly the County farms maintenance programme is based on a set allocation per annum, with priorities being informed by officer consideration rather than rolling programme condition surveys.
  - Budget for Area Management of £20k in the programme hasn't been utilised to degree originally intended when incorporated by full Council and could be further reduced or cut in the face of other pressures.
  - The provisional settlement maintains effectively a standstill funding position in respect of core capital grant and supported borrowing for

2019/20. This has presumed to continue at the same levels 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 receipt generation to assist Members strategic choice.

### **Key Capital MTFP issues**

6.4 The four year capital programme is reviewed annually and updated to take account of any new information that is relevant.

6.5 The Council's Tranche A Future schools programme is coming to a successful conclusion. 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.

6.6 As part of 2017-18 budget deliberations, Members requested the effect of 5 additional priorities be modelled and annual financing headroom of £500k added to the revenue treasury budget to afford any related debt repayments. By the start of Members 2019-20 budget deliberations, these schemes have all crystallised and been added explicitly to the capital programme during current year, namely,

- 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 has outstripped the annual budget. Members ultimately chose supplement the core DFG commitment by £300k pa, in each of last 2 years.
- 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 occurred in January 2018. The potential impact on individual authority budgets has been 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 (based on 6.1% relative population) over the 10 years since inception is likely to be

|         |         |
|---------|---------|
| 2017-18 | £1,487k |
|---------|---------|

|         |        |
|---------|--------|
| 2018-19 | £1,088 |
|---------|--------|

Contributions predicted, and subsumed within the forthcoming MTFP window

| Year | Amount |
|------|--------|
|------|--------|

|         |       |
|---------|-------|
| 2019-20 | £311k |
|---------|-------|

|         |       |
|---------|-------|
| 2020-21 | £311k |
|---------|-------|

|         |       |
|---------|-------|
| 2021-22 | £489k |
|---------|-------|

|         |       |
|---------|-------|
| 2022-23 | £489k |
|---------|-------|

Contributions predicted following the MTFP window

|         |       |
|---------|-------|
| 2023-24 | £800k |
|---------|-------|

|         |       |
|---------|-------|
| 2024-25 | £800k |
|---------|-------|

|         |       |
|---------|-------|
| 2025-26 | £799k |
|---------|-------|

|         |       |
|---------|-------|
| 2026-27 | £799k |
|---------|-------|

|       |         |
|-------|---------|
| Total | £7,372k |
|-------|---------|

- J and E Block – E block was completed during 2017-18 and social care colleagues are in occupation. A J block report was considered by full Council recently and the budget supplemented by £1.3m to existing £1m budget, funded by prudential borrowing, and afforded by savings within the central accommodation budget financing the debt repayments.

MRP is presumed to start in the year after the contribution is made, and in all cases above, an asset life of 25 years has been presumed:.

- 6.7 As in previous years, service managers have supplied the pressures indicated in Appendix 1. There is a role for asset management working group to gatekeep more up to date pressures, recognising that many have not been updated since the 2017-18 budget setting process. These will increasingly need to form the Council's capital budget deliberations going forward, and during this review it has become apparent that the periodic condition survey of assets has been on decline, as resources have been used for physical repair work. In the environment of more robust capital strategy considerations, this is felt to be an oversight. Notwithstanding this, given the extent of pressures volunteered,

pragmatically there will always remain a considerable number of pressures that will sit outside of any potential to fund them within the forthcoming Capital programme and this has significant risk associated with it. Cabinet have previously accepted this risk and agreed to considering proposals in the form of business cases that are either demonstrably self-affording or displaces an existing commitment as a higher, more urgent, priority.

6.8 In summary the following other issues and pressures have been identified:

- Long list of back log pressures remain out of date and without indication of when work is required – 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, operational services, 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 finite 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 afforded by the IT reserve in the programme.
- Base interest rates are anticipated to increase by 0.05% before the end of the calendar year. An upward trend in such, places a higher emphasis on assessing the merits of switching a proportion of short term recurring borrowing with equivalent longer term (fixed rate) deals. Such pressures are 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.

#### **Available capital resources**

6.9 Traditionally Members have been focussed on utilising any available receipts on affording its Future schools aspirations. The 2 secondary school tranche A schemes are operational with a minority of expenditure is still being incurred around groundworks, some demolition and payment of retentions. Members may remember on the basis of original £80m programme that the Council's share was anticipated to be afforded by £32m receipts and £8m prudential

borrowing. This was adjusted when programme identified an extra £11m costs, such that current prediction is to have utilised £34m capital receipts with remainder of Council share afforded by borrowing.

- 6.10 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. The table below illustrates the cumulative balance on the useable capital receipts reserve over the period 2018/19 to 2022/23 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. Further detail is provided in Appendix 4.

| <b><u>GENERAL RECEIPTS</u></b>  | <b>2018/19</b> | <b>2019/20</b> | <b>2020/21</b> | <b>2021/22</b> | <b>2022/23</b> |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|
|                                 | <b>£000</b>    | <b>£000</b>    | <b>£000</b>    | <b>£000</b>    | <b>£000</b>    |
| <b>Balance as at 31st March</b> | <b>3,630</b>   | <b>8,144</b>   | <b>14,001</b>  | <b>14,766</b>  | <b>14,531</b>  |

- 6.11 The above table illustrates a surplus of receipts anticipated over the next MTFP window. There remains a significant risk in utilising receipts in the year they are anticipated, as 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.

- 6.12 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
- Implementation of County Farms strategy

6.13 The detailed core capital programme proposals are included in Appendix 2, and in summary form relate to

| Capital Budget Summary 2019/20 to 2022/23 |                     |                     |                    |                    |
|---|---------------------|---------------------|--------------------|--------------------|
|   | Total Budget        | Indicative Budget   | Indicative Budget  | Indicative Budget  |
|   | 2019/20             | 2020/21             | 2021/22            | 2022/23            |
| Asset Management Schemes                  | 18,595,944          | 18,595,943          | 1,929,277          | 1,929,277          |
| School Development Schemes                | 800,000             | 50,000              | 50,000             | 50,000             |
| Infrastructure & Transport Schemes        | 2,240,740           | 2,240,740           | 2,240,740          | 2,240,740          |
| Regeneration Schemes                      | 385,941             | 310,500             | 489,100            | 489,100            |
| County Farms Schemes                      | 300,773             | 300,773             | 300,773            | 300,773            |
| Inclusion Schemes                         | 850,000             | 850,000             | 850,000            | 850,000            |
| ICT Schemes                               | 0                   | 0                   | 0                  | 0                  |
| Vehicles Leasing                          | 1,500,000           | 1,500,000           | 1,500,000          | 1,500,000          |
| Other Schemes                             | 85,892              | 70,000              | 70,000             | 70,000             |
| <b>TOTAL EXPENDITURE</b>                  | <b>24,759,290</b>   | <b>23,917,956</b>   | <b>7,429,890</b>   | <b>7,429,890</b>   |
| Supported Borrowing                       | (2,403,000)         | (2,403,000)         | (2,403,000)        | (2,403,000)        |
| Unsupported (Prudential) Borrowing        | (18,352,167)        | (17,977,166)        | (1,489,100)        | (1,489,100)        |
| Grants & Contributions                    | (1,913,441)         | (1,463,000)         | (1,463,000)        | (1,463,000)        |
| Reserve & Revenue Contributions           | (15,999)            | (15,999)            | (15,999)           | (15,999)           |
| Capital Receipts                          | (574,683)           | (558,791)           | (558,791)          | (558,791)          |
| Vehicle Lease Financing                   | (1,500,000)         | (1,500,000)         | (1,500,000)        | (1,500,000)        |
| <b>TOTAL FUNDING</b>                      | <b>(24,759,290)</b> | <b>(23,917,956)</b> | <b>(7,429,890)</b> | <b>(7,429,890)</b> |
| <b>(SURPLUS) / DEFICIT</b>                | <b>0</b>            | <b>0</b>            | <b>0</b>           | <b>0</b>           |

The following has not been added to the programme yet, pending Member consideration.

Additional Projects proposed for 2019-20

6.14 In light of the ranking of health and safety works and upon considerations of capital pressures submitted conversation with repair colleagues suggest health & safety and regulatory work in the form of disability adaptations to corporate premise, radon remedial work and school kitchen work can be treated as priorities within existing capital maintenance programmes. However given the age of condition survey work to inform work programmes and health & safety considerations, it is proposed, as a 1 year pilot, to create a £75k survey budget, afforded from capital receipt balance, to improve the quality of information available to Members in their prioritisation deliberations.

- 6.15 A recent report received by Adult Select Committee involved an initial assessment of the need for a replacement of Severn View residential home, which is coming to the end of its natural economic life and not easily renovated. The business case remained unbalanced, but colleagues intend to review cost quotes and the indicative capital receipt valuation of the surplus Severn View site. The final proposal is being prepared for full Council in the same timeframe as this report. Without second guessing the subsequent decision, for capital planning purposes, Members are asked to earmark a maximum of £300k capital receipts to assist with business plan affordability, at the discretion of Head of Resources who also occupies the interim sc151 responsibility.
- 6.16 Members have received a report concerning the waste service and the need to segregate waste streams. This had implications on the replacement of waste vehicle fleet. The existing fleet is coming to end of useful of life and is regarded as having no material residual value. The cost of this fleet procurement is £4.2m, the knock on financing over 8 year lifespan is £567k per annum (£525k minimum revenue provision per annum plus £42k interest). It is afforded through a budget virement from waste of £473k per annum, plus £95k addition to Treasury budget in 2019-20 as a revenue MTFP pressure.
- 6.17 Whilst not regarded as a new project per se, it also proposed to split the £1.9m capital repair works budget more explicitly between direct cost of works and the staff recharges. Traditionally the Property services team has not been core funded, requiring its work to be recharged to revenue and capital schemes. Initially that budget will be split 88:12 between works and fees, but the expenditure will reflect the actual situation in an attempt to give members a better understanding of the actual works being progressed annually. From a budget monitoring point of view, the activity will still need to be managed within £1.9m overall annual budget award.

## **7. REASONS:**

- 7.1 To provide an opportunity for consultation on the capital budget proposals.

## **8. RESOURCE IMPLICATIONS:**

- 8.1 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.

## **9. FUTURE GENERATIONS ASSESSMENT AND EQUALITY IMPLICATIONS:**

- 9.1 Capital budgets which impact on individuals with protected characteristics, most notably renovation grants and access for all budgets are being maintained at their core levels.

9.2 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

9.3 The actual impacts from this report's recommendations will be reviewed on an ongoing basis by the Capital Working Group.

## **10. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

None

## **11. CONSULTEES:**

Senior Leadership Team

All Cabinet Members

Head of Legal Services

Head of Finance

## **12. APPENDICES:**

Appendix 1 – Capital MTFP pressures

Appendix 2 – Capital budget summary programme 2019/20 to 2022/23

Appendix 3 – Forecast capital receipts 2018/19 to 2022/23

Appendix 4 – – Capital receipts risk factors

Appendix 5 (exempt) - – Capital receipts risk factors

Appendix 6 – Corporate Plan (22 for 22)

Appendix 7 – Future Generations Assessment

## **13. BACKGROUND PAPERS:**

List of planned capital receipts: Exempt by virtue of s100 (D) of the Local Government Act 1972

Asset Management Strategy incl. County Farms Strategy

Commercial Investments Strategy

Treasury management Strategy



**14. AUTHOR:**

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## Appendix 1 – Capital MTFP pressures

| Description of Pressure   | Forecast Cost | Date last 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 last 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            | Deb Hill Howells               |
| <p><b>Disabled adaptation works to public buildings</b> required under disability discrimination legislation.</p>  | 7,200,000     | Dec 16            | Deb Hill Howells               |
| <p><b>School Traffic Management Improvements</b> - based on works carried out on similar buildings.</p>  | 250,000       | Dec 16            | Deb Hill Howells               |
| <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            | Deb Hill Howells               |
| <p><b>School fencing improvements</b></p>  | 68,000        | Dec 16            | Deb Hill Howells/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            | Deb Hill Howells               |
| <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            | Deb Hill Howells               |

| Description of Pressure  | Forecast Cost | Date last 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 DDA (car parks)</p>   | 1,200,000     | Dec 16            | Richard Cope                   |
| <p><b>Disabled Facilities Grants (DFGs)</b> – For the last 2 years the DFG's budget has been supplemented by £300k per annum.</p>  | 200,000       | Sep 18            | 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/ reprovision 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 reprovisioning</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                   |

| Description of Pressure   | Forecast Cost      | Date last updated | Responsible Officer / Champion |
|---|--------------------|-------------------|--------------------------------|
| <b>Severn View Care Facility renewal</b>  | ?                  |                   | Colin Richings                 |
| <b>Future Schools Tranche B – Replacement of King Henry VIII Comprehensive school.</b><br><br>Total cost indicated as £40m, funding split 50:50 WG:MCC. Pressure included for net   | 20,000,000         | Jul 18            | Will McLean                    |
| <b>Total Pressures</b>  | <b>161,287,000</b> |                   |                                |
| Description of Pressure   | Forecast Cost      | Date Updated      | Responsible Officer / Champion |
| <b>Capital investment for revenue savings</b>   |                    |                   |                                |
| <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 | 1,000,000          | Dec 16            | Ian Saunders                   |
| <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  | ?                  |                   | Will McLean/Nikki Wellington   |
|   |                    |                   |                                |

## Capital Budget Summary 2019/20 to 2022/23

|  | Total Budget 2019/20 | Indicative Budget 2020/21 | Indicative Budget 2021/22 | Indicative Budget 2022/23 |
|--|----------------------|---------------------------|---------------------------|---------------------------|
| Property Maintenance                                 | 1,889,552            | 1,889,552                 | 1,889,552                 | 1,889,552                 |
| Upgrade School Kitchens                              | 39,725               | 39,725                    | 39,725                    | 39,725                    |
| Asset Investment Fund                                | 16,666,667           | 16,666,666                |                           |                           |
| <b>Asset Management Schemes</b>                      | <b>18,595,944</b>    | <b>18,595,943</b>         | <b>1,929,277</b>          | <b>1,929,277</b>          |
| Access for all                                       | 50,000               | 50,000                    | 50,000                    | 50,000                    |
| Monmouth High 21c school provision                   | 750,000              | 0                         | 0                         | 0                         |
| <b>School Development Schemes</b>                    | <b>800,000</b>       | <b>50,000</b>             | <b>50,000</b>             | <b>50,000</b>             |
| Footway Reconstruction                               | 190,453              | 190,453                   | 190,453                   | 190,453                   |
| Street Lighting Defect Column Programme              | 171,408              | 171,408                   | 171,408                   | 171,408                   |
| Reconstruction of bridges & retaining walls          | 449,041              | 449,041                   | 449,041                   | 449,041                   |
| Safety fence upgrades                                | 76,181               | 76,181                    | 76,181                    | 76,181                    |
| Signing upgrades & disabled facilities               | 38,091               | 38,091                    | 38,091                    | 38,091                    |
| Flood Allievation Schemes                            | 11,427               | 11,427                    | 11,427                    | 11,427                    |
| Structural Repairs - PROW                            | 38,091               | 38,091                    | 38,091                    | 38,091                    |
| Carriageway resurfacing                              | 1,136,540            | 1,136,540                 | 1,136,540                 | 1,136,540                 |
| Road safety & trafficman programme                   | 129,508              | 129,508                   | 129,508                   | 129,508                   |
| <b>Infrastructure &amp; Transport Schemes</b>        | <b>2,240,740</b>     | <b>2,240,740</b>          | <b>2,240,740</b>          | <b>2,240,740</b>          |
| Capital Region City Deal                             | 310,500              | 310,500                   | 489,100                   | 489,100                   |
| Section 106 schemes 90752-90858 & 97362 & 98881 & 97 | 75,441               |                           |                           |                           |
| <b>Regeneration Schemes</b>                          | <b>385,941</b>       | <b>310,500</b>            | <b>489,100</b>            | <b>489,100</b>            |
| County Farms Maintenance                             | 300,773              | 300,773                   | 300,773                   | 300,773                   |
| <b>County Farms Schemes</b>                          | <b>300,773</b>       | <b>300,773</b>            | <b>300,773</b>            | <b>300,773</b>            |
| Disabled Facilities Grant                            | 600,000              | 600,000                   | 600,000                   | 600,000                   |
| Access For All                                       | 250,000              | 250,000                   | 250,000                   | 250,000                   |
| <b>Inclusion Schemes</b>                             | <b>850,000</b>       | <b>850,000</b>            | <b>850,000</b>            | <b>850,000</b>            |
| <b>ICT Schemes</b>                                   | <b>0</b>             | <b>0</b>                  | <b>0</b>                  | <b>0</b>                  |
| <b>Vehicles Leasing</b>                              | <b>1,500,000</b>     | <b>1,500,000</b>          | <b>1,500,000</b>          | <b>1,500,000</b>          |
| County Farms Fixed Asset Disposal Costs              | 65,892               | 50,000                    | 50,000                    | 50,000                    |
| Area Management                                      | 20,000               | 20,000                    | 20,000                    | 20,000                    |
| <b>Other Schemes</b>                                 | <b>85,892</b>        | <b>70,000</b>             | <b>70,000</b>             | <b>70,000</b>             |
| <b>TOTAL EXPENDITURE</b>                             | <b>24,759,290</b>    | <b>23,917,956</b>         | <b>7,429,890</b>          | <b>7,429,890</b>          |
| Supported Borrowing                                  | (2,353,000)          | (2,353,000)               | (2,353,000)               | (2,353,000)               |
| Supported Borrowing                                  | (50,000)             | (50,000)                  | (50,000)                  | (50,000)                  |
| <b>Supported Borrowing</b>                           | <b>(2,403,000)</b>   | <b>(2,403,000)</b>        | <b>(2,403,000)</b>        | <b>(2,403,000)</b>        |
| Unsupported (Prudential) Borrowing                   | (375,000)            |                           |                           |                           |
| Unsupported (Prudential) Asset Investment Fund       | (16,666,667)         | (16,666,666)              |                           |                           |
| Unsupported (Prudential) Capital Region City Deal    | (310,500)            | (310,500)                 | (489,100)                 | (489,100)                 |
| Unsupported (Prudential) Borrowing                   | (1,000,000)          | (1,000,000)               | (1,000,000)               | (1,000,000)               |
| <b>Unsupported (Prudential) Borrowing</b>            | <b>(18,352,167)</b>  | <b>(17,977,166)</b>       | <b>(1,489,100)</b>        | <b>(1,489,100)</b>        |
| <b>Grants &amp; Contributions</b>                    | <b>(1,913,441)</b>   | <b>(1,463,000)</b>        | <b>(1,463,000)</b>        | <b>(1,463,000)</b>        |
| <b>IT Reserve</b>                                    | <b>0</b>             | <b>0</b>                  | <b>0</b>                  | <b>0</b>                  |
| <b>Capital Investment Reserve</b>                    | <b>(15,999)</b>      | <b>(15,999)</b>           | <b>(15,999)</b>           | <b>(15,999)</b>           |
| <b>Invest to Redesign Reserve</b>                    | <b>0</b>             | <b>0</b>                  | <b>0</b>                  | <b>0</b>                  |
| <b>Reserve &amp; Revenue Contributions</b>           | <b>(15,999)</b>      | <b>(15,999)</b>           | <b>(15,999)</b>           | <b>(15,999)</b>           |
| <b>Capital Receipts</b>                              | <b>(574,683)</b>     | <b>(558,791)</b>          | <b>(558,791)</b>          | <b>(558,791)</b>          |
| <b>Vehicle Lease Financing</b>                       | <b>(1,500,000)</b>   | <b>(1,500,000)</b>        | <b>(1,500,000)</b>        | <b>(1,500,000)</b>        |
| <b>TOTAL FUNDING</b>                                 | <b>(24,759,290)</b>  | <b>(23,917,956)</b>       | <b>(7,429,890)</b>        | <b>(7,429,890)</b>        |
| <b>(SURPLUS) / DEFICIT</b>                           | <b>0</b>             | <b>0</b>                  | <b>0</b>                  | <b>0</b>                  |

| <b>Forecast Useable Capital Receipts</b>   |                |                |                |                |                |
|--|----------------|----------------|----------------|----------------|----------------|
| Amounts in excess of £10,000 are categorised as capital receipts. The balance of receipts is required to be credited to the Useable Capital Receipts Reserve, and can then only be used for new capital investment or set aside to reduce the Council's borrowing requirement. |                |                |                |                |                |
| The forecast movement on the reserve based on forecast capital receipts and the budgeted application of capital receipts to support the financing of the Authority's capital programme is  |                |                |                |                |                |
| <b>GENERAL RECEIPTS</b>  | <b>2018/19</b> | <b>2019/20</b> | <b>2020/21</b> | <b>2021/22</b> | <b>2022/23</b> |
|  | <b>£000</b>    | <b>£000</b>    | <b>£000</b>    | <b>£000</b>    | <b>£001</b>    |
| Balance as at 1st April  | 3,400          | 3,630          | 8,144          | 14,001         | 14,766         |
| Less: capital receipts used for financing  | (1,014)        | (575)          | (559)          | (559)          | (559)          |
| Less: capital receipts used for financing Monmouth, Caldicot and Welsh medium 21c school provision   | (10,181)       | 0              | 0              | 0              | 0              |
| Capital Receipts Received  | 602            | 0              | 0              | 0              | 0              |
|  | (7,194)        | 3,055          | 7,586          | 13,442         | 14,207         |
| Capital receipts Forecast  | 10,660         | 4,925          | 6,251          | 1,160          | 160            |
| Deferred capital receipts - General  | 4              | 4              | 4              | 4              | 4              |
| - Morrisons  | 160            | 160            | 160            | 160            | 160            |
| Less: capital receipts set aside:  | 0              | 0              | 0              | 0              | 0              |
| <b>Balance as at 31st March</b>  | <b>3,630</b>   | <b>8,144</b>   | <b>14,001</b>  | <b>14,766</b>  | <b>14,531</b>  |
| <b>LOW COST HOME OWNERSHIP AND HOMEFINDER RECEIPTS</b>   | <b>2018/19</b> | <b>2019/20</b> | <b>2019/20</b> | <b>2021/22</b> | <b>2022/23</b> |
|  | <b>£000</b>    | <b>£000</b>    | <b>£000</b>    | <b>£000</b>    | <b>£000</b>    |
| Balance as at 1st April  | 143            | 109            | 109            | 109            | 109            |
| Less: capital receipts used for financing  | (34)           | 0              | 0              | 0              | 0              |
|  | 109            | 109            | 109            | 109            | 109            |
| Capital receipts Received / Forecast   | -              | -              | -              | -              | -              |
| <b>Balance as at 31st March</b>  | <b>109</b>     | <b>109</b>     | <b>109</b>     | <b>109</b>     | <b>109</b>     |
| Total Receipts b/f   | 3,543          | 3,739          | 8,253          | 14,110         | 14,875         |
| Total Receipts c/f   | 3,739          | 8,253          | 14,110         | 14,875         | 14,640         |



| <b>Capital Receipts Summary and Risk Factors</b>                                       |   |                  |                  |                |                                |
|--|---|------------------|------------------|----------------|--------------------------------|
| The analysis below provides a summary of the receipts and the respective risk factors: |   |                  |                  |                |                                |
| <b>Capital Receipts Risk Factor</b>  | <b>2019/20</b>  | <b>2020/21</b>   | <b>2021/22</b>   | <b>2022/23</b> | <b>Certainty of Completion</b> |
|  | <b>£</b>  | <b>£</b>         | <b>£</b>         | <b>£</b>       | <b>%</b>                       |
| <b>Education Receipts</b>  |   |                  |                  |                |                                |
| Low / completed  | 0   | 0                | 0                | 0              | 0.0%                           |
| Medium   | 100,000   | 0                | 0                | 0              | 100.0%                         |
| High   | 0   | 0                | 0                | 0              | 0.0%                           |
| <b>Total Education Receipts</b>  | <b>100,000</b>  | <b>0</b>         | <b>0</b>         | <b>0</b>       | <b>100,000</b>                 |
| <b>County Farm Receipts</b>  |   |                  |                  |                |                                |
| Low / completed  | 0   | 0                | 0                | 0              | 0%                             |
| Medium   | 1,400,000   | 0                | 0                | 0              | 100%                           |
| High   | 0   | 0                | 0                | 0              | 0%                             |
| <b>Total County Farm Receipts</b>  | <b>1,400,000</b>  | <b>0</b>         | <b>0</b>         | <b>0</b>       | <b>1,400,000</b>               |
| <b>General Receipts</b>  |   |                  |                  |                |                                |
| Low / completed  | 160,000   | 160,000          | 160,000          | 160,000        | 76.2%                          |
| Medium   | 200,000   | 0                | 0                | 0              | 23.8%                          |
| High   | 0   | 0                | 0                | 0              | 0.0%                           |
| <b>Total General Receipts</b>  | <b>360,000</b>  | <b>160,000</b>   | <b>160,000</b>   | <b>160,000</b> | <b>840,000</b>                 |
| <b>Strategic Accommodation Review</b>  |   |                  |                  |                |                                |
| Low / completed  | 0   | 0                | 0                | 0              | 0.0%                           |
| Medium   | 0   | 0                | 0                | 0              | 0.0%                           |
| High   | 0   | 0                | 0                | 0              | 0.0%                           |
| <b>Total Strategic Accommodation Receipts</b>  | <b>0</b>  | <b>0</b>         | <b>0</b>         | <b>0</b>       | <b>-</b>                       |
| <b>Dependent on Outcome of LDP</b>   |   |                  |                  |                |                                |
| Low / completed  | 0   | 0                | 0                | 0              | 0.0%                           |
| Medium   | 3,065,000   | 6,091,200        | 1,000,000        | 0              | 100.0%                         |
| High   | 0   | 0                | 0                | 0              | 0.0%                           |
| <b>Total LDP Receipts</b>  | <b>3,065,000</b>  | <b>6,091,200</b> | <b>1,000,000</b> | <b>0</b>       | <b>10,156,200</b>              |
| <b>TOTALS</b>  |   |                  |                  |                |                                |
| Low / completed  | 160,000   | 160,000          | 160,000          | 160,000        | 5.1%                           |
| Medium   | 4,765,000   | 6,091,200        | 1,000,000        | 0              | 94.9%                          |
| High   | 0   | 0                | 0                | 0              | 0.0%                           |
| <b>Total Capital Receipts Forecasted / Received</b>                                    | <b>4,925,000</b>  | <b>6,251,200</b> | <b>1,160,000</b> | <b>160,000</b> | <b>12,496,200</b>              |
| <b>Risk Factor key:</b>  |   |                  |                  |                |                                |
| <b>High</b>  | - External factors affecting the potential sale that are out of Authority control |                  |                  |                |                                |
| <b>Medium</b>  | - Possible risk elements attached but within Authority ability to control         |                  |                  |                |                                |
| <b>Low</b>   | - No major complications are foreseen for the transaction                         |                  |                  |                |                                |

SUPPLIED SEPARATELY AS EXEMPT FROM PUBLIC PUBLICATION

**CORPORATE PLAN (22 for 22)**

The Council invests in future schools

*Conclude comprehensive redevelopment of new secondary school with community leisure facilities in Monmouth*

*Commence Abergavenny school redevelopment*

*Develop 'Band C' proposals for the re-provision of secondary learning in the Chepstow area*

The Council has a plan for raising standards in schools

*Continue to raise standards in education including STEM subjects (science, technology, engineering and maths)*

*Ongoing focus on vulnerable learners*

*Convening school industry partnerships*

The Council carries out a strategic education review

*Implement the findings and recommendations of the independent Additional Learning Needs Review*

*Review of Catchment and Nearest School Policy*

*Review of Home to School Transport*

*Review and develop leadership structures across schools*

The Council implements a model of early intervention and prevention for children and families

*Integrate preventative children and family services within each locality into one prevention focused function*

*Provide services that meet mental health and emotional well-being including the Face2Face counselling scheme*

*Promote active lifestyles through activities such as The Daily Mile*

The Council ensures permanent accommodation and support for looked after children

*Work with regional partners to increase the numbers of children who are adopted in a timely way*

*Increase the number of Monmouthshire foster carers*

The Council delivers on social justice, better prosperity and reducing inequality

*Promote equality and diversity and ensure opportunities are genuinely available to all*

*Reduce child poverty and social isolation and improve economic inclusion*

*Advance social justice and well-being through Asset Based Community Development*

*Work with business to create and deliver a new strategy focused on increasing competitiveness, productivity and innovation*

*Develop incentives and support to encourage indigenous business growth and inward investment*

*Develop more employment opportunities for young people to reduce the numbers leaving the county*

*Ensure planning policies and land allocations for employment uses enable appropriate growth sectors.*

The Council enables connected and caring communities supporting people to live independently

|   |
|---|
| <i>Maximise the opportunities for all people to live the lives they want to live and the positive outcomes they identify.</i> |
| <i>Co-produce our approaches to well-being, care and support</i>  |
| <i>Develop opportunities for people to be involved in their local communities reducing isolation and loneliness</i>           |
| <i>Improve opportunities for people with care and support to actively contribute through employment and volunteering</i>      |

The Council develops and delivers a new enterprise and economy strategy

|   |
|---|
| <i>Work with business to create and deliver a new strategy focused on increasing competitiveness, productivity and innovation</i> |
| <i>Develop incentives and support to encourage indigenous business growth and inward investment</i>                               |
| <i>Develop more employment opportunities for young people to reduce the numbers leaving the county</i>                            |
| <i>Ensure planning policies and land allocations for employment uses enable appropriate growth sectors.</i>                       |

The Council maximises economic potential through delivering the Cardiff capital region city deal

|   |
|---|
| <i>Lead 'Innovation theme' and play a key governance role in the Cardiff Capital Region</i>                               |
| <i>Develop and deliver projects of regional significance including capitalizing on new Compound Semiconductor Foundry</i> |

The Council delivers better infrastructure connectivity & opportunity

|  |
|--|
| <i>Develop and deliver solutions to improve rural broadband</i>  |
| <i>Develop a range of options to improve rural transport and better public transport linked to opportunities throughout the Cardiff Capital Region</i> |
| <i>Enhance the quality of local highways services</i>  |
| <i>Identify to reduce the difference in pay between men and women in the county</i>  |

The Council provides more opportunities for local living, working and leisure

|   |
|---|
| <i>Review the current Local Development Plan to ensure an appropriate supply of land for homes and businesses</i> |
| <i>Participate in and shape opportunities for regional strategic land-use development plans</i>                   |
| <i>Increase the volume, quality, variety and affordability of housing</i>   |
| <i>Provide flexible support for business and tourism development</i>  |

The Council unlocks economic value of its spending power

|   |
|---|
| <i>Review our procurement spend, improve analysis of expenditure and build local supply chains where possible</i> |
| <i>Reduce waste by committing to the principles of a 'circular economy'</i>                                       |
| <i>Ensure we play an active part in national-led commissioning consortia</i>                                      |

## The Council boost leisure, recreation and wellbeing

|   |
|---|
| <i>Deliver a new pool and leisure facilities in Monmouth</i>                                      |
| <i>Complete a business case on transfer of services to an Alternative Delivery Model</i>          |
| <i>Improve well-being through Exercise Referral Scheme, Monmouthshire Games and Dragon Sports</i> |
| <i>Use section 106 funding strategically to develop local projects that maximise well-being</i>   |

## The Council enhances local heritage through community ownership and development of arts and cultural services

|  |
|--|
| <i>Implement Museums' Review</i>   |
| <i>Submit Heritage Lottery Fund bids to enhance facilities in towns</i>          |
| <i>Enable community-led arts and heritage presence in each of our five towns</i> |
| <i>Protection and enhance our built heritage</i>                                 |

## The Council develops and delivers a sustainable plan for enhancing the local environment

|  |
|--|
| <i>Improve how we deal with litter and fly-tipping</i>   |
| <i>Minimise the amount of waste that is sent to landfill</i>                                     |
| <i>Deliver Green Infrastructure Policy</i>   |
| <i>Secure and deliver funds for projects including Living Levels, Agri-urban and Air Quality</i> |
| <i>Install real time air quality monitoring equipment in four schools</i>                        |

## The Council keeps rural roads and areas safe

|  |
|--|
| <i>Work with speed safety professionals, schools and others to develop technical and 'nudge' policies aimed at speed reduction</i> |
| <i>Support for Community Speed Watch and community-led speed safety initiatives</i>  |

## The Council produces green and clean energy

|  |
|--|
| <i>Develop local renewable energy schemes including a 2nd solar farm</i>                             |
| <i>Reduce the carbon footprint of Council operations</i>   |
| <i>Trial and test hydrogen vehicles through partnerships with organisations such as River Simple</i> |
| <i>Install battery charge points for electric vehicles in all towns</i>                              |

## The Council enables better local services through supporting volunteering and social action

|  |
|--|
| <i>Ensure meaningful community engagement to understand the assets and priorities in each locality</i>     |
| <i>Approve volunteering policy and support the Community Volunteering Academy</i>                          |
| <i>Extend the reach of Monmouthshire Made Open as a technology-enabled tool for promoting civic action</i> |

The Council enables good sustainable local services whilst delivering an excellent customer experience across all channels

*Develop new business model for Community Hubs and Customer Care to increase access and provide a greater choice of channels for customers to engage with us (online, via the My Monmouthshire app, over the phone or face-to-face)*

*Increase the publication and use of open data to increase accountability and enable others to develop apps that have a civic benefit*

*Introduce Digital Service Standard*

Council opens up democratic engagement and collective decision making

*Re-shape our governance arrangements including more detailed options appraisals*

*Identify ways to get more people involved in local democracy and scrutiny to enhance local decision-making*

*Develop remote access and attendance at meetings to maximize participation*

*Revise all enabling strategies and plans – People, Digital and Customers, Assets and Economy and Enterprise*

*Review and consolidate working groups and arrangements*

*Revise performance and improvement plans and replace with 'real-time' data dashboards*

The Council puts people at the heart of all it does and inspires excellence in workforce and employees

*Deliver a sustainable and viable Medium Term Financial Plan*

*Strengthen decision making and accountability*

*Prioritise Health, Safety and workplace Well-being*

*Engage employees through personal development training and learning*

*Promote diversity and inclusion*

The Council delivers a sustainable and resilient organisation and relevant, viable and valued public services

*Deliver the Future Monmouthshire programme*

*Complete the move from task and time approach in social care to relationship-based care at home*

*Explore and embed new ways of working – Artificial Intelligence, automation and collaborative technology*

*Develop a commercial strategy and approach*

# Future Generations Evaluation

( includes Equalities and Sustainability Impact Assessments)

|  |   |
|--|---|
| <b>Name of the Officer</b> completing the evaluation<br>Mark Howcroft<br><b>Phone no:</b> 01633 644740<br><b>E-mail:</b> markhowcroft@monmouthshire.gov.uk | <b>Please give a brief description of the aims of the proposal</b><br>Present capital budget proposals for consultation and evaluate preparedness of operational practice being consistent with new capital Strategy requirements |
| <b>Name of Service</b><br>Whole authority  | <b>Date Future Generations Evaluation</b> form completed<br>03/12/18  |



- 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?<br>(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></p> <p>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></p> <p>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></p> <p>People's physical and mental wellbeing is maximized and health impacts are understood</p>  | <p>Proposals include maintaining core disabled facilities grant capacity</p>                    |   |
| <p><b>A Wales of cohesive communities</b></p> <p>Communities are attractive, viable, safe and well connected</p>  | <p>Investment in Future schools provides a key community facility to help promote this goal</p> |   |
| <p><b>A globally responsible Wales</b></p> <p>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p> |   |   |
| <p><b>A Wales of vibrant culture and thriving Welsh language</b></p>  |   |   |



| Well Being Goal  | How does the proposal contribute to this goal?<br>(positive and negative) | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
| Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation |   |   |
| <b>A more equal Wales</b><br><br>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</p> <p>Balancing short term need with long term and planning for the future</p> | <p>Building Future schools will benefit children and communities for future generations. Maintaining assets adequately will assist in their use longer term.</p> |  |
|  <p>Collaboration</p> <p>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>Involvement</p> <p>Involving those with an interest and seeking their views</p>                                | <p>The aim of the report is to present proposals for consultation with key stakeholders</p>   |  |
|  <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>                    |   |  |
|  <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p> | <p>Investment in Future Schools will positively impact on the teaching environment. SC106 projects are designed to positively impact particular community groups, localities and built 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?**

Consideration of relevant legislation. An understanding of capital repair priorities volunteered by service managers. Consideration of corporate plan, and other strategic planning documents. An analysis of common/traditional cap expenditure items to derive a proposed priority ranking for evaluating relative merits of differing projects.

**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.  
 The proposed investment in Severn View Residential home is anticipated to provide a more beneficial service for vulnerable sector of community

**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: | Annually when the capital MTFP is reviewed |
|--|--|

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**SCHEDULE 12A LOCAL GOVERNMENT ACT 1972  
EXEMPTION FROM DISCLOSURE OF DOCUMENTS**

**Meeting and Date of Meeting: Cabinet 19<sup>th</sup> December 2018**

**Report: CAPITAL STRATEGY ASSESSMENT 2018-19 and DRAFT CAPITAL BUDGET PROPOSALS 2019-20 to 2022-23**

**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:**

Appendix 5 – detailed indication of the value of individual future receipts.

Non disclosure Reason - Information relating to the financial or business affairs of any particular person (including the authority holding that information)

**Factors In favour of disclosure:**

Openness & transparency in matters concerned with the public

**Prejudice which would result if the Information were disclosed:**

In communicating Appendix 5 intact, the Council would be undermining its negotiating position with regard to future capital receipts by communicating the likely value it would accept in the sale of particular assets.

**My view on the public interest test is as follows:**

Factors in favour of disclosure are outweighed by those against.

**Recommended decision on exemption from disclosure:**

Maintain exemption from publication in relation to report

Date: 11/12/18

Signed: M. Howcroft

Post: Assistant Head of Finance

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I accept/I do not accept the recommendation made above

Signed: 

Date: 11/12/18

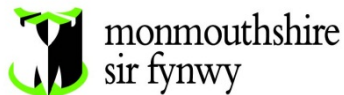
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By virtue of paragraph(s) 12 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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|                                 |   |
|---------------------------------|---|
| <b>SUBJECT:</b>                 | <b>Summary REVENUE BUDGET PROPOSALS 2019/20</b> |
| <b>MEETING:</b>                 | <b>Adult Select Committee</b>                   |
| <b>DATE:</b>                    | <b>29th January 2019</b>                        |
| <b>DIVISION/WARDS AFFECTED:</b> | <b>All</b>                                      |

## 1. PURPOSE:

- 1.1 The backing main report is being shared with all Select Committee members so that they can understand the holistic budget position being considered by Cabinet. The holistic nature of that report recognises that savings proposals should not be viewed in isolation, and may be necessary to allow other service priorities to be maintained.
- 1.2 Subsequent to the consultation process and feedback from individual Select Committees and other representative groups on particular proposals, the resulting report will be provided to full Council in their consideration of settling a balanced budget for 2019/20.
- 1.3 This abridged report seeks to ensure that all proposals have a designated scrutiny oversight, and the tables below highlight those illustratively earmarked to the Scrutiny role of Adult Select Committee for specific feedback.

## 2. RECOMMENDATIONS:

- 2.1 That Select Committee consider specifically the following table of pressure and savings below, with a view to providing pertinent feedback on the adoption or otherwise of such by full Council in its subsequent consideration.

## 3. PRESSURES

| Ref     | Social Care & Health     | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | 2022/23<br>£000 |
|---------|--------------------------|-----------------|-----------------|-----------------|-----------------|
| PSCH001 | SCH National living wage | 434             |                 |                 |                 |
| PSCH002 | SCH Capital threshold    | 501             | 668             |                 |                 |
|         |                          |                 |                 |                 |                 |
|         | <b>SCH Totals</b>        | <b>935</b>      | <b>668</b>      | <b>0</b>        | <b>0</b>        |

#### 4. SAVINGS & INCOME PROPOSALS

| Ref    | Social Care & Health  | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | 2022/23<br>£000 |
|--------|---|-----------------|-----------------|-----------------|-----------------|
| SCH001 | Practice change- continue the transformation of practice. Early help, reablement, better life planning and realigning provision to meet personal outcomes . | (536)           |                 |                 |                 |
| SCH002 | Fairer charging weekly threshold increases from £70 to £80 generating income following means test   | (129)           | (116)           |                 |                 |
| SCH003 | Respite Care - income generation from Fairer charging threshold.  | (9)             |                 |                 |                 |
| SCH004 | Increase income budget for Mardy Park to reflect additional income from new sc33 agreement  | (36)            |                 |                 |                 |
| SCH005 | Adults transport budget realignment as people use own transport solutions   | (15)            |                 |                 |                 |
| SCH006 | Realign Drybridge Gardens budget , based on M5 underspend position  | (11)            |                 |                 |                 |
| SCH007 | Reduce Individual support service (ISS) staffing costs following end of current two year detriment  | (6)             |                 |                 |                 |
| SCH008 | Efficient rota management @Budden Crescent following recent review  | (20)            |                 |                 |                 |
| SCH009 | Continuing Health Care (CHC) Adult - Health recoupment  | (100)           |                 |                 |                 |
| SCH010 | Budget to represent care home fee income from property sales  | (160)           |                 |                 |                 |
| SCH011 | Additional charges recovered from property  | (90)            |                 |                 |                 |
| SCH013 | Discretionary fees & charges uplift   | (93)            |                 |                 |                 |
|        | <b>SCH Totals</b>   | <b>(1,246)</b>  | <b>(116)</b>    | <b>0</b>        | <b>0</b>        |

#### 5. REASONS

- 5.1 To assist Chairs of Select Committees in their agenda management.
- 5.2 To better ensure Select committees members are able to focus on proposals affecting their portfolios.

#### 6. RESOURCE IMPLICATIONS

- 6.1 The financial consequences of specific proposals are indicated in summary in table above, and in detail in the holistic Cabinet report attached and related Appendices.

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

- 7.1 As in indicated in main report and appendices.

**8. CONSULTEES:**

SLT  
Cabinet  
Head of Legal Services

**9. BACKGROUND PAPERS:**

Budget Proposals 2019/20  
Appendix 1: Summary of budget pressures  
Appendix 2: Summary of budget savings  
Appendix 3: Directorate pressure proposals  
Appendix 4: Directorate savings proposals  
Appendix 5: Future Generations Evaluations  
Appendix 6: Future Generations Evaluation for the overall budget

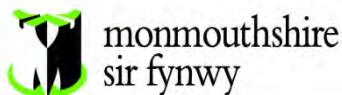
**10. AUTHOR:**

Mark Howcroft  
Assistant Head of Finance

**11. CONTACT DETAILS:**

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

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**SUBJECT: BUDGET PROPOSALS 2019/20**

**MEETING: 5 Xi `lg`GY`YWh**

**DATE: & th >Ubi Ufm&\$%**

**DIVISION/WARDS AFFECTED: All**

**1. PURPOSE:**

- 1.1 To set out a budget proposal for financial year 2019/20.
- 1.2 To commence a period of consultation on the budget proposal that will remain open until 31 January 2019.
- 1.3 To consider the 2019/20 budget proposal within the context of the 4 year Medium Term Financial Plan (MTFP) and the Corporate Plan.

**2. RECOMMENDATION`frc`VY`i bXYfHJ\_Yb`VmiGY`YWh7 ca a JHYYL**

.....Hc`Wc`bg]Xcf`UbX`dfcj ]XYZYXVUW`i dcb`h Y`Vi X[ Yi`Uggi a dh]cbgždfYggi fYg`UbX`gUj ]b[ g

.....dfcZ`fa Ug`UZVW]b[ `h Y`GY`YWhidcfhZ`]c`UFYU

- 2.1 ~~What~~ That Cabinet approves the release of the budget proposal for 2019/20 for consultation purposes.
- 2.2 That Cabinet approves that the consultation period and opportunity to present alternative proposals that have been assessed for Future Generations implications ends on 31<sup>st</sup> January 2019.
- 2.3 That Cabinet recognises a year on year cash reduction of £936k in funding that it will receive from Wales Government
- 2.4 That Cabinet recognises unavoidable pressures of some £5.7 million that need to be provided for within the 2019/20 budget.
- 2.5 That Cabinet confirms its intention to fully fund all pay related pressures insofar as they impact schools and demand pressures caused by increasing numbers of looked after children in Social Services.
- 2.6 That Cabinet proposes a Council Tax rise of 5.95% for financial year 2019/20.
- 2.7 That Cabinet recognises that the budget proposal remains un-balanced at this stage. There is a remaining savings gap of £594k to address.

### 3. KEY ISSUES:

#### OVERVIEW

- 3.1 It is well trailed nationally that local government funding has been challenged for a number of years. Monmouthshire, in keeping with all other Councils in Wales has had to make significant adjustments year on year to its cost base to ensure that the service offer has remained relevant and appropriate for the citizens of the county. Members of all parties and none are familiar with having to take decisions that they would prefer not too but with this as a context there has tended to be a reasonable and pragmatic approach taken. Financial year 2019/20 will continue this approach. The priorities of the Administration are set out in the Corporate Plan and these, in summary, are repeated later in the report.
- 3.2 This budget proposal looks to support the priorities of the Administration. Specifically it seeks to recognise in full all pay and pension related spending pressures in our schooling system and the increasing demand being placed on our children's social care services. The budget proposal sees a continuation of our preparedness to challenge all services to improve rather than to see the closure of services that matter to citizens. There is an acknowledgement that when things close they never return and it is better to scale back rather than absolutely withdraw. This is a feature of a number of proposals for change that make up these proposals. In overall terms there are some £5.7 million of new unavoidable pressures that need to be accommodated as part of the 2019/20 budget and these are detailed in appendices.
- 3.3 It is never popular to charge for services but the reality is that we need to do so. We are proposing increases in a number of areas. Likewise increasing Council Tax is never popular but with the retreat of national funding, local taxation is by default having to shoulder a greater proportion of our overall funding. This budget proposal assumes a council tax rise of 5.95% for 2019/20 (1% higher than was signalled in our report of 7th November 2019) and a Council Tax rise of 3.95% for the remaining years of this Council. For a current Band D property with Council only element of £1,242 (exclusive of community council or Police levy), this would illustratively be an additional £73.90 a year or £1.42 a week.

| BUDGET PROGRESS TO DATE                  | £'000            |
|--|------------------|
| Gross Expenditure                        | 155,920          |
| Unavoidable Pressures                    | 5,688            |
| <b>Sub Total Expenditure</b>             | <b>161,608</b>   |
| Gross Income                             | (153,069)        |
| Welsh Government funding reduction (-1%) | 936              |
| Savings Proposals                        | (4,415)          |
| Income generation increase               | (1,437)          |
| Council tax additionality (5.95%)        | (3,029)          |
| <b>Sub Total Income</b>                  | <b>(161,014)</b> |
| Net Expenditure                          | 594              |
| <b>Savings still to be identified</b>    | <b>(594)</b>     |
| Net Expenditure                          | 0                |



3.4 As part of our budget, the Administration signals an intent to enter into a specific piece of work to look at service provision within Usk in the early part of 2019. This will follow similar lines to work done in Caldicot this year which culminated in a £multi-million regeneration proposal. We would like to work with Usk Town Council and others on this. It is premature to assume outcomes but we would hope to have some recommendations for change and improvement coming forward in the autumn of 2019.

**Purpose and Priorities**

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

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

3.6 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.

3.7 In assessing the affordability considerations of the corporate plan, an exercise which is iterative and ongoing, confirmation has not yet been received at this stage that

commitments to delivering the Corporate Plan for 2019-20 will either be met from existing budgets or are contained within the draft budget proposals. This work will continue as programmes of work develop and affordability considerations are more clearly understood and considered.

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

| <b>Proposal</b>   | <b>Link to Goals and Well Being Objectives in the Corporate Plan</b>  | <b>Link to Whole Authority Risk assessment</b>   |
|---|---|--|
| Schools budgets have been protected   | Direct Spending in schools is maintained<br>Best possible start in life<br>Thriving and well connected County   | 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.   | Lifelong well being   | 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 and a few focused service reviews have enabled saving to be identified e.g. Passenger Transport Unit review, Inclusion review and practice change in social care.  | Further reviews has enabled frontline services to transform the way they do things whilst still delivering the goals of the Corporate plan and therefore contributing to the creation of sustainable and resilient communities.                   | 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. Clear examples are the income opportunities from implementing the Commercial Strategy and the business plans within Tourism, Leisure and Culture. | 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. |  |

- 3.9 Cabinet received a report on the MTFP and budget process at their meeting of 7<sup>th</sup> November 2018. The report outlined the assumptions that were being used in the construction of the budget for 2019/20 and the MTFP and highlighted the outcome of the provisional settlement announcement for Monmouthshire.
- 3.10 As a reminder the following assumptions have been used initially for the 2019/20 budget:
- Council Tax – 4.95% for 2019/20, 3.95% for rest of MTFP
  - Other external income – 0%, individual services to determine price increases
  - Pay inflation – 2% for 2019/20, 1% for rest of MTFP
  - Non pay inflation – 0%
  - Vacancy factor – 2% (except schools)
  - Superannuation – 23.1%, rising 1% each year of the MTFP
  - Teachers superannuation – 16.48% rising to 23.6% at 1<sup>st</sup> Sept 2019
  - Aggregate External Finance – 1% reduction based on the provisional settlement
- 3.11 The above assumptions led to a gap of £4.6 million in 2019/20 rising to a gap of £13.8 million over the medium term. At that time further work was being undertaken to assess service based pressures both in the current year budget and any new pressures arising. Savings and income generation proposals were also being worked up and reviewed in order to close the gap between available resources and demand for resources.
- 3.12 The Final Settlement is expected to be announced on 19<sup>th</sup> December 2018, however the Cabinet Secretary for Finance issued a written statement on the 20<sup>th</sup> November 2018 which identified further funding for Local Government for both 2018/19 and 2019/20. In terms of the effect on the budgets, and without Authority specific allocations having been confirmed by Welsh Government, it has been estimated that Monmouthshire will benefit from the following:

#### 18/19

- One-off grant to meet social care pressures (£406k)
- Teachers pay award (£208k) - £70k of which will go to schools to honour pay award commitment
- General capital grant (£1.354m)

#### 19/20

- Increase in floor from -1% to -0.5% (£468k)
- Teachers pay award (£208k)
- Children's social services (£41k)
- General capital grant (£812k)

At this stage there is no clarification on any monies being available from WG to fund the teachers' pension increase (£784k pressure), despite the Chancellor inferring it will be funded in his autumn budget announcement. Provision has been made at this stage for a proportion (60%/£475k) of the pressure to be funded. Any update that may be available on the Final Settlement will be given verbally at the Cabinet meeting.

### **Pressures**

- 3.13 The work on pressures has highlighted that a number of significant pressures need to be taken into account in next year's budget. A summary table of pressures is provided below and further information on the individual pressures is provided in Appendix 1 and 3. The main pressures often relate to areas outside of the control of the Authority, such as the

increase in Teachers pension £784k pressure, and changes to capital thresholds in social care creating a £501k pressure. There are also changes to the national pay structure causing £1,027k pressure and increase in the National living wage causing social care costs to rise - £434k pressure. Other pressures are more to do with the increasing demands for services such as children's social services £250k pressure.

- 3.14 It is noticeable that there are a limited number of pressures identified for years 2 to 4 of the MTFP, however it is common for them to be recognised closer to the year in question and this needs to be borne in mind when considering the remaining gap in the MTFP. As part of the ongoing work to further develop the latter years of the MTFP consideration will be given to the level of pressures needing to be accommodated in recent years and to determine whether prudently a greater provision needs to be made.

| Pressures by Directorate | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | 2022/23<br>£000 |
|--------------------------|-----------------|-----------------|-----------------|-----------------|
| Children & Young People  | 1,189           | 560             | 0               | 0               |
| Social Care & Health     | 1,192           | 809             | 184             | 0               |
| Enterprise               | 1,235           | 175             | 112             | (50)            |
| Resources                | 342             | 64              | 76              | 62              |
| Chief Executives Unit    | 281             | 0               | 0               | 0               |
| Corporate Costs & Levies | 1,118           | 675             | 2,166           | 2,307           |
| Appropriations           | 332             | 169             | (36)            | 111             |
| Financing                | 0               | 0               | 0               | 0               |
| <b>Totals</b>            | <b>5,688</b>    | <b>2,452</b>    | <b>2,502</b>    | <b>2,430</b>    |

- 3.15 Previously agreed savings that have been identified as not achievable have also been recognised as pressures in the model together with any current year budget overspends that look set to continue into 2019/20 and to the extent that they can't be mitigated. In previous budgets Directorates have been asked to manage these pressures within services, however given the level of savings already being delivered by some service areas a decision has been taken to recognise these pressures in the budget for 2019/20 to mitigate this risk.

### **Saving Proposals for 2019/20**

- 3.16 After several years of taking significant resource out of the budget the means of achieving further savings becomes increasingly more challenging. Work is continuing to develop ideas and proposals such that they can be brought into the budget once they are sufficiently progressed. The pressure of 2019/20 is immediate, however the need to establish a more medium to longer term financial strategy to tie into the Corporate Plan is recognised and a draft was presented to Cabinet on 7<sup>th</sup> November 2018. This will be revisited in the New Year, in the meantime all service areas were asked to bring forward budget proposals to help manage the gap, whilst simultaneously, looking ahead and ensuring wherever possible, proposals support the medium term direction of travel. The proposals are contained in Appendix 2 and 4.
- 3.17 The proposals also contain a change in approach to the annual review of fees and charges. The automatic inflationary increase in the MTFP has been taken out, increasing the net gap to be managed, but more transparently reflecting Director and service manager choice in their budget management consideration and their decision making in sustaining their business offerings. Members may recall the WAO study into fees and charges which provided some interesting provocations, identifying that the higher income levels in

Authorities such as Monmouthshire could allow more scope to raise income through fees and charges. The new approach to fees and charges in this budget round enables Directorates to consider this, whilst understanding that they are best able to predict the price elasticity of supply and demand for services and avoid perverse situations where an anticipated increase in unit fees and charges results in a decline in footfall and overall income. Individual Directorate mandates for fees and charges in their areas are therefore contained in the appendices as part of the budget proposals. This enables the fees and charges proposals to be linked with the other budget saving information provided to the four Select Committees as part of the budget consultation process.

- 3.18 All proposals have been considered and tested through an initial process of independent challenge by officers and Cabinet Members. A summary of all the proposals are shown in the table below, and are shown in more detail in the attached appendices 2 and 3.

| Disinvestment by Directorate | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | 2022/23<br>£000 |
|------------------------------|-----------------|-----------------|-----------------|-----------------|
| Children & Young People      | (1,191)         | 0               | 0               | 0               |
| Social Care & Health         | (1,246)         | (116)           | 0               | 0               |
| Enterprise                   | (1,068)         | (156)           | 0               | 0               |
| Resources                    | (1,342)         | (50)            | (62)            | (75)            |
| Chief Executives Units       | (106)           | (3)             | (3)             | 0               |
| Corporate Costs & Levies     | 0               | 0               | 0               | 0               |
| Appropriations               | (282)           | (1)             | 0               | (2)             |
| Financing                    | (618)           | 0               | 0               | 0               |
| <b>Totals</b>                | <b>(5,853)</b>  | <b>(326)</b>    | <b>(65)</b>     | <b>(77)</b>     |

### Treasury Impact

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

### Council Tax

- 3.21 The Council Tax increase in the budget has been modelled as 4.95% + 1% for 2019/20 and 3.95% per annum across the MTFP as a planning assumption. The Council tax base report approved by Cabinet on 5<sup>th</sup> December 2018 has concluded an assessment of collection rates and growth in properties. Overall, the Council Tax base calculated for

2019/20 has risen by 0.45% compared to 2018/19. This increase takes into account the anticipated changes in dwellings. The estimated additional income of £150k derived from this and changes to CTRS (Council Tax Reduction Scheme) projections has been incorporated within the MTFP as part of the budget process.

## Summary position

- 3.22 In summary, the 2019/20 budget gap is now **£594k**, if all the savings proposals contained in the Appendix 2 are approved. Clearly there is a gap still to meet and further work is progressing to bring forward measures to balance to budget if further funding is not made available through the final settlement.

| Services                            | Adjusted Base<br>2018/19<br>£000 | Indicative Base<br>2019/20<br>£000 | Indicative Base<br>2020/21<br>£000 | Indicative Base<br>2021/22<br>£000 | Indicative Base<br>2022/23<br>£000 |
|-------------------------------------|----------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Children & Young People             | 50,174                           | 51,177                             | 52,171                             | 52,610                             | 53,053                             |
| Social Care & Health                | 45,604                           | 46,099                             | 47,194                             | 47,745                             | 48,117                             |
| Enterprise                          | 18,328                           | 23,070                             | 23,335                             | 23,778                             | 24,094                             |
| Resources                           | 7,382                            | 6,588                              | 6,716                              | 6,855                              | 6,970                              |
| Chief Executive's Unit              | 4,342                            | 4,619                              | 4,681                              | 4,743                              | 4,810                              |
| ADM                                 | 3,264                            | 0                                  | 0                                  | 0                                  | 0                                  |
| Corporate Costs & Levies            | 21,143                           | 22,270                             | 23,221                             | 25,537                             | 28,052                             |
| <b>Sub Total</b>                    | <b>150,238</b>                   | <b>153,823</b>                     | <b>157,317</b>                     | <b>161,269</b>                     | <b>165,095</b>                     |
| Transfers to reserves               | 93                               | 444                                | 63                                 | 63                                 | 63                                 |
| Transfers from reserves             | (389)                            | (535)                              | (96)                               | (218)                              | (88)                               |
| Treasury                            | 7,871                            | 7,875                              | 7,935                              | 7,899                              | 8,008                              |
| <b>Appropriations Total</b>         | <b>7,574</b>                     | <b>7,785</b>                       | <b>7,903</b>                       | <b>7,744</b>                       | <b>7,983</b>                       |
| <b>Total Expenditure Budget</b>     | <b>157,812</b>                   | <b>161,608</b>                     | <b>165,220</b>                     | <b>169,013</b>                     | <b>173,079</b>                     |
| Aggregate External Financing (AEF)  | (93,268)                         | (92,623)                           | (90,956)                           | (89,319)                           | (87,711)                           |
| Council Tax (MCC)                   | (50,908)                         | (53,937)                           | (56,067)                           | (58,282)                           | (60,584)                           |
| Council Tax (Gwent Police)          | (10,960)                         | (11,160)                           | (11,360)                           | (11,565)                           | (11,773)                           |
| Council Tax (Community Councils)    | (2,676)                          | (2,676)                            | (2,676)                            | (2,676)                            | (2,676)                            |
| Contribution to/(from) Council Fund | 0                                | 0                                  | 0                                  | 0                                  | 0                                  |
| Disinvestment                       |                                  | (618)                              | (618)                              | (618)                              | (618)                              |
| <b>Sub Total Financing</b>          | <b>(157,812)</b>                 | <b>(161,014)</b>                   | <b>(161,678)</b>                   | <b>(162,460)</b>                   | <b>(163,362)</b>                   |
| <b>(Headroom)/Shortfall</b>         | <b>(0)</b>                       | <b>594</b>                         | <b>3,542</b>                       | <b>6,553</b>                       | <b>9,716</b>                       |

## Reserves strategy

- 3.23 Earmarked reserve usage over the MTFP is projected to decrease the balance on earmarked reserves from £5.8 million in 2019/20 to £5.5 million at the end of 2021/22. Taking into account that some of these reserves are specific, for example relating to joint arrangements or to fund capital projects, this brings the usable balance down to £4.4 million. The general fund reserve is sustained at its current level of £7 million.
- 3.24 The previously approved Reserves strategy sought to ensure that earmarked reserves are not used to balance the budget for ongoing expenditure and that they are instead used to the best effect and impact on one off areas of spend to help the authority transform itself to the new resource levels available to it. The final budget report will contain an

assessment of the adequacy of reserves, however, at this stage limited use is being made of reserves.

- 3.25 The Authority continues to receive advice from VAT consultants around the potential to successfully recover up to £1.7m of VAT from HM Revenues and Customs as a consequence of VAT principally paid on leisure activities in previous years. A European Court of Justice Ruling (referred to as the 'Ealing' case) determined that local authorities could treat such income generated from such activities as exempt income. The Authority is assessing its partial exemption position to ensure that with careful VAT management it won't breach its 5% de minimis threshold going forward and which would result in the Authority having to pay significantly more VAT. If the conclusion is drawn that the Authority can safely manage its VAT position going forward then recovery of VAT would be used to bolster earmarked reserves.

### **Next Steps**

- 3.26 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 2019.
- 3.27 Public consultation (to include the formal requirement to consult businesses) and Select Committee Scrutiny of Budget proposals, will take place between the 19<sup>th</sup> December 2018 and the 31<sup>st</sup> January 2019. In the past extensive community engagement has been undertaken 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 that has not undergone its own consultation process; 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 meetings with various consultative fora (such as the Schools budget forum, JAG, Access for All group) and via the website and social media where details of the proposals and consultation events will be published.
- 3.28 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 – 10th January 2019
  - Children and Young People – 24th January 2019
  - Adults - 29th January 2019
  - Strong Communities – 31st January 2019
- 3.29 Final budget proposals following consultation and receipt of the final settlement will go to a special Cabinet on 20th Feb 2019 and Council Tax and budget setting will then take place at Full council on 7th March 2019.

## **4 OPTIONS APPRAISAL**

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

## **5 EVALUATION CRITERIA**

- 5.1 The means of assessing whether the final budget put in place for 2019/20 has been successfully implemented is undertaken throughout the year via the regular budget monitoring and periodic reports to Cabinet and then to Select committees for scrutiny. In addition regular monitoring of the performance of the Council against service business plans and the Corporate Plan takes place. Taken together these arrangements enable the Council to evaluate its success and progress against its longer term plans within the resources available.

## **6 REASONS:**

- 6.1 To agree budget proposals for 2019/20 for consultation purposes

## **7. RESOURCE IMPLICATIONS:**

- 7.1 As identified in the report and appendices

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

- 8.1 The future generation and equality impacts of the saving proposal have been initially identified per budget saving mandate in Appendix 5. 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. Further assessment of the total impact of the all the proposals will be undertaken for the final budget report.

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

## **9. CONSULTEES:**

SLT  
Cabinet  
Head of Legal Services

## **10. BACKGROUND PAPERS:**

Appendix 1: Summary of budget pressures  
Appendix 2: Summary of budget savings  
Appendix 3: Directorate pressure proposals  
Appendix 4: Directorate savings proposals  
Appendix 5: Future Generations Evaluations  
Appendix 6: Future Generations Evaluation for the overall budget (to follow)

## **11. AUTHOR:**

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Head of Finance

## **12. CONTACT DETAILS:**



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## Appendix 1 Summary of Budget Pressures

| Ref     | Children & Young People   | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | 2022/23<br>£000 |
|---------|---|-----------------|-----------------|-----------------|-----------------|
| PCYP001 | CYP New Bill Responsibilities Additional Learning Needs (ALN)                 | 66              |                 |                 |                 |
| PCYP002 | Rates Increases from new school Caldicot                                      | 87              |                 |                 |                 |
| PCYP002 | Rates Increases from new school Monmouth                                      | 85              |                 |                 |                 |
| PCYP004 | Teachers Unfunded Pension Scheme - increased rates (central govt budget 2016) | 784             | 560             |                 |                 |
| PCYP005 | Additional Learning Needs Pressure (based on Month 7 Monitoring report)       | 167             |                 |                 |                 |
|         | <b>CYP Totals</b>   | <b>1,189</b>    | <b>560</b>      | <b>0</b>        | <b>0</b>        |

| Ref     | Social Care & Health  | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | 2022/23<br>£000 |
|---------|---|-----------------|-----------------|-----------------|-----------------|
| PSCH001 | SCH National living wage  | 434             |                 |                 |                 |
| PSCH002 | SCH Capital threshold   | 501             | 668             |                 |                 |
| PSCH003 | Harmonisation of fostering allowance. Gwent authorities aligning together - Children's serv |                 | 141             |                 |                 |
| PSCH004 | Staffing implications of Project 5 team after Independent Care Fund (ICF) funding ceases    |                 |                 | 184             |                 |
| PSCH005 | Children's net pressures (informed by M5 forecast outturn)                                  | 257             |                 |                 |                 |
|         |   |                 |                 |                 |                 |
|         | <b>SCH Totals</b>   | <b>1,192</b>    | <b>809</b>      | <b>184</b>      | <b>0</b>        |

| Ref     | Enterprise   | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | 2022/23<br>£000 |
|---------|--|-----------------|-----------------|-----------------|-----------------|
| 18-19   | FUTUREMON One off investment to deliver 2018-19 budget                     | (100)           |                 |                 |                 |
| 18-19   | TLC Leisure Income - Extended Monmouth rebuild consequences                | (49)            |                 |                 |                 |
| 18-19   | TLC Monlife facilitation   | (143)           |                 |                 |                 |
| 18-19   | OPS PTU  | 72              | 75              | 62              |                 |
| PENT001 | OPS Street Lighting - Energy Increases                                     | 74              | 50              | 50              |                 |
| PENT002 | OPS Grounds - Potential loss of Monmouthshire Housing Assoc (MHA) contract | 100             |                 |                 |                 |
| PENT003 | OPS Waste - Loss of Tidy Towns grant into Rural Development Plan (RDP)     | 30              |                 |                 |                 |
| PENT003 | OPS Waste - Loss of Sustainable waste management grant                     | 52              |                 |                 |                 |

|         |  |     |    |  |      |
|---------|--|-----|----|--|------|
| PENT004 | OPS Waste - Additional Management costs - viridor  | 375 |    |  |      |
| PENT005 | OPS Car Park Income Pressure - Shortfall in pay & Display income. Impact of free parking at Morrison's.        | 120 |    |  |      |
| PENT006 | OPS Fuel Pressure for Operations - 5% increase based on £800,000 net departmental spend.                       | 40  |    |  |      |
| PENT007 | MonLife/CYP - Rates Pressure for Monmouth Leisure Centre   | 30  |    |  |      |
| PENT008 | TLCY-All Service Pay award assumption  | 147 |    |  |      |
| PENT009 | TLCY-All services Inflation Increases (rates and other non pay)  | 13  |    |  |      |
| PENT010 | TLCY-All Services Fuel costs anticipated inflation (2.5%)  | 14  |    |  |      |
| PENT011 | TLCY-Attractions Shirehall - efficiency target never achieved  | 18  |    |  |      |
| PENT012 | TLCY-Attractions Caldicot Castle - income targets never achieved   | 50  |    |  |      |
| PENT013 | TLCY-Attractions Tintern - income targets never achieved   | 21  |    |  |      |
| PENT014 | TLCY-Attractions TIC - Staff costs to support opening hours & double manning when necessary                    | 15  |    |  |      |
| PENT015 | TLCY-Attractions Withdrawal of Town Council Funding for Chepstow TIC   | 10  |    |  |      |
| PENT016 | TLCY-GI & ROW Contribution to Brecon Beacon National Park (BBNP) ( increase to 18k from 10k)                   | 8   |    |  |      |
| PENT017 | TLCY-Leisure Cleaning costs contractual inflation / energy pressures and income targets                        | 50  |    |  |      |
| PENT018 | TLCY-Marketing Appointment of Marketing Manager (Grade I) - net increase assumes they will recover 50% of cost | 27  |    |  |      |
| PENT019 | TLCY-Museums Restructure Proposals did not achieve required savings  | 23  |    |  |      |
| PENT020 | TLCY-Outdoor Education Removal of Torfaen Subsidy, further reduction of BG subsidy                             | 63  |    |  |      |
| PENT021 | TLCY-Outdoor Education Loss of remaining subsidy from Blaenau Gwent County Borough Council (BGCBC)             | 31  |    |  |      |
| PENT022 | TLCY-Play Loss of Grant Income for open access play  | 10  |    |  |      |
| PENT023 | TLCY-Youth All posts regraded through Job evaluation last year - no provision for increase                     | 21  |    |  |      |
| new     | PLANHOUS - Cardiff Capital Region Strategic Dev Plan - Support costs   | 0   | 50 |  | (50) |
| PENT024 | OPS Waste. Blaenau Gwent Income not materialising  | 100 |    |  |      |

|                   |   |              |            |            |             |
|-------------------|---|--------------|------------|------------|-------------|
| PENT025           | OPS Waste. Household waste recycling centre reduced hours, 2018-19 saving not enacted | 13           |            |            |             |
| <b>ENT Totals</b> |   | <b>1,235</b> | <b>175</b> | <b>112</b> | <b>(50)</b> |

| Ref               | Chief Executive's Unit  | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | 2022/23<br>£000 |
|-------------------|---|-----------------|-----------------|-----------------|-----------------|
| PCEO001           | GOVDEMSUP - Contact Centre VOIP communications contract increases | 35              |                 |                 |                 |
| PCEO002           | GOVDEMSUP - Communications Unachievable external income targets.  | 20              |                 |                 |                 |
| PCEO003           | LEGAL & MONITORING - Legal Review                                 | 196             |                 |                 |                 |
| PCEO004           | LEGAL & MONITORING - Land charges income decline                  | 30              |                 |                 |                 |
| <b>CEO Totals</b> |   | <b>281</b>      | <b>0</b>        | <b>0</b>        | <b>0</b>        |

| Ref               | Resources  | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | 2022/23<br>£000 |
|-------------------|--|-----------------|-----------------|-----------------|-----------------|
| PRES001           | CORPLORD Estates Climate change levy increases (Elec,Gas,etc)  | 57              | 59              | 60              | 62              |
| PRES002           | FINANCE SRS - Revenues & systems admin transferring to Torfaen | 24              |                 |                 |                 |
| PRES003           | RES (Procurement - Gateway Review) - unachievable saving 1819  | 150             |                 |                 |                 |
| PRES004           | TLC Monlife central support consequence                        | 111             | 5               | 16              |                 |
| <b>RES Totals</b> |  | <b>342</b>      | <b>64</b>       | <b>76</b>       | <b>62</b>       |

| Ref  | Corporate Costs & Levies  | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | 2022/23<br>£000 |
|--|---|-----------------|-----------------|-----------------|-----------------|
| PCORP001                                   | CORP Living Wage Foundation increase                                    | 9               |                 |                 |                 |
| PCORP004                                   | Spinal point harmonisation  | 1,027           |                 |                 |                 |
| PCORP002                                   | Insurance - uplift in rates based on activity and claims during 2018-19 | 50              |                 |                 |                 |
| PCORP005                                   | Council Insurance Consequences of Monlife                               | 15              |                 |                 |                 |
| PCORP003                                   | Coroners Joint Committee - increased levy                               | 17              |                 |                 |                 |
|  | Unidentified Pressures  | 0               | 675             | 2,166           | 2,307           |
| <b>Corporate Costs &amp; Levies Totals</b> |   | <b>1,118</b>    | <b>675</b>      | <b>2,166</b>    | <b>2,307</b>    |

| Ref | Appropriations | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | 2022/23<br>£000 |
|-----|----------------|-----------------|-----------------|-----------------|-----------------|
|-----|----------------|-----------------|-----------------|-----------------|-----------------|

|         |  |            |            |             |            |
|---------|--|------------|------------|-------------|------------|
| PAPP001 | OPS Waste vehicles replacement,<br>annual borrowing cost                     | 95         |            |             |            |
| PAPP002 | Net Minimum Revenue Provision (MRP)<br>increase based on additional activity | 163        | 157        | (105)       | 114        |
| PAPP003 | Interest Payable   | 74         | 12         | 69          | (3)        |
|         |  |            |            |             |            |
|         | <b>Appropriations Totals</b>   | <b>332</b> | <b>169</b> | <b>(36)</b> | <b>111</b> |

**TOTAL PRESSURES**

**5,688**

**2,452**

**2,502**

**2,430**

## Appendix 2 Summary of Budget Savings and Income Proposals

| Ref    | Children & Young People  | 2019/20        | 2020/21  | 2021/22  | 2022/23  |
|--------|--|----------------|----------|----------|----------|
|        |  | 0              | £000     | £000     | £000     |
| CYP001 | Federated school model   | (23)           |          |          |          |
| CYP003 | Investigate options to revise running and budgeting of Gwent Music - Schools   | (40)           |          |          |          |
| CYP004 | Fees and charges - Before School Club - Schools. Residual effect of 2018-19 budget proposal, reflecting 5 months activity at £1 pd | (72)           |          |          |          |
| CYP006 | Continuation of inclusion review (incl Mounton Hse)  | (275)          |          |          |          |
| CYP007 | Nursery Provision, double counting topped up schools Jan 19 - March, already provided every Sept                                   | (40)           |          |          |          |
| CYP009 | Removal of 1 North 1 South Specific Learning Difficulties (SpLD) teacher in favour of school staff being trained                   | (58)           |          |          |          |
| CYP010 | Teachers Pay award   | (208)          |          |          |          |
| CYP011 | Teachers Pension Scheme - increased rates - prudent assumption of funding from WG at 60%   | (475)          |          |          |          |
|        |  |                |          |          |          |
| CYP012 | Discretionary fees & charges uplift  |                |          |          |          |
|        | <b>CYP Totals</b>  | <b>(1,191)</b> | <b>0</b> | <b>0</b> | <b>0</b> |

| Ref    | Social Care & Health  | 2019/20        | 2020/21      | 2021/22  | 2022/23  |
|--------|---|----------------|--------------|----------|----------|
|        |   | £000           | £000         | £000     | £000     |
| SCH001 | Practice change- continue the transformation of practice. Early help, reablement, better life planning and realigning provision to meet personal outcomes . | (536)          |              |          |          |
| SCH002 | Fairer charging weekly threshold increases from £70 to £80 generating income following means test   | (129)          | (116)        |          |          |
| SCH003 | Respite Care - income generation from Fairer charging threshold.  | (9)            |              |          |          |
| SCH004 | Increase income budget for Mardy Park to reflect additional income from new sc33 agreement  | (36)           |              |          |          |
| SCH005 | Adults transport budget realignment as people use own transport solutions   | (15)           |              |          |          |
| SCH006 | Realign Drybridge Gardens budget , based on M5 underspend position  | (11)           |              |          |          |
| SCH007 | Reduce Individual support service (ISS) staffing costs following end of current two year detriment  | (6)            |              |          |          |
| SCH008 | Efficient rota management @Budden Crescent following recent review  | (20)           |              |          |          |
| SCH009 | Continuing Health Care (CHC) Adult - Health recoupment  | (100)          |              |          |          |
| SCH010 | Budget to represent care home fee income from property sales  | (160)          |              |          |          |
| SCH011 | Additional charges recovered from property  | (90)           |              |          |          |
| SCH012 | Children, Welsh government (WG) additional grant funding for Looked after children (LAC)  | (41)           |              |          |          |
|        |   |                |              |          |          |
| SCH013 | Discretionary fees & charges uplift   | (93)           |              |          |          |
|        | <b>SCH Totals</b>   | <b>(1,246)</b> | <b>(116)</b> | <b>0</b> | <b>0</b> |

| Ref        | Enterprise   | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | 2022/23<br>£000 |
|------------|--|-----------------|-----------------|-----------------|-----------------|
| 18-19      | OPS Grounds/waste - 1 year freeze of Head of waste post  | 40              |                 |                 |                 |
| 18-19      | OPS Highways - displace core costs with grant  | 200             |                 |                 |                 |
| ENT001     | PLANHOUS – Development Mgt – Increased income from discretionary services  | (13)            |                 |                 |                 |
| ENT002     | PLANHOUS - Development Mgt Press notice savings  | (4.5)           |                 |                 |                 |
| ENT003     | OPS - Waste - Move to Re-usable bags for recycling. Works on 3 year replacement cycle.   | (90)            |                 |                 |                 |
| ENT004     | OPS - Waste - Move to plastic bags instead of starch for food waste £30k per annum. Bags are going for EfW regardless and contractor wants us to use plastic as easier to reprocess  | (30)            |                 |                 |                 |
| ENT005     | Household waste recycling centre Day closures – Usk 2 days, Troy 2 days, Llanfoist 1 day, Five Lanes 1 day   | (72)            |                 |                 |                 |
| ENT008     | OPS - Waste - Issue “Tax Disc” style permits to all residents with council tax to reduce cross border traffic of waste, WG estimate 5% of waste is cross border giving saving of £80k MCC likely to be higher as our sites are closer for neighbouring authority | (30)            | (50)            |                 |                 |
| ENT009     | OPS Grounds/waste - 1 year freeze of Head of waste post - This can be a permanent removal from base.   | (40)            |                 |                 |                 |
| ENT010     | OPS - Car Parks - Increase in charges - 10%  | (90)            |                 |                 |                 |
| ENT011     | OPS - Car Parks - Charging for Blue Badge Holders  | (45)            |                 |                 |                 |
| ENT012     | OPS - Car Parks - Remove Xmas free parking   | (20)            |                 |                 |                 |
| ENT014     | OPS - Car Parks - Identifying additional car parking sites. Severn Tunnel Junction (requires investment)   | (15)            |                 |                 |                 |
| ENT015     | OPS - Car Parks - changing charging times 08.00-18:00  | (3)             |                 |                 |                 |
| ENT016     | OPS - Car Parks - Charging On a Sunday   | (40)            |                 |                 |                 |
| ENT017     | OPS - Charging for Heavy goods vehicles in Abergavenny Bus Station   | (2)             |                 |                 |                 |
| ENT010-017 | First year implementation costs of car parking proposals   | 106             | (106)           |                 |                 |
| ENT018     | OPS - Releasing spare budget funding from 18-19 Pay Award pressure.  | (30)            |                 |                 |                 |
| ENT019     | OPS - Highways - Generate additional turnover through expansion of workforce to undertake more private/grant work. Would require additional investment.  | (50)            |                 |                 |                 |
| ENT020     | OPS – Highways – Review of disposal of Highways arisings   | (25)            |                 |                 |                 |
| ENT021     | OPS - Streetlighting - rearranging of the funding of previous LED SALIX Loans  | (38)            |                 |                 |                 |
| ENT022     | OPS - PTU Dynamic purchasing system (DPS) Retendering Savings.   | (330)           |                 |                 |                 |
| ENT023     | ECO - Community & Pships - Staff and Supplies & services savings   | (30)            |                 |                 |                 |
| ENT024     | ADM/MONLIFE savings  | (331)           |                 |                 |                 |
|            |  |                 |                 |                 |                 |
| ENT025     | ADM/MONLIFE fees & charges uplift  | (59)            |                 |                 |                 |
| ENT025     | Discretionary fees & charges uplift  | (27)            |                 |                 |                 |
|            |  | (1,068)         | (156)           | 0               | 0               |

| Ref | Chief Executive's Unit | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | 2022/23<br>£000 |
|-----|------------------------|-----------------|-----------------|-----------------|-----------------|
|-----|------------------------|-----------------|-----------------|-----------------|-----------------|



|        |   |              |            |            |          |
|--------|---|--------------|------------|------------|----------|
| CEO001 | GOVDEMSUP - Releasing budget saving on Wales local government association (WLGA) Subscription     | (3)          |            |            |          |
| CEO002 | GOVDEMSUP - Reduction in annual grant provided to Monmouth CAB (1k), releasing budget saving (3k) | (1)          | (1)        | (1)        |          |
| CEO003 | GOVDEMSUP - Additional Income from Caldicot Hub - Desk Leasing Scheme                             | (2)          | (2)        | (2)        |          |
| CEO004 | GOVDEMSUP - Policy - Net Staff Savings from not filling admin post                                | (3)          |            |            |          |
| CEO005 | GOVDEMSUP - Community Hubs - Cross-subsidy with new income from Com Ed external                   | (25)         |            |            |          |
| CEO006 | GOVDEMSUP – Contact Centre – Integrated Customer Communications                                   | (60)         |            |            |          |
| CEO007 | GOVDEMSUP - Members - Chairman's charity - Reduce/remove MCC Subsidy                              | (8)          |            |            |          |
| CEO008 | GOVDEMSUP – Make wider use of Chairmans car to enable a release of a pool car within MCC          | (3)          |            |            |          |
|        |   |              |            |            |          |
| CEO009 | Discretionary fees & charges uplift   | (1)          |            |            |          |
|        | <b>CEO Totals</b>   | <b>(106)</b> | <b>(3)</b> | <b>(3)</b> | <b>0</b> |

| Ref    | Resources  | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | 2022/23<br>£000 |
|--------|--|-----------------|-----------------|-----------------|-----------------|
| 18-19  | RES (Procurement - supplementary duplicate payment review) - one off saving in 18-19 - needs to come back out  | 25              |                 |                 |                 |
| RES001 | CORPLORD Estates RE-FIT Energy Savings (net after funding repayments)  | (25)            | (50)            | (62)            | (75)            |
| RES002 | Central Services Recharge to Monlife (gross, £143k pressure accommodated in 2018-19 budget)  | (704)           |                 |                 |                 |
| RES003 | Commercial property income - additional acquisitions - rental income above borrowing and other costs   | (400)           |                 |                 |                 |
| RES004 | Commercial property income - Castlegate - create sinking fund through wider reserve replenishment from one-off VAT savings to afford release of annual net income to revenue account | (170)           |                 |                 |                 |
| RES005 | Further Travel cost reduction (10%) to be allocated via Future Mon   | (50)            |                 |                 |                 |
|        |  |                 |                 |                 |                 |
| RES006 | Discretionary fees & charges uplift  | (18)            |                 |                 |                 |
|        | <b>Resources Totals</b>  | <b>(1,342)</b>  | <b>(50)</b>     | <b>(62)</b>     | <b>(75)</b>     |

| Ref    | Appropriations  | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | 2022/23<br>£000 |
|--------|---|-----------------|-----------------|-----------------|-----------------|
| APP001 | Interest Receivable   | (162)           | (1)             |                 | (2)             |
| APP002 | Minimum revenue provision (MRP) savings from capital receipts set aside - to be confirmed | (120)           |                 |                 |                 |
|        |   |                 |                 |                 |                 |
|        | <b>Appropriations Totals</b>  | <b>(282)</b>    | <b>(1)</b>      | <b>0</b>        | <b>(2)</b>      |

| Ref | Financing | 2019/20<br>£000 | 2020/21<br>£000 | 2021/22<br>£000 | 2022/23<br>£000 |
|-----|-----------|-----------------|-----------------|-----------------|-----------------|
|-----|-----------|-----------------|-----------------|-----------------|-----------------|

|        |  |              |          |          |          |
|--------|--|--------------|----------|----------|----------|
| FIN001 | Council tax base increase - further increase resulting from revised and updated CT1 taxbase estimate | (40)         |          |          |          |
| FIN001 | Council Tax Reduction Scheme activity saving   | (110)        |          |          |          |
| FIN002 | Anticipated "floor" change to Aggregate external funding (AEF) (0.5% improvement)                    | (468)        |          |          |          |
|        |  |              |          |          |          |
|        | <b>Financing Totals</b>  | <b>(618)</b> | <b>0</b> | <b>0</b> | <b>0</b> |

**TOTALS** (5,853) (326) (65) (77)

## Appendix 2: Individual mandates for pressures

Pressure Mandate Proposal Number: PCYP001

Pressure Mandate Title: ALN New Bill

|                             |                             |
|-----------------------------|-----------------------------|
| <b>Mandate Completed by</b> | <i>Sharon Randall Smith</i> |
| <b>Date</b>                 | <i>29/11/18</i>             |

### Why is this pressure required?

THIS IS A CONTINUATION OF A PRESSURE FROM 2018-19

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:

- the local authority will be responsible for providing strategic oversight of the system and for supporting mainstream schools to fulfil their duties
- 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
- 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%
- 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
- 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
- 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 of 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   |

**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?**

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
2. The Local Authority will comply in full with all statutory duties under the New Bill and ALN Code of Practice

**Expected positive impacts**

Additional capacity within the Directorate will ensure:

- 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
- 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
- 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
- adequate officer time is available to provide support and advice to schools and settings up to the age of 25 years.
- effective arrangements are in place to develop and facilitate avoidance and resolution of disagreements procedures to reduce the number of appeals to ALN Tribunals
- wellbeing and good will of staff is maintained

**Expected negative impacts**

The implementation of the New Bill will:

- significantly increase officer workload a significantly greater demand on officer time
- significantly increase the workload of the ALNCo in schools
- 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.
- place pressure on schools to meet the requirements of the new Bill without support and within existing resources
- 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? |  |                          |  |             |       |         |       |                         |
|---|--|--------------------------|--|-------------|-------|---------|-------|-------------------------|
|   | <b>2 officers</b><br><b>1 admin</b><br><b>Additional EP time</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 |                         |
| EPS / ALN   | £338,506   |                          | NA                                     |             |       | £66,000 | £0    | £66,000                 |

### 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      |
|--|------------------------------|----------------|
| Appointment of Officer with Post 16/ALN expertise (1 fte)<br>[two year fixed term]       | CYP ALN                      | September 2018 |
| Appointment of Officer with Early Years/ALN expertise (0.5 fte)<br>[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            | NA             | New measures   | New measures   | New measures   | New measures   | New measures   |

|         |   |    |              |              |              |              |              |
|---------|---|----|--------------|--------------|--------------|--------------|--------------|
|         | Statutory statement to IDP on target        |    |              |              |              |              |              |
| 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)<br>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  | Operational           | Given the current uncertainties surrounding the legal status of IDPs we   | High  | Early development and introduction of avoidance and resolution of  |

|   |           |  |      |   |
|---|-----------|--|------|---|
| resulting in increased costs to the LA  |           | expect the number of appeals to Tribunal to increase. In the current version of the new code pupil voice and the wishes of the parent appear to take priority.   |      | disagreements procedures  |
| 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 Title: | Employers contribution for teachers pension | Lead/Responsible Officer: | Nikki Wellington |
| Your Ref No:    | PCYP004                                     | Directorate:              | CYP              |
| Version No:     |   | Section:                  | Finance          |
| Date:           | 29-11-18                                    |                           |                  |

#### Why is this pressure/efficiency required?

Following a recent valuation of the teachers' pension, the employers contribution is anticipated to increase from 16.5% to 23.6%. This is anticipated to start in September 2019 and the actual pressure will be £112k per month.

#### Pressure/Efficiency Proposal

Please provide reference to the pressure/efficiency proposal submitted in previous years or reference to a Business Plan approved or undergoing consideration by SLT

N/A

#### Wellbeing Assessment

Please provide reference to the previously submitted Wellbeing Assessment completed for the pressure/efficiency proposal

N/A

#### Anticipated Cost of Pressure/Efficiency

| Ref | Pressure/Efficiency                         | Target year |       |       |       | Total pressure/efficiency proposed |
|-----|---|-------------|-------|-------|-------|------------------------------------|
|     |   | 19/20       | 20/21 | 21/22 | 22/23 |                                    |
| 1   | Employers contribution for Teachers Pension | £784,000    |       |       |       | To be put in base budget           |
|     |   |             |       |       |       |                                    |
|     |   |             |       |       |       |                                    |

|                 |  |                           |                  |
|-----------------|--|---------------------------|------------------|
| Pressure Title: | ALN Recoupment and school actions plus | Lead/Responsible Officer: | Nikki Wellington |
| Your Ref No:    | PCYP005                                | Directorate:              | CYP              |

|             |          |          |         |
|-------------|----------|----------|---------|
| Version No: |          | Section: | Finance |
| Date:       | 29-11-18 |          |         |

**Why is this pressure/efficiency required?**

Following the recent Month 7 monitoring report the support to schools to fund the pupils in mainstream schools has resulted in an overspend of £93,000. In addition there is a pressure for pupils placed in out of county provision of £74,000. This pressure is anticipated to continue in 2019-20.

**Pressure/Efficiency Proposal**

**Please provide reference to the pressure/efficiency proposal submitted in previous years or reference to a Business Plan approved or undergoing consideration by SLT**

N/A

**Wellbeing Assessment**

**Please provide reference to the previously submitted Wellbeing Assessment completed for the pressure/efficiency proposal**

N/A

**Anticipated Cost of Pressure/Efficiency**

| Ref | Pressure/Efficiency | Target year |       |       |       | Total pressure/efficiency proposed |
|-----|---------------------|-------------|-------|-------|-------|------------------------------------|
|     |                     | 19/20       | 20/21 | 21/22 | 22/23 |                                    |
| 1   | School Action plus  | £93,000     |       |       |       | To be put in base budget           |
| 2   | Out of County       | £74,000     |       |       |       | To be put in base budget           |
|     |                     |             |       |       |       |                                    |

Pressure Mandate Proposal Number: PSCH001

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> |

### Why is this pressure required?

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.

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.

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.

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 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.

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

To ensure we have a market that will contract with the Authority and provide sustainable services.

**Expected positive impacts**

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.

**Expected negative impacts**

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.

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

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 | Shelley Welton and Tyrone Stokes | 31 <sup>st</sup> March 2016 |

|   |                              |  |
|---|------------------------------|--|
| will be obtained from 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-<br>Budget /<br>Process /<br>Staff /<br>Customer | Indicator | Actual<br>2016/17 | Actual<br>2017/18 | Actual<br>2018/19 | Target<br>2016/17 | Target<br>2017/18 | Target<br>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/<br>Operational | Reason why identified (evidence) | Risk Level (High, Medium or Low)<br>Based on a score assessing the probability & impact | Mitigating Actions   |
|---|---------------------------|----------------------------------|---|--|
| <ul style="list-style-type: none"> <li>The number of people aged 25 and under is not known and any</li> </ul> | Both                      |                                  | In considering the likely reductions that could result from these                       | Reduce the amount reflected in rates paid to providers by: |

|  |  |  |   |  |
|--|--|--|---|--|
| <p>there is a risk we might over-estimate.</p> <ul style="list-style-type: none"> <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 decide not to seek business from the Council thus placing areas where it is difficult to attract providers at greater risk.</li> <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>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>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> | <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>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> |
|--|--|--|---|--|

## 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  |
|---|---|-----------------|
| Do not reflect Living wage increases in our fee | Care agencies face financial hardship, domiciliary care business is 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 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.  | Julie Boothroyd |

## 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: PSCH002

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

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|--|
|  |
|--|

| 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> |
| Expected positive impacts   |
| <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>  |
| Expected negative impacts   |
| <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> </ul>  |

- 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,
- 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,
- More clients into Local Authority funding for residential/nursing care provision.

## 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? |                  |                          |  |             |       |       |       |                         |
|---|------------------|--------------------------|--|-------------|-------|-------|-------|-------------------------|
| As above.   |                  |                          |  |             |       |       |       |                         |
| 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 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) |
|------------------------------------|---------------------------|---|
|                                    |                           |   |
|                                    |                           |   |

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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-<br>Budget /<br>Process /<br>Staff /<br>Customer | Indicator | Actual<br>2017/18 | Actual<br>2018/19 | Actual<br>2019/20 | Target<br>2017/18 | Target<br>2018/19 | Target<br>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/<br>Operational | Reason why<br>identified<br>(evidence) | Risk Level (High, Medium or<br>Low) Based on a score<br>assessing the probability &<br>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/LD          |
|            |  | DJ/HO          |
|            |  | 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.

**2019-20 Pressure Proposal Form: PSCH003**

The Senior Responsible Officer (SRO) for the proposal should complete the forms. Please use a separate form for each pressure.

The information provided in this pressure proposal will be used to enable Cabinet to decide whether to include the pressure in the MTFP and to assist with further mitigation of the pressure.

|                 |                |                           |                     |
|-----------------|----------------|---------------------------|---------------------|
| Pressure Title: | Fostering Fees | Lead/Responsible Officer: | Jane Rodgers        |
| Your Ref No:    | PSCH003        | Directorate:              | SCH                 |
| Version No:     | 1              | Section:                  | Children's Services |
| Date:           | November 2018  |                           |                     |

**Why is this pressure required?**

The pressure is required to harmonise Monmouthshire's generic foster carers' fees and allowances structure with its regional neighbours to enable a regional approach to the recruitment and retention of in-house (LA) foster carers. **This is a potential pressure which would require a full cost-benefit analysis before proceeding.** Initial indications are that a regional approach (if it could be achieved) would result in greater benefits than costs (more in-house carers, less reliance on IFA carers). A regional approach has been discussed with Heads of CS within Gwent and is desired, however, the absence of a harmonised fees structure is a significant barrier currently.

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

On current calculations the pressure for Monmouthshire is £141K and would represent an annual pressure going forward. This pressure is not likely to commence prior to financial year 20/21 as it would require a full cost benefit analysis and political approval across 5 LAs.

The calculation is based on the current fees and allowances x increases required to harmonise regionally (based on Caerphilly model) x numbers of current Monmouthshire carers. This calculation would change depending on the variables.

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

| Name                 | Organisation/department | Date                |
|----------------------|-------------------------|---------------------|
| Julie Boothroyd      | Director                | On-going discussion |
| Ty Stokes / Rob Long | Finance                 | On-going discussion |
|                      |                         |                     |
|                      |                         |                     |

**Will any further consultation be needed?**

| Name   | Organisation/ department | Date |
|--|--------------------------|------|
| Further consultation with regional partners and nationally |                          |      |

|  |  |  |
|--|--|--|
| with the National Fostering Framework / WG |  |  |
|  |  |  |
|  |  |  |

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

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 affect 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 proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.

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

The fees and allowances for our current cohort of generic Monmouthshire foster carers would increase. Any new generic carers would be recruited on the basis of the revised fees and allowances structure.

#### Expected positive impacts

##### Potential benefits

Increased financial offer might assist in recruiting and retaining in-house carers thereby reducing the reliance on the external market and reducing spend to the external placement budget.

Better outcomes for children & young people would be achieved through enabling increased in-county placements with in-house foster carers.

A harmonised fee structure would enable a regional approach to a 'front-door' for fostering with the following potential benefits:

- Sustainable and refined business approach to advertising / marketing and recruitment processes with economies of scale and increased expertise and specialism
- Strong Gwent image to attract foster carers to LA work
- Harmonised fee and SUPPORT offer to carers ensuring that LAs are not competing against each other
- Stronger challenge to IFAs recruiting in Gwent
- Increased opportunities for inter-authority placement exchanges
- Increased opportunity for joint approaches to more complex placements e.g. mother and baby

#### Expected negative impacts

##### Potential Negative impacts

- Potential for IFAs to challenge in terms of fee increase and marketing campaigns
- The overall carer provision for Monmouthshire does not increase
- Current carers are paid more at more expense to the LA
- Economies of scales are not realised because of the challenges in regional working
- Resources would be taken out of local service to put into regional service thereby reducing the level of flexibility at a local level (e.g. to redirect resources at critical times)
- The differential in the fees and allowances structure between generic and kinship carers would increase



### 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.

| What is the evidence for the pressure? How has it been estimated?                              |                  |                              |  |             |       |       |       |                         |
|--|------------------|------------------------------|--|-------------|-------|-------|-------|-------------------------|
| Full spreadsheet of calculations undertaken on a regional basis to arrive at the £141K figure. |                  |                              |  |             |       |       |       |                         |
| Service area   | Current Budget £ | Proposed Cash Pressure £     | Proposed non cash efficiencies – non £   | Target year |       |       |       | Total pressure proposed |
|  |                  |                              |  | 19/20       | 20/21 | 21/22 | 22/23 |                         |
| In-house Fostering Allowances  | TBC              | £141K at current calculation | Approx £20K differential between unit cost for IFA and In-house carer (cost avoidance) |             | £141K |       |       | £141K                   |
|  |                  |                              |  |             |       |       |       |                         |
|  |                  |                              |  |             |       |       |       |                         |
|  |                  |                              |  |             |       |       |       |                         |
|  |                  |                              |  |             |       |       |       |                         |

### 2. Actions required to minimise the pressure

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

| Action  | Officer/ Service responsible | Timescale         |
|---|------------------------------|-------------------|
| If this went ahead then actions required would be as per a recruitment strategy on a regional basis to ensure increase in fees / allowances result in increased in-house foster carers (generic) who have the required skill mix to meet demand of ever increasing numbers and complexity within the LAC population | Jane Rodgers                 | Not Yet Confirmed |
|   |                              |                   |
|   |                              |                   |

### 3. Additional skills/ business needs

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

| Any additional capability required  | Where will this come from   | Any other resource/business need (non-financial) |
|---|---|--|
| Increase in marketing efforts on a regional basis and possibly an increased marketing budget (but economies of scale should off-set this) | A regional foot-print would need to include Marketing/Communication expertise and interface with Coms teams within each local authority within the Gwent region |  |
| Resource and capacity would be required to re-structure local services into a regional service  | In-service  |  |
| Further expertise in conducting a local cost benefit analysis regarding the current options.  | In-service, potentially with assistance from corporate if possible  |  |
|   |   |  |

#### 4. Measuring performance on the proposal

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

| Focus - Budget/Process/Staff/Customer | Indicator  | Target 2019/20 | Target 2020/21 | Target 2021/22 | Target 2022/23 |
|---------------------------------------|--|----------------|----------------|----------------|----------------|
| Numbers of carers                     | Number of in-house foster carers (net) and recruitment activity            |                | To Be Agreed   |                |                |
| Number of placements                  | % of LAC in IFA placements : In-house placements                           |                | To Be Agreed   |                |                |
| Retention of in-house carers          | No. of carers deregistered as a % of total approved carers during the year |                | To be Agreed   |                |                |
|                                       |  |                |                |                |                |

#### 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 risks.

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

|   |           |   |        |   |
|---|-----------|---|--------|---|
| Too much financial pressure within neighbouring LAs to allow a regional approach to be adopted.   | Strategic | Regional harmonisation exercise   | High   | Build in pressure locally so that we would be in a position to move regionally if this became feasible.                   |
| Monmouthshire would not benefit from the regional service i.e. insufficient new carers would be recruited to gain benefit from the increased fee / allowances structure and the move to a regional footprint. | Strategic | We would still be competing with IFAs<br><br>The number of potential carers suitable for fostering is not fully known<br><br>Local campaigns have already been running. | Medium | Monmouthshire would need to maintain a strong position and be a strong advocate for local needs within a regional service |
|   |           |   |        |   |
|   |           |   |        |   |
|   |           |   |        |   |
|   |           |   |        |   |

## 6. Assumptions

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

| Assumption  | Reason why assumption is being made (evidence)   | Decision Maker |
|---|--|----------------|
| The current calculation of the fees and allowances                    | Based on variables – most significantly the number of generic carers at a given time   |                |
| The final cost benefit analysis would be favourable for Monmouthshire | Initial analysis is favourable   |                |
| That 4 regional partners will wish to proceed                         | The degree of financial pressure (vis a vis harmonisation of fees / allowances) that other LAs face in order to achieve a regional service |                |
|   |  |                |
|   |  |                |

## 7. Options

Prior to the pressure proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

| Options  | Reason why Option was not progressed  | Decision Maker |
|--|---|----------------|
| Do Nothing Differently for Now   | <p><u>Reason why this is a viable option (and is currently being progressed)</u></p> <ul style="list-style-type: none"> <li>- Current activity has improved foster carer recruitment without increasing fees / allowances significantly – this to be continued</li> <li>- Fees / Allowances could be increased in a more incremental way (ie annual inflation)</li> <li>- MyST has the potential to recruit carers on a higher fee structure to work with the most complex children – this allows us opportunity to ‘test the market’ and to ensure new carers meet the actual demand (e.g. around complexity)</li> </ul> | Jane Rodgers   |
| Increase fees at local level without moving to a regional front-door structure for fostering | A further cost benefit analysis <b>should</b> be conducted. Initial thoughts are that this would not be as favourable and that the benefits would be harder to realise as a single LA whilst still creating a considerable financial pressure for the LA.   | Jane Rodgers   |
| Increase fees and align with 1 or 2 of the Gwent LAs (i.e. a partial regional structure)     | A further cost benefit analysis <b>should</b> be conducted. Initial thoughts are that this would not be as favourable and that the benefits would be harder to realise without the full regional structure. Those LAs in a more favourable position to proceed to a 3-way alignment are BG and Caerphilly.  | Jane Rodgers   |
| Look at different ADM for fostering  | Some scoping thoughts / discussions are taking place to explore the potential to create a strategic partnership with not-for-profit organisations for the recruitment of Monmouthshire carers but this would potentially go against national and regional direction, and would require a detailed cost benefit analysis and business case to be developed. This would be a high risk strategy.  | Jane Rodgers   |
|  |   |                |

## 8. Monitoring the pressure proposal

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



**2019-20 Pressure Proposal Form: PSCH004**

The Senior Responsible Officer (SRO) for the proposal should complete the forms. Please use a separate form for each pressure.

The information provided in this pressure proposal will be used to enable Cabinet to decide whether to include the pressure in the MTFP and to assist with further mitigation of the pressure.

|                 |                                      |                           |                            |
|-----------------|--------------------------------------|---------------------------|----------------------------|
| Pressure Title: | <b>MyST Service (Project 5)</b>      | Lead/Responsible Officer: | <b>Jane Rodgers</b>        |
| Your Ref No:    | <b>PSCH004</b>                       | Directorate:              | <b>SCH</b>                 |
| Version No:     | <b>1</b>                             | Section:                  | <b>Children's Services</b> |
| Date:           | <b>27<sup>rd</sup> November 2018</b> |                           |                            |

**Why is this pressure required?**

**MyST is a Multi-disciplinary Intensive Therapeutic Fostering Service for Looked After Children and Young People.** The project is a partnership with Blaenau Gwent County Borough Council, under the governance of the Regional Children and Families Partnership Board and initially funded by the Integrated Care Fund (ICF).

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

The ICF grant funding will sustain the local team for 18 months. It is expected that the intensive therapeutic fostering service becomes self-sustaining after a period of 18 months. To achieve this the local authority funds coming back from high cost placements needs to be diverted to meet the costs of the local team. The running costs (post-ICF funding) will be split on a simple 50:50 basis. Both Blaenau Gwent and Monmouthshire will need to fund the local team to the amount of £187,876.50 per annum once the 18 month ICF funding period has ended (anticipated to be from either 1st October 2020 or 1st April 2021 depending on when the team is operational with a suitable building sourced as its base). Given the existing overspend position on the external placement budget the operational costs of £187,876.50 per annum is represented as a potential pressure within the 19/20 MTFP for 21/22.

2021/22 £187,876.50  
 ( as in cabinet report)

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

| Name                                  | Organisation/department | Date                       |
|---------------------------------------|-------------------------|----------------------------|
| DMT                                   | MCC                     | 12 <sup>th</sup> Sept      |
| SLT                                   | MCC                     | 16 <sup>th</sup> Sept 2018 |
| CYP Select                            | MCC                     | 18 <sup>th</sup> Sept 2018 |
| Children and family partnership board | Region                  | Sept 2018                  |
| MyST Reference Group                  | Region                  | Sept 2018                  |
| IPC                                   | IPC                     | Sept 2018                  |

**Will any further consultation be needed?**

| Name | Organisation/ department | Date |
|------|--------------------------|------|
| N/A  |                          |      |

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

## 1. Vision and Outcomes of the Pressure Proposal

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 affect 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 proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.

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

MyST supports the delivery of the next stage of the Children's Services improvement journey regarding ensuring the right service offer is in place for children in receipt of statutory social work services.

MyST accords with the work within the fostering project regarding the development of Monmouthshire carer's for Monmouthshire children, extending this to supporting in-house carer's to meet the needs of the most complex and troubled children.

It promotes and supports our aims to deliver against the Medium Term Financial Plan regarding returning children from high costs residential carer's, and preventing high cost residential placements (cost avoidance).

The project is based on a firm evidence of a similar project within Gwent (and elsewhere) with a proven track record of achieving financial savings and delivering better outcomes for children.

The Local Authority is now in a stronger position regarding attracting in-house carer's, and retaining a stable workforce within children's services, so has a stronger platform for building, including the development of family support intervention services.

The Local Authority will share risks with Blaenau Gwent County Borough Council.

The MyST project will be supported through grants for the initial 18months to reach financial sustainability.

### Expected positive impacts

- The opportunity to improve outcomes for children and young people presenting with complex needs at a local level using an initial grant is maximised
- Opportunity to develop a Gwent wide approach to delivering a joint multi-disciplinary intensive therapeutic fostering service in close partnership with Health is maximised.
- Opportunity to develop a financially sustainable service that reduces the reliance on the external market (and potentially saves money longer-term) is maximised.

### Expected negative impacts

n/a

## 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?

Blaenau Gwent and Monmouthshire will fund the local team to the amount of £187,876.50 per annum once the 18 month ICF funding period has ended (anticipated to be from either 1st October 2020 or 1st April 2021 depending on when the team is operational (with a suitable building sourced as its base).

Given the existing overspend position on the external placement budget the operational costs of £187,876.50 per annum is represented as a potential pressure within the 19/20 MTFP for 21/22.

| Service area               | Current Budget £ | Proposed Cash Pressure £ | Proposed non cash efficiencies – non £ | Target year |       |                   |       | Total pressure proposed |
|----------------------------|------------------|--------------------------|--|-------------|-------|-------------------|-------|-------------------------|
|                            |                  |                          |  | 19/20       | 20/21 | 21/22             | 22/23 |                         |
| <b>Children's Services</b> |                  | <b>187,876.50</b>        |  |             |       | <b>187,876.50</b> |       | <b>187,876.50</b>       |

### 3. Actions required to minimise the pressure

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

| Action  | Officer/ Service responsible | Timescale                 |
|---|------------------------------|---------------------------|
| To ensure delivery of the project in line with the agreed timescales.   | Jane Rodgers                 | In line with project plan |
| To ensure all recruitment is carried out in line with the agreed structure  | Jane Rodgers                 | In line with project plan |
| To operate within the partnership agreement   | Jane Rodgers                 | In line with project plan |
| Ensure there is a clear pathway in order to identify Children who might benefit from the Project are referred into the service                                | Jane Rodgers                 | In line with project plan |
| That additional support provided to carers to enable them to look after children with complex needs is in place, appropriate and timely.                      | Jane Rodgers                 | In line with project plan |
| The regional MyST Programme Director and Clinical Directors are aware of and able to unblock any issues that might prevent this project from being a success. | Jane Rodgers                 | In line with project plan |
| That the 'Children and families Partnership' monitor progress and support the Project in order for it to succeed.   | Jane Rodgers                 | In line with project plan |

### 4. Additional skills/ business needs

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

| Any additional capability required | Where will this come from  | Any other resource/ business need (non-financial) |
|------------------------------------|--|---|
| IT                                 | Sourced from within host LA – but set up costs included in the grant |   |
| HR Support                         | Sourced from within the host LA                                      |   |



|                           |   |  |
|---------------------------|---|--|
| Advertising and marketing | Sourced from within the host LA – recruitment costs included within the grant |  |
| Training                  | Team Teach, DPP, regional leads – included within operational costs           |  |

#### 5. Measuring performance on the proposal

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

| Focus - Budget/Process/Staff/Customer   | Indicator   | Target 2019/20 | Target 2020/21 | Target 2021/22 | Target 2022/23 |
|---|---|----------------|----------------|----------------|----------------|
| Number of residential placements  | Reduction of average as a % of LAC  | To be agreed   |                |                |                |
| Avoidance of high cost placements in cases which meet MyST criteria           | Identification of cost avoidance  | To be agreed   |                |                |                |
| Placement stability   | % for MyST young people   | To be agreed   |                |                |                |
| MyST Young people engaged in education or training.                           | % of  | To be agreed   |                |                |                |
| Improved school attendance  | %   | To be agreed   |                |                |                |
| Improved emotional wellbeing  | %   | To be agreed   |                |                |                |
| Feedback from children and young people receiving a service from the project. | Including number of children placed closer to home, quality of friendships, access to employment/ education/ training | To be agreed   |                |                |                |

#### 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 risks.

| Barrier or Risk   | Strategic/ Operational | Reason why identified (evidence)                                | Risk Level (High, Medium or Low) | Mitigating Actions  |
|---|------------------------|---|----------------------------------|---|
| <i>Unable to attract and appoint suitable calibre of staff into posts</i> | Operational            | Current recruitment market and overall shortage of CS workforce | Medium                           | All posts are permanent, increasing likelihood of quality staff applying.<br>Robust adverting, selection and training processes in place. |

|  |                         |  |        |   |
|--|-------------------------|--|--------|---|
| Inability to achieve the financial release children and Young people returning from residential placements to enable to team to be sustainable |                         |  | Low    | Children are already identified. We already have skilled carers. Skilled carers cost less than alternative options. Builds on existing evidence base. Programme Director and Clinical Director will unblock issues as they arise. The partnership will monitor progress and support the project to succeed. |
| Redundancy costs should the project not be sustainable   | Operational             | In line with Protection of Employment Policy         | Low    | There is a commitment that HR issues will be dealt with collectively. There are vacancies across all Local authorities, reducing the potential for redundancy costs. There is recent history of staff being re-absorbed into local authorities.   |
| Capital bid may not be successful leaving the regional team and the local base or suitable accommodation might not be found.                   | Operational / strategic | Lack of accommodation available in suitable locality | Medium | Look to house the team within the existing accommodation to meet the needs of the project.  |

## 7. Assumptions

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

| Assumption   | Reason why assumption is being made (evidence)  | Decision Maker                                 |
|--|---|--|
| That full savings of a child returning to the LA from residential may not be achieved. | Existing funds will still be required to fund the local placements ( at a much reduced rate)  | Head of Service<br>Monitored by Finance.       |
| The model is based on the success of the Torfaen and Caerphilly models.                | Information provided from these models suggest that we will reduce the external placements and will deliver better outcomes for children. |  |
| Monmouthshire will share the risks with Blaenau Gwent County Borough Council.          | This is a partnership arrangement between the two local authorities.  | Head of Service.                               |
| After the initial 18 months the grant money to transfer to Newport.                    | This will enable Newport to set up their multi-disciplinary intensive therapeutic fostering service.                                      | Gwent Children and Families Partnership Board. |

## 8. Options

Prior to the pressure proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

| Options  | Reason why Option was not progressed   | Decision Maker      |
|--|--|---------------------|
| <b>Option 1</b><br>Do nothing  | The opportunity to improve outcomes for children and young people presenting with complex needs would be lost<br>Opportunity to develop a Gwent wide approach to delivering a multi-disciplinary intensive therapeutic fostering service within Monmouthshire which would mirror approaches already adopted by Torfaen and Caerphilly would be lost.   | DMT / SLT / cabinet |
| <b>Option 2</b><br>For Monmouthshire to develop a joint multi-disciplinary intensive therapeutic fostering service for Looked After Children and young people as a single Local Authority.   | Loss of Partnership Support and investment through the ICF grant (full or part) requiring up-front investment from the Council<br>The future sustainability of the Project would be predicated on a greater reduction of children placed in residential care and the risks of not achieving this would fall to Monmouthshire alone.  | DMT/ SLT / Cabinet  |
| <b>Option 3 Chosen Option</b><br>To develop a joint multi-disciplinary intensive therapeutic fostering service for Looked After Children and young people between Blaenau Gwent and Monmouthshire County Borough Councils, using an ICF to establish the service over the first 18 months. | <b>Reason for chosen option.</b><br>The opportunity to improve outcomes for children and young people presenting with complex needs at a local level using an initial grant is maximised.<br>Opportunity to develop a Gwent wide approach to delivering a joint multi-disciplinary intensive therapeutic fostering service in close partnership with Health is maximised.<br>Opportunity to develop a financially sustainable service that reduces the reliance on the external market (and potentially saves money longer-term) is maximised. | DMT/ SLT / Cabinet  |

## 9. Monitoring the pressure proposal

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

|                 |   |                           |                            |
|-----------------|---|---------------------------|----------------------------|
| Pressure Title: | <b>Overspend in Children's Services</b> | Lead/Responsible Officer: | <b>Jane Rodgers</b>        |
| Your Ref No:    | <b>PSCH005</b>                          | Directorate:              | <b>SCH</b>                 |
| Version No:     | <b>2</b>                                | Section:                  | <b>Children's Services</b> |
| Date:           | <b>3<sup>rd</sup> December 2018</b>     |                           |                            |

### Why is this pressure required?

As part of the 2018/19 formal forecast monitoring exercise, the month 7 Children's Services forecast outturn is set to overspend by £561,000.

As part of the 2019/20 MTFP, the full year implications of the overspend were worked through to predict the effect on 2019/20.

Pressures arise from the increased demand on the service right across the spectrum of need and particularly in respect of the numbers of children requiring longer term interventions through child protection, court and Looked After / Leaving Care services. With more children in the system this has a knock on effect across the service in respect of the cost of providing the full range of support and services that are required including staffing costs.

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

Based on the 2018/19 month 7 forecast, the predicted 2019/20 overspend was £493,000. In further consideration of mitigating actions that could be worked through totalling £235K, the anticipated overspend was reduced to £258,000, as per the below breakdown: -

#### Analysis of £493,025 Full Year Effect Budget Pressure 2019/20

| AREA OF OVERSPEND   | £              |
|---|----------------|
| 2% Staff Efficiency, based on Budget Build                              | 94,969         |
| Staff travel/mileage budget reduction in year                           | 12,398         |
| Staff travel/mileage budget overspend prior to in year budget reduction | 16,544         |
| In house fostering budget   | 82,262         |
| External placement budget (which includes IFA placements)               | 69,772         |
| External Transport  | 84,566         |
| Direct Payments & Respite Care Pressure                                 | 40,035         |
| Professional Fees   | 25,000         |
| Agency/over establishment staff costs                                   | 67,479         |
| <b>Full year effect before mitigation</b>                               | <b>493,025</b> |
| <b>LESS - Mitigating factors</b>  |                |
| Remove anticipated full year effect of case NJ                          | (168,000)      |
| Remove agency/over establishment staff costs                            | (67,479)       |
| <b>Full year effect after mitigation</b>                                | <b>257,546</b> |

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

| Name | Organisation/department | Date       |
|------|-------------------------|------------|
| DMT  | MDP Page 150            | 21/11/2018 |

|  |  |  |
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| Will any further consultation be needed? |                          |          |
|--|--------------------------|----------|
| Name                                     | Organisation/ department | Date     |
| DMT                                      | MCC                      | On-going |
|  |                          |          |
|  |                          |          |

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

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 affect 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 proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.

| What are the outcomes of investing in the identified pressure?  |
|---|
| <b>Children's Services are enabled to deliver services within budget</b>  |
| Expected positive impacts   |
| <ul style="list-style-type: none"> <li>• Service continues to safely meet current demand and respond appropriately to children in need of care, support and protection</li> <li>• Service continues to develop and plan towards achieving financial sustainability as part of on-going programme of work 'Delivering Excellence'</li> </ul> |
| Expected negative impacts   |
| <ul style="list-style-type: none"> <li>• Budget is diverted from other areas of the council.</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.

| What is the evidence for the pressure? How has it been estimated?  |                  |                          |  |             |       |       |       |                         |
|--|------------------|--------------------------|--|-------------|-------|-------|-------|-------------------------|
| Based on the 2017/18 month 7 Children's Services forecast outturn. |                  |                          |  |             |       |       |       |                         |
| Service area   | Current Budget £ | Proposed Cash Pressure £ | Proposed non cash efficiencies – non £ | Target year |       |       |       | Total pressure proposed |
|  |                  |                          |  | 19/20       | 20/21 | 21/22 | 22/23 |                         |
| Children's Services  | 11,460,529       | 257,546                  |  | 257,546     |       |       |       | 257,546                 |

### 3. Actions required to minimise the pressure

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

| Action  | Officer/ Service responsible | Timescale          |
|---|------------------------------|--------------------|
| Continue to implement budget recovery actions linked to the overall programme plan for Children Services 'Delivering Excellence' now at (the end of Yr 3). Key areas of activity:                 | Jane Rodgers                 | Programme on-going |
| <ul style="list-style-type: none"> <li>Ensure financial checks (systems and processes) are in place and working well</li> </ul>   |                              |                    |
| <ul style="list-style-type: none"> <li>Continue to implement pathways to independence work for individual cases (LAC and Non-LAC) where there are high cost packages of care in place.</li> </ul> |                              |                    |
| <ul style="list-style-type: none"> <li>Implement MyST to support this programme and cost avoid</li> </ul>   |                              |                    |
| <ul style="list-style-type: none"> <li>Work more effectively with health to secure increased contributions (inc Continuing Care) in complex cases</li> </ul>                                      |                              |                    |
| <ul style="list-style-type: none"> <li>Continue to deliver fostering project to reduce reliance on IFAs</li> </ul>  |                              |                    |
| <ul style="list-style-type: none"> <li>Fully implement family support offer at all tiers to ensure de-escalation of need / complexity wherever possible.</li> </ul>                               |                              |                    |
| <ul style="list-style-type: none"> <li>Undertake transport review</li> </ul>  |                              |                    |
| <ul style="list-style-type: none"> <li>Continue to implement workforce strategy</li> </ul>  |                              |                    |

### 4. Additional skills/ business needs

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

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

### 5. Measuring performance on the proposal

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

| Focus - Budget/Process/Staff/Customer | Indicator                            | Target 2019/20 | Target 2020/21 | Target 2021/22 | Target 2022/23 |
|---------------------------------------|--------------------------------------|----------------|----------------|----------------|----------------|
| Budget / Customer                     | % in-house places : IFA placements   | increase       |                |                |                |
| Budget / Customer                     | # children in residential placements | decrease       |                |                |                |
| Budget / Staff                        | # / % agency staff to permanent      | decrease       |                |                |                |
|                                       |                                      |                |                |                |                |
|                                       |                                      |                |                |                |                |
|                                       |                                      |                |                |                |                |

## 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 risks.

| Barrier or Risk   | Strategic/ Operational | Reason why identified (evidence)                       | Risk Level (High, Medium or Low) | Mitigating Actions  |
|---|------------------------|--|----------------------------------|---|
| <i>Increase demand LAC and CP within the system</i>   | Operational            | Current trend broadly in keeping with national picture | High                             | Full implementation and further development of preventative services  |
| Fragility of Workforce  | Operational            | Workforce Data   | High                             | On-going implementation of workforce strategy                         |
| Scope and pace of changes required by the service to cope with operational demand; the development and re-design of services; and delivering on practice change | Operational            | Scope of the current programme plan                    | High                             | On-going support to leadership group within service through DMT / SLT |
|   |                        |  |                                  |   |

## 7. Assumptions

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

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

|                               |  |  |
|-------------------------------|--|--|
| Current demand stays the same | Projection is based on 'as is' whereas in reality new cases / risk within current cases will arise during the course of the year |  |
|                               |  |  |
|                               |  |  |
|                               |  |  |

## 8. Options

Prior to the pressure proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

| Options   | Reason why Option was not progressed  | Decision Maker |
|---|---|----------------|
| 1. Do not address the current pressure                                    | Children's Services would continue to be in an overspend position   |                |
| 2. Increase pressure to the 'worst-case scenario' – no mitigating factors | There remains a small chance of achieving below the 'worst-case scenario', making the additional pressure unnecessary. We have time leading up to next year's budget to work on mitigations considered in order to achieve. |                |
|   |   |                |

## 9. Monitoring the pressure proposal

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



|                 |                                     |                           |                          |
|-----------------|-------------------------------------|---------------------------|--------------------------|
| Pressure Title: | Transport to Welsh Medium Education | Lead/Responsible Officer: | Richard Cope             |
| Your Ref No:    | Original Ref 16/17 BP08             | Directorate:              | Enterprise               |
| Version No:     | 3                                   | Section:                  | Passenger Transport Unit |
| Date:           | 30.11.18                            |                           |                          |

#### Why is this pressure/efficiency required?

The pressure is required because the new welsh medium secondary school Ysgol Gyfun Gwent Iscoed opened in Newport in 2016 , transport is increasing to this school year on year and we also still have to provide transport from the south of the county to the existing welsh school in Pontypool Ysgol Gyfun Gwynllw until 2022.

#### Pressure/Efficiency Proposal

##### Please provide reference to the pressure/efficiency proposal submitted in previous years or reference to a Business Plan approved or undergoing consideration by SLT

The pressure was first submitted with other pressures in 2015/16 (Ref BP08) and resubmitted in November 2017 with projections for the following years as detailed below:-

£72k 19/20

£75k 20/21

£62k 21/22

Ref BP08

<http://corphub/initiatives/budgetmandates/20162017/Pressure%20Mandates/>

#### Wellbeing Assessment

##### Please provide reference to the previously submitted Wellbeing Assessment completed for the pressure/efficiency proposal

This was undertaken as part of the previous proposals .

#### Anticipated Cost of Pressure/Efficiency

| Ref | Pressure/Efficiency  | Target year |       |       |       | Total pressure/efficiency proposed |
|-----|--|-------------|-------|-------|-------|------------------------------------|
|     |  | 19/20       | 20/21 | 21/22 | 22/23 |                                    |
|     | Extra Transport required to maintain transport to both welsh medium secondary schools until 2022 | 72K         | 75K   | 62K   |       | 209K                               |

|                 |                                       |                           |             |
|-----------------|---------------------------------------|---------------------------|-------------|
| Pressure Title: | Street Lighting Energy Price Increase | Lead/Responsible Officer: | Gareth Sage |
| Your Ref No:    | PENT001                               | Directorate:              | ENT         |
| Version No:     | 1.1                                   | Section:                  | OPS         |
| Date:           | 29/11/18                              |                           |             |

#### Why is this pressure required?

Energy price increases are anticipated to be in the region of 20% next year. This will put a pressure on the street lighting budget as energy costs will outstrip the budget available.

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

2019/20 total anticipated pressure = £74,000

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

| Name | Organisation/department | Date     |
|------|-------------------------|----------|
|      | SLT/Cabinet             | November |
|      |                         |          |
|      |                         |          |
|      |                         |          |

#### Will any further consultation be needed?

| Name | Organisation/ department | Date |
|------|--------------------------|------|
|      |                          |      |
|      |                          |      |

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

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 affect 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 proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.

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

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

#### Expected positive impacts

N/A

#### Expected negative impacts

N/A

## 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?

20% increase on forecast energy spend in 18-19 taking the predicted total costs for energy to £370,000.

| Service area    | Current Budget £ | Proposed Cash Pressure £ | Proposed non cash efficiencies – non £ | Target year |       |       |       | Total pressure proposed |
|-----------------|------------------|--------------------------|--|-------------|-------|-------|-------|-------------------------|
|                 |                  |                          |  | 19/20       | 20/21 | 21/22 | 22/23 |                         |
| Street Lighting | 670,000          | £74,000                  | 0                                      | £74,000     |       |       |       | £74,000                 |
|                 |                  |                          |  |             |       |       |       |                         |
|                 |                  |                          |  |             |       |       |       |                         |
|                 |                  |                          |  |             |       |       |       |                         |

## 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 proposal.

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

## 4. Additional skills/ business needs

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

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

| Focus - Budget/Process/Staff/Customer | Indicator          | Target 2019/20 | Target 2020/21 | Target 2021/22 | Target 2022/23 |
|---------------------------------------|--------------------|----------------|----------------|----------------|----------------|
|                                       |                    |                |                |                |                |
| Budget Monitoring                     | Budget performance | Break-even     | Break-even     | Break-even     | Break-even     |
|                                       |                    |                |                |                |                |

#### 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 risks.

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

#### 7. Assumptions

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

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

|                                   |   |                             |
|-----------------------------------|---|-----------------------------|
| Energy Price increase will be 20% | Estimate provided by our energy manager. This is the current best guess, until purchasing cycle is complete we will not know the true increase. | Ian Hoccom – Energy Manager |
|                                   |   |                             |
|                                   |   |                             |
|                                   |   |                             |

#### 8. Options

Prior to the pressure proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

| Options    | Reason why Option was not progressed | Decision Maker |
|------------|--------------------------------------|----------------|
| Do Nothing | Energy budget will overspend         | Gareth Sage    |
| Switch off | No appetite for further switch-off.  | Gareth Sage    |
|            |                                      |                |
|            |                                      |                |

|                 |                                |                           |                           |
|-----------------|--------------------------------|---------------------------|---------------------------|
| Pressure Title: | Potential loss of MHA Contract | Lead/Responsible Officer: | Carl Touhig               |
| Your Ref No:    | PENT002                        | Directorate:              | Enterprise                |
| Version No:     | 1                              | Section:                  | Waste and Street Services |
| Date:           | 04/12/18                       |                           |                           |

#### Why is this pressure required?

The grounds maintenance service currently provides a service to Monmouthshire Housing Association (MHA). The MHA contract for grounds maintenance services across their estate/s has been retendered. The value of the contract to the service area is currently valued at £250,000. If the department are not awarded the contract there will be gross income loss of £250,000.

Through the TUPE regulations, 7 posts have been put forward to a value of £170,000 but were challenged by MHA resulting in 5 posts @ £130,000 TUPE being accepted. If the contract is lost, there will be a reduction in machinery maintenance which will result in a partial saving. The maintenance/equipment budget pressure will be an estimated £20,000.

The resultant budget pressure is estimated at £100,000

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

The budget pressure of £100,000 for 2019/20. The grounds maintenance schedules can be reviewed during 2019 once the outcome of the contract award is known and additional external income will be sought for 2020/21 to help to alleviate and partially mitigate the pressure but the impacts of this are not known nor secured.

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

| Name             | Organisation/department | Date          |
|------------------|-------------------------|---------------|
| Frances Williams | MCC                     | October 2018  |
| Roger Hoggins    | MCC                     | October 2018  |
| Rob O'Dwyer      | MCC                     | November 2018 |
|                  |                         |               |
|                  |                         |               |

#### Will any further consultation be needed?

| Name            | Organisation/ department | Date     |
|-----------------|--------------------------|----------|
| Elected Members | MCC                      | Jan 2019 |
|                 |                          |          |
|                 |                          |          |

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

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 affect 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 proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.

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

Grounds maintenance will be able to continue to operate during 2019/20 to fulfil internal work and external contract work. By investing in the service, it will give the opportunity to revise schedules and mowing regimes to reduce pressure in future years.

#### Expected positive impacts

Maintain capacity to deliver grounds maintenance functions for internal and external contracts.

#### Expected negative impacts

If contract is lost there will be different mowing regimes across MHA owned land and MCC owned land. It is anticipated that this will lead to complaints and will take time and additional resources to rationalise schedules to minimise the impact.

## 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?

Income on contract is £250,000 for past 10 years. TUPE and reductions in maintenance of machinery of £150,000 leaves £100,000 pressure

| Service area | Current Budget £ | Proposed Cash Pressure £ | Proposed non cash efficiencies – non £ | Target year |       |       |       | Total pressure proposed |
|--------------|------------------|--------------------------|--|-------------|-------|-------|-------|-------------------------|
|              |                  |                          |  | 19/20       | 20/21 | 21/22 | 22/23 |                         |
| Grounds      | £1.2m            | £250,000                 | £150,00                                | £100k       |       |       |       | £100,000                |
|              |                  |                          |  |             |       |       |       |                         |
|              |                  |                          |  |             |       |       |       |                         |
|              |                  |                          |  |             |       |       |       |                         |

## 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 proposal.

| Action | Officer/ Service responsible | Timescale |
|--------|------------------------------|-----------|
|--------|------------------------------|-----------|

|   |             |                |
|---|-------------|----------------|
| Review mowing schedules in 2019/20 to reduce pressure in subsequent years | Carl Touhig | December 2019  |
| Explore opportunities for additional income for the service               | Carl Touhig | Jan-March 2019 |
|   |             |                |

#### 4. Additional skills/ business needs

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

| Any additional capability required                           | Where will this come from | Any other resource/ business need (non-financial) |
|--|---------------------------|---|
| Support from MCS team to move paper based schedules into MCS | MCS team and Abavus       |   |
|  |                           |   |
|  |                           |   |

#### 5. Measuring performance on the proposal

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

| Focus - Budget/Process/Staff/Customer | Indicator  | Target 2019/20 | Target 2020/21 | Target 2021/22 | Target 2022/23 |
|---------------------------------------|--|----------------|----------------|----------------|----------------|
| Budget                                | Deliver grounds maintenance services within overall budget | £1.3m          |                |                |                |
| Source additional external income     |  |                | £100k          |                |                |
|                                       |  |                |                |                |                |

#### 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 risks.

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



|  |     |   |        |  |
|--|-----|---|--------|--|
| Managing complaints regarding mowing regimes   | Ops | If MHA have different contractor we will no longer cut total area and standards will be different | Medium | Reschedule MCC schedules to reduce cuts and where practical cut on same week as MHA                                  |
| Decisions delayed on reducing mowing schedules | ops | Reductions in mowing schedules have not met political approval in the past                        | Low    | Work with members to deliver sensible mowing regime that reduces cost and ensures MCC remains clean, green and safe. |
|  |     |   |        |  |
|  |     |   |        |  |
|  |     |   |        |  |

## 7. Assumptions

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

| Assumption                                | Reason why assumption is being made (evidence)                     | Decision Maker |
|---|--|----------------|
| That MCC will not secure the MHA contract | There are no guarantees that MCC will win the tender for services. | MHA            |
|   |  |                |
|   |  |                |
|   |  |                |
|   |  |                |

## 8. Options

Prior to the pressure proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

| Options  | Reason why Option was not progressed  | Decision Maker      |
|--|---|---------------------|
| Do not bid for contract and reduce mowing schedules in 2019/20 | Tender value is £250,000 per year. Income generation is key to supporting grounds maintenance budget; MHA contract supports internal core work through efficiencies of scale. We will still be cutting plots in same areas that are non-MHA properties. | Commercial team WSS |
| Seek additional external work                                  | No capacity to tender for additional work at same time as preparing MHA tender. New contract will commence May 2019 leaving no time to implement other changes to reduce costs in 2019.   | Commercial team WSS |
|  |   |                     |

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|-----------------|--|---------------------------|---------------------------|
| Pressure Title: | Loss of Tidy Towns grant funding and reduction on ESDD grant | Lead/Responsible Officer: | Carl Touhig               |
| Your Ref No:    | PENT003  | Directorate:              | Enterprise                |
| Version No:     | 1  | Section:                  | Waste and Street Services |
| Date:           | 04/12/18   |                           |                           |

#### Why is this pressure required?

Welsh Government have ceased a grant funding pot that has supported core services for cleansing, fly tipping and community improvement, litter champions and dog fouling work for last 7 years. The pot was £115,000 and this was shared between waste services, countryside services and sustainable development. Waste retained £60,000 of this pot.

The funding has been moved into RDP type funding pot where Councils bid collaboratively for elements that support environmental resources and wellbeing. A collaborative bid has been developed. This bid will be with Keep Wales Tidy for the waste element with a maximum funding pot of £30,000 for MCC if successful.

In addition to this grant reduction, WG have indicated an annual 10% reduction on the ESDD grant which supports waste services. This grant is currently £523,246 and will give a pressure of £52,000 in 2019/20.

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

£30,000 pressure ongoing

£52,000 pressure in 2019/20 and there is an ongoing reduction anticipated in ESDD grant per annum creating an ongoing pressure.

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

| Name             | Organisation/department | Date         |
|------------------|-------------------------|--------------|
| Frances Williams | MCC                     | October 2018 |
| Roger Hoggins    | MCC                     | October 2018 |
| Countryside      | MCC                     | October 2018 |
|                  |                         |              |
|                  |                         |              |

#### Will any further consultation be needed?

| Name            | Organisation/ department | Date   |
|-----------------|--------------------------|--------|
| Keep Wales Tidy |                          | Jan 19 |
| Elected Members |                          | Jan 19 |
|                 |                          |        |

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

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 affect 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 proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.

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

Funding will allow the continuation of litter champion's support, community improvement teams and community projects to reduce litter, clear fly tipping and implement services in line with Litter Strategy.

Delivery of existing waste services.

**Expected positive impacts**

Continue to support excellent work of litter champions and implement Litter Strategy

**Expected negative impacts**

Reduced funding and national collaborative bid will reduce capacity to support community clean-ups and localised campaigns to reduce litter and improve the local environmental quality indicators.

**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?**

Confirmed reduction in grants from WG which will be implemented in March 31<sup>st</sup> 2019

| Service area | Current Budget £ | Proposed Cash Pressure £ | Proposed non cash efficiencies – non £ | Target year |       |       |       | Total pressure proposed |
|--------------|------------------|--------------------------|--|-------------|-------|-------|-------|-------------------------|
|              |                  |                          |  | 19/20       | 20/21 | 21/22 | 22/23 |                         |
| Waste        | £7m              | £30,000                  |  | 30k         |       |       |       | £30,000                 |
| Waste        |                  | £52,000                  |  | 52k         | 47k   | 42K   | 40K   | £181,000                |
|              |                  |                          |  |             |       |       |       |                         |
|              |                  |                          |  |             |       |       |       |                         |
|              |                  |                          |  |             |       |       |       |                         |

**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 proposal.

| Action   | Officer/ Service responsible | Timescale     |
|--|------------------------------|---------------|
| Work with KWT to deliver national collaboration in form of Caru Cymru/Love Wales to continue LEQ work. | Carl Touhig                  | February 2019 |
| Implementation of changes to waste services  | Carl Touhig                  | April 2019    |
|  |                              |               |
|  |                              |               |

**4. Additional skills/ business needs**

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

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

#### 5. Measuring performance on the proposal

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

| Focus - Budget/Process/Staff/Customer | Indicator                                    | Target 2019/20 | Target 2020/21 | Target 2021/22 | Target 2022/23 |
|---------------------------------------|--|----------------|----------------|----------------|----------------|
| Budget                                | Deliver waste services within overall budget | £7m            |                |                |                |
|                                       |  |                |                |                |                |
|                                       |  |                |                |                |                |

#### 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 risks.

| Barrier or Risk  | Strategic/ Operational | Reason why identified (evidence)                         | Risk Level (High, Medium or Low)<br>Based on a score assessing the probability & impact | Mitigating Actions  |
|--|------------------------|--|---|---|
| KWT unsuccessful with bid and full pressure of £60k ensues | Strategic              | Confirmation of bid and grant funding will be March 2019 | low   | KWT have worked with 22 authorities on bid and in conjunction with WG advisors on eligibility criteria. |
|  |                        |  |   |   |
|  |                        |  |   |   |
|  |                        |  |   |   |

#### 7. Assumptions

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

| Assumption                                       | Reason why assumption is being made (evidence)  | Decision Maker   |
|--|---|------------------|
| KWT will secure grant                            | KWT have developed bid in conjunction with all Welsh Authorities and bid appears to meet the eligibility criteria a set by WG | Carl Touhig      |
| Services will be maintained at the current level | It is assumed that the grant awarded to MCC is not going to be less than currently modelled.                                  | Welsh Government |
|  |   |                  |
|  |   |                  |
|  |   |                  |
|  |   |                  |

## 8. Options

Prior to the pressure proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

| Options                        | Reason why Option was not progressed   | Decision Maker |
|--------------------------------|--|----------------|
| Reduction in service provision | Maintaining the service provision within Waste Streetscene services is important to continued delivery of corporate priorities | Carl Touhig    |
|                                |  |                |
|                                |  |                |
|                                |  |                |

|                 |   |                           |                           |
|-----------------|---|---------------------------|---------------------------|
| Pressure Title: | Increased management costs of household waste recycling centres and transfer stations | Lead/Responsible Officer: | Carl Touhig               |
| Your Ref No:    | PENT004   | Directorate:              | Enterprise                |
| Version No:     | 01  | Section:                  | Waste and Street Services |
| Date:           | Dec 18  |                           |                           |

#### Why is this pressure required?

Viridor have proposed an increase in management costs to mitigate losses in last 2 financial years and loss of income from food and garden waste processing and move to energy from waste from landfill.

With contractual changes in 2015 to move from landfill to energy from waste and in 2018 the move from in-vessel composting to Anaerobic Digestion and from garden waste treatment at Viridor Walpole to Abergavenny Green Waste the overall value of the contract for Viridor has reduced by £875,000. Viridor have maintained the service levels and worked closely with MCC to mitigate costs but are unable to sustain this budget pressure moving forward.

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

The existing management fee is £1.045m.

Viridor propose a new fee of £1.52m for 2019/20 but this includes a proposal for profit sharing the recycle sales estimated at £100k leaving gross pressure of £375,000.

The contract for the management of our Household Waste Recycling Centres (HWRC), Waste Transfer Stations (WTS) and associated waste disposal contracts is ready to be tendered. This contract will only be issued following elected member decisions on the future requirements for service provision including for example the opening hours, day closures and/or full closures.

It is projected that the new contract will commence in October 2019. It is unknown at this point what service provision will look like or what retendered service will cost.

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

| Name             | Organisation/department | Date           |
|------------------|-------------------------|----------------|
| Frances Williams | MCC                     | October 2018   |
| Roger Hoggins    | MCC                     | October 2018   |
| Rob O'Dwyer,     | MCC                     | November 2018  |
| Viridor          | Viridor                 | September 2018 |
|                  |                         |                |

#### Will any further consultation be needed?

| Name    | Organisation/ department | Date   |
|---------|--------------------------|--------|
| Viridor |                          | Jan 19 |
|         |                          |        |
|         |                          |        |

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

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 affect 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 proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.

| What are the outcomes of investing in the identified pressure?  |
|---|
| Without the investment in this identified pressure, the HWRCs and waste transfer stations will close on March 31 <sup>st</sup> 2019 until new contractor can be appointed or service is provided in-house following TUPE and permits approvals. This is a significant risk for the Authority and the service area should the pressure agreed. |
| Expected positive impacts   |
| HWRCs and WTS remain open to public and MCC from the end of March 2019 and a new contract reflects service provision to meet affordability envelope.  |
| Expected negative impacts   |
| None if funded  |

### 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?  |                  |                          |  |             |       |       |       |                         |
|--|------------------|--------------------------|--|-------------|-------|-------|-------|-------------------------|
| Viridor have provided a proposal and costings for the service continuation beyond March 31 <sup>st</sup> 2019 and until the new contract (and new costs) commence. |                  |                          |  |             |       |       |       |                         |
| Service area   | Current Budget £ | Proposed Cash Pressure £ | Proposed non cash efficiencies – non £ | Target year |       |       |       | Total pressure proposed |
|  |                  |                          |  | 19/20       | 20/21 | 21/22 | 22/23 |                         |
| Waste  | £7m              | £375,000                 |  | £375k       |       |       |       | £375k                   |
|  |                  |                          |  |             |       |       |       |                         |
|  |                  |                          |  |             |       |       |       |                         |
|  |                  |                          |  |             |       |       |       |                         |

### 3. Actions required to minimise the pressure

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



| Action  | Officer/ Service responsible | Timescale     |
|---|------------------------------|---------------|
| Retender service following political decision on service provision beyond April 2019 and for length of new contract | Carl Touhig                  | February 2019 |
|   |                              |               |
|   |                              |               |
|   |                              |               |

#### 4. Additional skills/ business needs

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

| Any additional capability required                           | Where will this come from   | Any other resource/ business need (non-financial)  |
|--|---|--|
| Consultancy to provide shadow bid for affordability envelope | WRAP and Welsh Government funded Eunomia to develop contract and shadow bid | In house support from procurement, commercial services and legal team on tendering process |
|  |   |  |
|  |   |  |
|  |   |  |

#### 5. Measuring performance on the proposal

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

| Focus - Budget/Process/Staff/Customer       | Indicator                                    | Target 2019/20 | Target 2020/21 | Target 2021/22 | Target 2022/23 |
|---|--|----------------|----------------|----------------|----------------|
| Budget                                      | Deliver waste services within overall budget | £7m            |                |                |                |
| Retender contract or bring service in-house | New contract model                           |                |                |                |                |
|   |  |                |                |                |                |
|   |  |                |                |                |                |

#### 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 risks.

| Barrier or Risk | Strategic/ Operational | Reason why identified (evidence) | Risk Level (High, Medium or Low)<br>Based on a score | Mitigating Actions |
|-----------------|------------------------|----------------------------------|--|--------------------|
|                 |                        |                                  |  |                    |

|   |           |   | assessing the probability & impact |  |
|---|-----------|---|------------------------------------|--|
| Service provision required exceeds affordability envelope | Strategic | Market testing on existing service indicates the contract value will exceed the current budget of £1.045m | high                               | Work with Members to reduce service levels to reflect affordability envelope |
|   |           |   |                                    |  |
|   |           |   |                                    |  |
|   |           |   |                                    |  |
|   |           |   |                                    |  |

## 7. Assumptions

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

| Assumption   | Reason why assumption is being made (evidence)  | Decision Maker |
|--|---|----------------|
| Viridor agree to provide service for 12 months at £1.52m | Viridor are keen to continue to work with MCC and will be retendering for contract – pulling out of contract on March 31 <sup>st</sup> and leaving MCC with no provision will damage the partnership style relationship that has been built over last 30 years. | Carl Touhig    |
|  |   |                |
|  |   |                |
|  |   |                |
|  |   |                |

## 8. Options

Prior to the pressure proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

| Options  | Reason why Option was not progressed   | Decision Maker |
|--|--|----------------|
| Do not tender contract and extend with Viridor | Market remains untested and MCC may not be getting most economically advantageous tender price   | Carl Touhig    |
| Bring service in house                         | Costs for running service in-house are being developed alongside affordability envelope – purchase of plant and machinery, permit approvals and TUPE would be unachievable by March 31 <sup>st</sup> . | Carl Touhig    |
|  |  |                |
|  |  |                |

|                 |                          |                           |               |
|-----------------|--------------------------|---------------------------|---------------|
| Pressure Title: | Car Park Income Pressure | Lead/Responsible Officer: | Roger Hoggins |
| Your Ref No:    | PENT005                  | Directorate:              | ENT           |
| Version No:     | 1                        | Section:                  | OPS           |
| Date:           | 30/11/2018               |                           |               |

#### Why is this pressure required?

Car Park income has dropped since Morrisons car park opened in Abergavenny where they provide two free hours parking at their car park. There is now an identified shortfall in the pay and display income.

When the site was sold the original agreement required Morrisons to replicate MCC charging arrangements but to increase the capital receipt the amendment was made to allow free parking for 2 hours. No revenue pressure was made for 18/19 as the impact was not anticipated to be so severe.

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

Ongoing – it is predicted that this will be at least £120k each year and would vary based upon use.

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

| Name           | Organisation/department | Date                    |
|----------------|-------------------------|-------------------------|
| SLT            | MCC                     | October 2018            |
| Cabinet        | MCC                     | November 2018           |
| Enterprise DMT | MCC                     | October & November 2018 |
|                |                         |                         |
|                |                         |                         |

#### Will any further consultation be needed?

| Name            | Organisation/ department | Date   |
|-----------------|--------------------------|--------|
|                 |                          |        |
| Elected Members |                          | Jan 19 |
|                 |                          |        |

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

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 affect 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 proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.

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

This is a budget issue of reduced income due to the increased Car Parking Spaces with the supermarket. To match the offer MCC would need to offer 2 free hours in car parks as well but this would have further implications upon the income through pay and display income.

**Expected positive impacts**

There is a perception that free parking would generate extra footfall within the town centre but there are opposing views that charges do not deter shoppers assuming that the levels at which they are set are reasonable.

The Morrison's store is proving a popular addition to the Abergavenny retail offer.

**Expected negative impacts**

Loss of income to invest elsewhere in car parks, public transport, highway infrastructure, town centre management etc.

**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?**

Car park income is down since Morrison's offered 2 free hours parking

| Service area | Current Budget £ | Proposed Cash Pressure £ | Proposed non cash efficiencies – non £ | Target year |       |       |       | Total pressure proposed |
|--------------|------------------|--------------------------|--|-------------|-------|-------|-------|-------------------------|
|              |                  |                          |  | 19/20       | 20/21 | 21/22 | 22/23 |                         |
| Car parking  |                  | £120,000                 |  | £120,000    |       |       |       | £120,000                |
|              |                  |                          |  |             |       |       |       |                         |
|              |                  |                          |  |             |       |       |       |                         |
|              |                  |                          |  |             |       |       |       |                         |

**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 proposal.

| Action  | Officer/ Service responsible | Timescale |
|---|------------------------------|-----------|
| Increase charges elsewhere within county to offset loss | Car parks                    | July'19   |
|   |                              |           |

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

#### 4. Additional skills/ business needs

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

| Any additional capability required  | Where will this come from              | Any other resource/ business need (non-financial) |
|---|--|---|
| Car park management staff to develop, propose and implement new charging regime | Direct employment, consultancy support |   |
|   |  |   |
|   |  |   |

#### 5. Measuring performance on the proposal

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

| Focus - Budget/Process/Staff/Customer | Indicator                          | Target 2019/20 | Target 2020/21 | Target 2021/22 | Target 2022/23 |
|---------------------------------------|------------------------------------|----------------|----------------|----------------|----------------|
| Budget Monitoring                     | Income levels & Budget Performance | Break-even     | Break-even     | Break-even     | Break-even     |
|                                       |                                    |                |                |                |                |
|                                       |                                    |                |                |                |                |

#### 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 risks.

| Barrier or Risk           | Strategic/ Operational | Reason why identified (evidence)  | Risk Level (High, Medium or Low)<br>Based on a score assessing the probability & impact | Mitigating Actions |
|---------------------------|------------------------|---|---|--------------------|
| Change in shopping habits | strategic              | Known potential effect of charging too high coupled with wealth of shoppers | high  | Adjust budget down |

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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 |
|--|--|----------------|
| That customer demand levels are maintained | Retail offers remain reasonably buoyant but shopping habits change | Roger Hoggins  |
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## 8. Options

Prior to the pressure proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

| Options  | Reason why Option was not progressed | Decision Maker |
|--|--------------------------------------|----------------|
| A number of changes to pay and display charges are presented within the savings mandates |                                      |                |
|  |                                      |                |
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|                 |                          |                           |               |
|-----------------|--------------------------|---------------------------|---------------|
| Pressure Title: | Fuel Increase Operations | Lead/Responsible Officer: | Roger Hoggins |
| Your Ref No:    | PENT006                  | Directorate:              | ENT           |
| Version No:     | 1                        | Section:                  | OPS           |
| Date:           | 29/11/18                 |                           |               |

#### Why is this pressure required?

Fuel prices have been increasing to levels that can no longer be managed within service budgets. The medium term financial plan (MTFP) model assumes zero inflation on non-pay expenditure so current price rises are affecting budgets in our services that have heavy vehicle and plant use.

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

2019/20 - £40,000

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

| Name           | Organisation/department | Date                    |
|----------------|-------------------------|-------------------------|
| SLT            | MCC                     | October 2018            |
| Cabinet        | MCC                     | November 2018           |
| Enterprise DMT | MCC                     | October & November 2018 |
|                |                         |                         |
|                |                         |                         |

#### Will any further consultation be needed?

| Name            | Organisation/ department | Date   |
|-----------------|--------------------------|--------|
| Elected Members | MCC                      | Jan 19 |
|                 |                          |        |
|                 |                          |        |

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

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 affect 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 proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.

Investing in the pressure will ensure the Operations department has the correct level of budget to operate and as a result not adversely affect the provision of front-line services.

#### Expected positive impacts

N/A

#### Expected negative impacts

N/A

## 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?

5% increase on forecast fuel spend in 18-19 of £800,000.

| Service area | Current Budget £ | Proposed Cash Pressure £ | Proposed non cash efficiencies – non £ | Target year |       |       |       | Total pressure proposed |
|--------------|------------------|--------------------------|--|-------------|-------|-------|-------|-------------------------|
|              |                  |                          |  | 19/20       | 20/21 | 21/22 | 22/23 |                         |
| Operations   | £800,000         | £40,000                  | 0                                      | £40,000     |       |       |       | £40,000                 |
|              |                  |                          |  |             |       |       |       |                         |
|              |                  |                          |  |             |       |       |       |                         |
|              |                  |                          |  |             |       |       |       |                         |
|              |                  |                          |  |             |       |       |       |                         |

## 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 proposal.

| Action | Officer/ Service responsible | Timescale |
|--------|------------------------------|-----------|
| N/A    |                              |           |
|        |                              |           |
|        |                              |           |

## 4. Additional skills/ business needs

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



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

#### 5. Measuring performance on the proposal

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

| Focus - Budget/Process/Staff/Customer | Indicator          | Target 2019/20 | Target 2020/21 | Target 2021/22 | Target 2022/23 |
|---------------------------------------|--------------------|----------------|----------------|----------------|----------------|
|                                       |                    |                |                |                |                |
| Budget Monitoring                     | Budget performance | Break-even     | Break-even     | Break-even     | Break-even     |
|                                       |                    |                |                |                |                |
|                                       |                    |                |                |                |                |

#### 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 risks.

| Barrier or Risk   | Strategic/ Operational | Reason why identified (evidence)                 | Risk Level (High, Medium or Low)<br>Based on a score assessing the probability & impact | Mitigating Actions   |
|---|------------------------|--|---|--|
| There is a risk that fuel prices will continue to fluctuate significantly making it difficult to predict the implications on the budget | Operational            | Fuel prices have continued to rise and fluctuate | Medium  | Consideration is given to each vehicle purchase of the use of alternative fuels to reduce expenditure on diesel and move towards more sustainable fuel sources. This will take time to implement as vehicles evolve and become more effective. |
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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 |
|--------------------------------|---|----------------|
| Fuel Price increase will be 5% | This is an estimate based on price inflation forecasts, current trend estimates a 5% increase, although this can fluctuate. | Roger Hoggins  |
|                                |   |                |
|                                |   |                |
|                                |   |                |

## 8. Options

Prior to the pressure proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

| Options    | Reason why Option was not progressed   | Decision Maker |
|------------|--|----------------|
| Do Nothing | Fuel budgets will overspend meaning front line services will have to amend working practices to bring budget back in line. | Roger Hoggins  |
|            |  |                |
|            |  |                |

|                 |                                |                           |              |
|-----------------|--------------------------------|---------------------------|--------------|
| Pressure Title: | TLCY Pressures                 | Lead/Responsible Officer: | Ian Saunders |
| Your Ref No:    | PENT007, PENT009 – PENT023     | Directorate:              | Enterprise   |
| Version No:     | 1                              | Section:                  | TLCY         |
| Date:           | 28 <sup>th</sup> November 2018 |                           |              |

#### Why is this pressure required?

TLCY has had significant income and savings targets over the past few years, and has seen budgeted income rise by 2.5% whilst having to manage in year inflationary pressures, adjust to changes in demand and subsidy withdrawals from other local councils whilst continuing to maintain front line services.

In December 2015, after a series of annual budget cuts, concerns were expressed about being able to sustain these services and a decision was taken to explore alternative models of provision. This has resulted in a business case being developed which would enable the authority to maintain these services through an ADM.

Whilst the business case was being developed, only limited pressures were built into the MTFP and in 2018-19 part year pressures of £143k were built into the model (and removed as part of the 19-20 MTFP process albeit they were not one-off) on the assumption that the ADM would be operational by September 2018. A decision still needs to be determined as to whether the ADM will go ahead and so regardless of the model chosen, the real pressures facing the service have to be built into the MTFP (the Monlife ADM business plan includes the same assumptions)

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

The total pressure is £404k and covers the period 2017 to 2019. The breakdown of this is as follows

£30k – Monmouth Leisure Centre Rates – the leisure centre is in the process of being redeveloped with partial opening from August 2018 and the new swimming pool scheduled to be opened in February 2019. It is likely that the rates bill will increase. This amount is an estimate only

£27k – Inflation across all TLCY services – to include rates and fuel costs. Costs are anticipated to rise further in 2019.

£89k – Prior Budgeted Income targets at Attractions (Shirehall, Caldicot Castle, Tintern) have been unachievable

£25k – Chepstow TIC – Potential withdrawal of funding from the Town Council for 2019 and the need to support the longer opening hours and double manning where necessary

£8k – GI & ROW – contribution to the Brecon Beacons National Park has increased from £10k to £18k in 2018

£50k – Leisure Centres Cleaning Contract – the contract with Regent Cleaning increased in April 2018 (no increases since 2015) by 23% resulting in a pressure of £31k for 3 sites. Notice has now been served on this contract and will be provided in-house by MCC staff resulting in additional costs as terms and conditions are better than the private sector; also the contract does not provide enough cover to adequately clean the centres leading to customer complaints. The remaining £19k is to take account of the required increase for Monmouth to deal with the new café / play area and swimming pool once it is fully operational in spring 2019.

£27k – As part of the ADM set up, additional funding was provided in 2018/19 to kick start the process. This involved the appointment of a Marketing manager (interviews December 2018) in order to increase the uptake of these services. This gross cost of the post is £54k but assumes that increased demand will result in sales of £27k

£23k – The previous restructure of Museums did not achieve all of the required savings as there is still the need to man at all times (so cannot achieve vacancy factor) and the service still needs to cover sickness and annual leave.

£94k – Outdoor Education – the service was part of a Gwent wide partnership that saw Newport withdraw its subsidy in 2013. Further cuts in local government funding meant that both Torfaen and Blaenau Gwent have gradually reduced their subsidy and from April 2019, no subsidy will be received. This significant loss of income and a reduction in users has meant providing the service to a different market and the service has been successful in attracting the National Citizenship service. Whilst this has made a significant contribution to the income loss, it has not been able to fully compensate for the loss of subsidy. The service is undertaking a full review and one of the expected outcomes is to close one of the three sites in operation whilst also looking at new markets for income generation.

£10k – Play – reductions in grant income for open access play

£21k – Youth – all posts were re-evaluated through the JE scheme in 2017 resulting in staff moving up one full grade with no increase in budget provision.

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

| Name | Organisation/department        | Date                    |
|------|--------------------------------|-------------------------|
|      | Torfaen County Borough Council | Autumn 2018             |
|      | Newport City Council           | Autumn 2018             |
|      | Blaenau Gwent Borough Council  | Autumn 2018             |
|      | Operations – Cleaning          | Last 6 months           |
|      | SLT/Cabinet                    | November 2018           |
|      | Enterprise DMT                 | October & November 2018 |

#### Will any further consultation be needed?

| Name | Organisation/ department | Date   |
|------|--------------------------|--------|
|      | Chepstow Town Council    | Jan 19 |
|      |                          |        |
|      |                          |        |

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

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 affect 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 proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.

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

Will maintain existing service provision.

|  |
|--|
| <b>Expected positive impacts</b>   |
| The nature of these highly valued services will continue to provide quality experiences and assist in delivering the corporate plan objectives. The marketing of the services and expected more joined up approach should see more people being attracted to use these services. |
| <b>Expected negative impacts</b>   |
| Continued pressure on staff to deliver services however the teams are working hard to ensure support is in place through transition meetings. There may be some adjustment to opening times in museums for winter months and closure of one outdoor education building.          |

## 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>  |                  |                          |  |             |       |       |       |                         |
|---|------------------|--------------------------|--|-------------|-------|-------|-------|-------------------------|
| Pressures have been identified as part of on-going budget monitoring and overspending at end of year. Future pressures such as the rates for the redeveloped Monmouth LC have been estimated. Additional costs for cleaning have been calculated based on the actual increase by the cleaning contractor in April 2018 at 4 sites with predicted extra costs for staff being paid on MCC's terms and conditions following the termination of the contract. Inflation has been calculated at 2.5% and is unavoidable for utility costs and rates at sites. |                  |                          |  |             |       |       |       |                         |
| Service area  | Current Budget £ | Proposed Cash Pressure £ | Proposed non cash efficiencies – non £ | Target year |       |       |       | Total pressure proposed |
|   |                  |                          |  | 19/20       | 20/21 | 21/22 | 22/23 |                         |
| TLCY  | 3,444,900        | 404,000                  | 0                                      | 404         | 0     | 0     | 0     | 404,000                 |
|   |                  |                          |  |             |       |       |       |                         |
|   |                  |                          |  |             |       |       |       |                         |
|   |                  |                          |  |             |       |       |       |                         |

## 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 proposal.

| Action  | Officer/ Service responsible                | Timescale                      |
|---|---|--------------------------------|
| The business plan for MonLife identifies various options for offsetting these pressures, including benefits from Business rates.  | MonLife Project Team                        | November 2018                  |
| MonLife Business Plan assumes various income generating ideas. For each option, a detailed project plan has / is being developed to ensure that the option can be delivered within the timescale and achieve the required financial outcome | MonLife Project Team / Senior TLCY Managers | September 2018 – December 2018 |

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#### 4. Additional skills/ business needs

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

| Any additional capability required  | Where will this come from   | Any other resource/ business need (non-financial)              |
|-------------------------------------|---|--|
| Extra Finance Support               | Part of ADM Business Plan – included within extra costs   | Support from Business Manager and Business Support Team Leader |
| Extra Marketing and Sales expertise | Part of ADM Business Plan – included within extra costs. Post advertised and included within pressures list above | Support from Business Manager                                  |
|                                     |   |  |
|                                     |   |  |

#### 5. Measuring performance on the proposal

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

| Focus - Budget/Process/Staff/Customer | Indicator  | Target 2019/20 | Target 2020/21 | Target 2021/22 | Target 2022/23 |
|---------------------------------------|--|----------------|----------------|----------------|----------------|
| Budget                                | Monthly Forecast / Outturn for MCC (also within new performance and evaluation framework for MonLife)                                      |                |                |                |                |
| Customer / Process                    | Various Measures identified within MonLife's Performance and Evaluation Framework – includes existing TLCY measures as well as new targets |                |                |                |                |
|                                       |  |                |                |                |                |
|                                       |  |                |                |                |                |

#### 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 risks.

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

|                      |             |  | assessing the probability & impact |  |
|----------------------|-------------|--|------------------------------------|--|
| Delay to ADM process | Strategic   | Key partners and stakeholders not clear on direction of future service delivery  | Medium                             | Trying to keep all partners aware of situation regarding the process and timescales. Obviously due to the nature of the different services involved we have multiple partners to consider across leisure, outdoors education, museums, countryside and attractions. Many friends groups, NGB's and societies to consider |
| Delay to ADM process | Operational | Teams are showing signs of disruption and uncertainty which is having adverse impacts on service delivery and team cohesion. | High                               | Trying to ensure all staff and teams are kept up to date. Many sessions with staff have been undertaken through the period both as individual teams and individual basis.  |
|                      |             |  |                                    |  |
|                      |             |  |                                    |  |
|                      |             |  |                                    |  |
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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 proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

| Options                    | Reason why Option was not progressed  | Decision Maker |
|----------------------------|---|----------------|
| Alternative Delivery Model | Still to be determined – Strategic outline business case prepared along with five case business model which identified various options – do nothing, transform in house, ADM or privatisation. Do nothing and privatisation options | Council        |

|  |  |  |
|--|--|--|
|  | disregarded. Monlife business plan and its assumptions are currently being evaluated by Senior Management. |  |
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|-----------------|----------------------|---------------------------|-------------|
| Pressure Title: | Blaenau Gwent income | Lead/Responsible Officer: | Carl Touhig |
| Your Ref No:    | PENT024              | Directorate:              | Enterprise  |
| Version No:     |                      | Section:                  | WSS         |
| Date:           | 5/12/2018            |                           |             |

**Why is this pressure/efficiency required?**

One off saving not materialising for 18/19, therefore budget base needs to be readjusted for 19/20.

**Pressure/Efficiency Proposal**

**Please provide reference to the pressure/efficiency proposal submitted in previous years or reference to a Business Plan approved or undergoing consideration by SLT**

Budget saving proposal PENT024

**Wellbeing Assessment**

**Please provide reference to the previously submitted Wellbeing Assessment completed for the pressure/efficiency proposal**

n/a – part of budget proposals 2018/19

**Anticipated Cost of Pressure/Efficiency**

| Ref     | Pressure/Efficiency | Target year |       |       |       | Total pressure/efficiency proposed |
|---------|---------------------|-------------|-------|-------|-------|------------------------------------|
|         |                     | 19/20       | 20/21 | 21/22 | 22/23 |                                    |
| PENT024 | Blaenau Gwent       | 100k        |       |       |       | £100,000                           |
|         |                     |             |       |       |       |                                    |
|         |                     |             |       |       |       |                                    |

|                 |                                |                           |             |
|-----------------|--------------------------------|---------------------------|-------------|
| Pressure Title: | 2018/19 HWRC closures proposal | Lead/Responsible Officer: | Carl Touhig |
| Your Ref No:    | PENT025                        | Directorate:              | Enterprise  |
| Version No:     |                                | Section:                  | WSS         |
| Date:           | 06/12/18                       |                           |             |

#### Why is this pressure/efficiency required?

The 2018/19 mandates included a £13k saving proposal that was not implemented. A review of closures of sites was due to be considered but was not taken forward by Members in 2018/19.

#### Pressure/Efficiency Proposal

##### Please provide reference to the pressure/efficiency proposal submitted in previous years or reference to a Business Plan approved or undergoing consideration by SLT

OPS6 was a savings mandate to review HWRC provision but this was not taken forward resulting in a pressure.

#### Wellbeing Assessment

##### Please provide reference to the previously submitted Wellbeing Assessment completed for the pressure/efficiency proposal

OPS 6 was part of the Budget Mandate for 2018/19 where a Wellbeing Assessment was completed.

#### Anticipated Cost of Pressure/Efficiency

| Ref  | Pressure/Efficiency | Target year |       |       |       | Total pressure/efficiency proposed |
|------|---------------------|-------------|-------|-------|-------|------------------------------------|
|      |                     | 19/20       | 20/21 | 21/22 | 22/23 |                                    |
| OPS6 | HWRC closures       | 13,000      |       |       |       | 13,000                             |
|      |                     |             |       |       |       |                                    |
|      |                     |             |       |       |       |                                    |

|                 |  |                           |  |
|-----------------|--|---------------------------|--|
| Pressure Title: | Contact Centre - Increasing Software Costs | Lead/Responsible Officer: | Matthew Gatehouse                      |
| Your Ref No:    | PCEO001                                    | Directorate:              | CEOs                                   |
| Version No:     | 0.1  | Section:                  | Policy Governance and Customer Service |
| Date:           | 20/11/18                                   |                           |  |

#### Why is this pressure required?

The software costs of the contact centre have been impacted by increasing costs being passed on from SRS, largely as a result of a change in the exchange rate. Contracts for the switchboard and contact centre are in place with Cisco Systems and are priced in US dollars. The contact centre and community hub also bear part of the financial cost for the My Council Services App which they have no budget for.

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

£35,000 in 2019/20, beyond this it is anticipated that a new software solution can be purchased but on the basis of initial enquiries this may not be cheaper than the existing solution

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

| Name                       | Organisation/department | Date     |
|----------------------------|-------------------------|----------|
| Ollie Stanton / Matt Lewis | SRS                     | Nov 2018 |
|                            |                         |          |
|                            |                         |          |
|                            |                         |          |

#### Will any further consultation be needed?

| Name | Organisation/ department | Date |
|------|--------------------------|------|
| No   |                          |      |
|      |                          |      |
|      |                          |      |

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

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 affect 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 proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.

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

Continued operation of the council's switchboard and contact centre telephony arrangements and the continued ability to fund the My Council services app which is paid in part by the service but is unfunded.

**Expected positive impacts**

Continued ability to effectively manage and deal with around 57,000 calls into the contact centre dealing with issues such as grass-routes bus bookings, waste collection and council tax. In addition to this the switchboard handles around 12,000 calls a year. Over time it is anticipated that the My Monmouthshire app and the development of the Chatbot will enable more effective management of customer queries across a broader range of channels

**Expected negative impacts**

No negative impacts identified at this stage

**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 evidence for the pressure has been supplied by SRS who manage the software on behalf of MCC, Blaenau-Gwent and Torfaen Councils and then distribute the costs according to usage. SRS have indicated a significant increase in costs from 2018-19 onwards attributed to a change in the dollar/pound exchange rate. The service has borne this pressure in the current year but is unable to do so going forward – particularly as it is playing a central role in automation of customer queries via the chatbot and app as well as making a significant contribution to savings proposal in the 2019-20 budget

| Service area   | Current Budget £ | Proposed Cash Pressure £ | Proposed non cash efficiencies – non £ | Target year |                                  |       |       | Total pressure proposed |
|----------------|------------------|--------------------------|--|-------------|----------------------------------|-------|-------|-------------------------|
|                |                  |                          |  | 19/20       | 20/21                            | 21/22 | 22/23 |                         |
| Contact centre | £15,000          | £35,923.33               | -                                      | £35,923     | Not known – anticipate recurring |       |       | £35,923.33              |
|                |                  |                          |  |             |                                  |       |       |                         |
|                |                  |                          |  |             |                                  |       |       |                         |
|                |                  |                          |  |             |                                  |       |       |                         |

**3. Actions required to minimise the pressure**

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

| Action   | Officer/ Service responsible        | Timescale          |
|--|-------------------------------------|--------------------|
| Customer Experience Review – Seek to reduce the number of VOIP licences included as part of the contract re-charge.                                      | Matthew Gatehouse / Abby Barton     | March 2019 onwards |
| Collaborate with other authorities on a tendering exercise to seek a better value and more effective solution for switch and contact centre arrangements | Matthew Gatehouse / Abby Barton/SRS | November 2019      |
|  |                                     |                    |
|  |                                     |                    |

#### 4. Additional skills/ business needs

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

| Any additional capability required           | Where will this come from | Any other resource/ business need (non-financial) |
|--|---------------------------|---|
| Procurement capacity and technical expertise | SRS                       | n/a   |
|  |                           |   |
|  |                           |   |
|  |                           |   |

#### 5. Measuring performance on the proposal

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

| Focus - Budget/Process/Staff/Customer | Indicator  | Target 2019/20 | Target 2020/21 | Target 2021/22 | Target 2022/23 |
|---------------------------------------|--|----------------|----------------|----------------|----------------|
| Responsiveness                        | Percentage of phone calls that are unanswered (presently 19%)  | 18%            | 16%            |                |                |
| Channel Choice                        | Shift in proportion of customer queries dealt with via app and chatbot (based on monthly volumes for contact centre, hub, web, bot and app – presently 3.5%) | 5%             | 8%             |                |                |
|                                       |  |                |                |                |                |
|                                       |  |                |                |                |                |

#### 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 risks.

| Barrier or Risk   | Strategic/<br>Operational | Reason why identified (evidence)  | Risk Level (High, Medium or Low)<br>Based on a score assessing the probability & impact | Mitigating Actions   |
|---|---------------------------|---|---|--|
| Potential risk that a further increase in the number of VOIP licenses held will drive up costs  | Operational               | It has been identified that in some cases new starters are being allocated new licenses and phone numbers while existing licenses go un-used. | Low   | Effective management of telephony<br>Improve operation of active directory within Sharepoint<br>Manual data validation of users against licenses |
| Potential risk of further negative fluctuations in the exchange rate that could lead to additional costs of a contract priced in US dollars | Strategic                 | Current uncertainty over demand for sterling as a result of uncertainty over future trading position of the UK                                | Med   | 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                |
|--|--|-------------------------------|
| Inability to impact on costs within current contractual arrangements | SRS have already queried costs with supplier and explored potential for discounts based on dormant licenses. | Head of Policy and Governance |
| The need to have software to manage telephony                        | Industry standard approach   | Head of Policy and Governance |
|  |  |                               |
|  |  |                               |
|  |  |                               |

## 8. Options

Prior to the pressure proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

| Options   | Reason why Option was not progressed   | Decision Maker                |
|---|--|-------------------------------|
| Exit Contract and seek alternative supplier                   | Contract in place, lead time in exploring and putting in place alternative arrangements                        | Head of Policy and Governance |
| Cease to use my council services app to reduce software costs | This would be at odds with current direction of travel and aspirations of the Council's Corporate Plan 2017-22 | Head of Policy and Governance |
|   |  |                               |
|   |  |                               |

#### 9. Monitoring the pressure proposal

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

|                 |   |                           |  |
|-----------------|---|---------------------------|--|
| Pressure Title: | Commercial Income from Communications, Marketing and Engagement | Lead/Responsible Officer: | Matthew Gatehouse                      |
| Your Ref No:    | PCEO002   | Directorate:              | CEOs                                   |
| Version No:     | 0.1   | Section:                  | Policy Governance and Customer Service |
| Date:           | 20/11/18  |                           |  |

#### Why is this pressure required?

The Communications, Marketing and Engagement Team have an income target of £20,000 per year. This has resulted in the communications manager investing disproportionate amounts of time and capacity pursuing small packages of work, the income from which is not covering costs and is proving a distraction from core business while not achieving the desired income. The one significant activity, an agreement to provide marketing support as part of a call-off agreement for the Education Achievement Service, has now ceased to provide any significant income. This will allow the team to focus on the core business of the authority and contribute more pro-actively to commercial opportunities throughout the authority such as generating income from advertising.

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

£20,500, permanent adjustment to budget.

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

| Name | Organisation/department | Date          |
|------|-------------------------|---------------|
| SLT  | SLT                     | November 2018 |
|      |                         |               |
|      |                         |               |
|      |                         |               |

#### Will any further consultation be needed?

| Name | Organisation/ department | Date |
|------|--------------------------|------|
| None |                          |      |
|      |                          |      |
|      |                          |      |

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

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 affect 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 proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.

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

This is aligned to a clear commitment in the Corporate Plan (#21) That the council deliver a sustainable and resilient organisation and relevant, viable and valued public services.

Within this there is an action to develop a commercial strategy and approach. The Head of Commercial and integrated Landlord Services has subsequently developed a Commercial Strategy and this pressure will enable the team to use its marketing expertise focus energy on maximising commercial opportunities for the council in support of the council as well as focusing on communications, engagement and ensuring effective proactive management of the council's reputation through effective and pro-active customer engagement which prevents the escalation of problems.

### Expected positive impacts

- Contribute to increasing revenue from commercial opportunities throughout the council in line with the commercial strategy
- Increased capacity to invest in improving customer experience, including the optimisation of all customer channels as identified in the Corporate Plan
- Reduction in potential conflict between advising departments on the client side and looking to secure income from commercial activities
- Free-up capacity to focus on engagement to support aspirations of getting more people involved in local democracy aligned to the aspirations of the Democratic Services Committee

### Expected negative impacts

There are no negative impacts other than the opportunity foregone to use the funding specified in an alternative way.

## 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?

Based on current budget and the un-achievable income target within it.

| Service area       | Current Budget £ | Proposed Cash Pressure £ | Proposed non cash efficiencies – non £ | Target year |       |       |       | Total pressure proposed    |
|--------------------|------------------|--------------------------|--|-------------|-------|-------|-------|----------------------------|
|                    |                  |                          |  | 19/20       | 20/21 | 21/22 | 22/23 |                            |
| Policy, Engagement | £167,350 (X059)  | £20,500                  |  | 20,500      |       |       |       | £20,500 recurring pressure |

|               |  |  |  |  |  |  |  |  |
|---------------|--|--|--|--|--|--|--|--|
| and Marketing |  |  |  |  |  |  |  |  |
|               |  |  |  |  |  |  |  |  |

### 3. Actions required to minimise the pressure

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

| Action  | Officer/ Service responsible | Timescale |
|---------|------------------------------|-----------|
| Develop |                              |           |

### 4. Additional skills/ business needs

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

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

### 5. Measuring performance on the proposal

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

| Focus - Budget/Process/Staff/Customer | Indicator   | Target 2019/20 | Target 2020/21 | Target 2021/22 | Target 2022/23 |
|---------------------------------------|---|----------------|----------------|----------------|----------------|
| Process                               | Number of commercial income opportunities that have benefitted from input from the team | Not yet known  |                |                |                |
| Budget                                | Amount of commercial income generated from  | Not yet known  |                |                |                |

### 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 risks.

| Barrier or Risk | Strategic/ Operational | Reason why identified (evidence) | Risk Level (High, Medium or Low)<br>Based on a score | Mitigating Actions |
|-----------------|------------------------|----------------------------------|--|--------------------|
|                 |                        |                                  |  |                    |

|   |             |   | assessing the probability & impact |   |
|---|-------------|---|------------------------------------|---|
| Potential risk that departments will pursue commercial opportunities without involving the team                             | Operational | When the authority previously employed a marketing professional their advice and input to campaigns was not always sought | Medium                             | Ensure awareness of the offer   |
| Potential risk that the current economic climate could impact on the budgets of organisations that may be seeking to invest | Strategic   | Current certainty within the UK economy   | Low                                | A professional and well-positioned offer with clear data and a compelling offer |
|   |             |   |                                    |   |

## 7. Assumptions

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

| Assumption   | Reason why assumption is being made (evidence) | Decision Maker |
|--|--|----------------|
| That teams will involve the team in maximising the benefits of commercial activity | As above                                       |                |

## 8. Options

Prior to the pressure proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

| Options  | Reason why Option was not progressed  | Decision Maker                |
|--|---|-------------------------------|
| Do nothing                                       | The present income figure has proved difficult to achieve and is resulting in year-on-year overspends making budgeting difficult and resulting in capacity being invested in pursuing potential low value income opportunities. | Head of Policy and Governance |
| Outsource the team / move to a regional approach | The importance of having effective communication co-located with the officer and political decision-making. MCCs low cost-to-serve means that regionalisation is unlikely to deliver cost savings                               | Head of Policy and Governance |

#### 9. Monitoring the pressure proposal

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

|                 |                         |                           |                   |
|-----------------|-------------------------|---------------------------|-------------------|
| Pressure Title: | Future Legal Department | Lead/Responsible Officer: | Matt Phillips     |
| Your Ref No:    | PCEO003                 | Directorate:              | Chief Executive's |
| Version No:     | 1                       | Section:                  | Legal             |
| Date:           | 29 Nov 18               |                           |                   |

### Why is this pressure required?

MCC has evolved considerably over a number of years, and will continue to do so. We have arrived at a natural point at which the legal department needs to take a similarly progressive step to properly support the Council's Corporate Plan.

Part of my remit on being appointed was to quickly develop a good understanding of the current role and capability of the legal department, assess the delta between the current set up and what is required across MCC, and provide a solution. This work has been done over the last 3 months and will continue to take place. This work has identified a number of areas where there is an opportunity to be bold in the department's structure and development and build a position from which to not only support the Council's ambitions today, but the County's ambitions tomorrow.

Some of the key elements identified are:

- the legal department currently accounts for approximately just half of the legal spend across MCC. It should be possible to reduce the cost of seeking external representation, advice, opinion etc. As a first step, however, it is imperative that this wider spend be coordinated, quality assured and exploited; MCC must have the ability to learn and upskill and the legal department needs to be resourced to take this action;
- children services has experienced a year of unprecedented growth in demand (child protection cases rose 75% between Apr and Sep this year). Legal involvement is central to a considerable number of these cases and the department is over-capacity. If we are to retain our lawyers in a highly competitive market, and prevent the sizeable cost of putting cases to external providers then investment in software, systems and people is a fundamental requirement. If we can maintain a position whereby we deal with these matters in house the preventative saving is considerable;
- the legal department is not a silo. It works to protect and enable all other departments across MCC and so an overspend in Children Services for example, should also be viewed as an issue for legal. Therefore investment in the legal department should provide a foundation from which to start to work towards cost saving across the organisation writ large;
- the enabling strategies that underpin the Corporate Plan, notably the Asset Management Strategy and the Investment Plan therein, require appropriate legal input and there is much more we can do in this area.

The legal department needs investment to achieve the following steps:

1. First, it must stabilise to prevent unbudgeted costs, meet current demand and then expose where cost lies unnecessarily or where risk is present through the absence of quality legal support.
2. Second, it must seek to reduce those costs across MCC and get a grip on the whole organisation's legal spend, as well as coordinating that work and quality assuring it, then develop a richer corporate knowledge and skill base in order to deal with future requests for legal advice in house at reduced costs.
3. Third, once the above steps have been achieved, it can start to think ambitiously about revenue streams. Starting perhaps with local organisations such as Melin, MHA or BBNP that might be interested in seeking our services to reduce their private sector legal costs, we might then build a commercially minded approach capable of providing a service to other LAs or taking on other areas of work to generate income for MCC and save money for the tax-payer.

|   |
|---|
|   |
| <b>How much pressure is there and over what period?</b> |
| 19/20 £196,028  |

| <b>Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?</b> |                                 |                |
|---|---------------------------------|----------------|
| Name  | Organisation/department         | Date           |
| Paul Matthews   | Chief Exec                      | 9 Oct          |
| Paul Jordan   | Cabinet Member Governance et al | 17 Oct         |
| SLT   |                                 | 9 Nov onwards  |
| SLT/Cabinet   |                                 | 12 Nov onwards |
|   |                                 |                |

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

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

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 affect 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 proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.

| <b>What are the outcomes of investing in the identified pressure?</b>   |
|---|
| <p>The forecast pressure for next year is based on the costs of largely employee based changes, as well as some digital changes, minus the predicted savings from the implementation of these measures.</p> <p>The investment sought will enable the following:</p> <ul style="list-style-type: none"> <li>- the implementation of a new case management system, including modern electronic bundling application, and access to a legal portal file sharing site already used by 8 LAs across South Wales. This change has already commenced, and the intention is that the implementation cost of £23,000 be met in year via capital funding (no repayment to capital has been factored in the above calculations). This will lead to a saving throughout life, but have a far greater positive impact in terms of time for all of the legal team making use of it, moving away from paper-based methods of work;</li> <li>- a new family law solicitor that will help manage the increasing demand and also provide space for the Deputy Head of Law to assume a better position of oversight and mentorship to develop the skills in the team beyond just CS work into the broader family space (eg. adult health care, mental health order etc);</li> <li>- a new business manager post that will help to implement this change and also provide a whole department service ranging from improving communication with internal and external stakeholders (Courts, Social Workers,</li> </ul> |

developers etc), managing training and development to broaden the skill set within the team and reduce reliance on external legal costs, and ultimately play a part in business and income generation;

- 2 new commercially focused lawyers. These will be lawyers with commercial experience (property, contract, planning, procurement etc) who will first, help meet the current demand that strategies such as the AMS are creating and that have gone unrecognised thus far, and second, get involved, as a commercial unit, with all commercial projects across MCC (eg ADM, Castlegate, med tech) to provide cradle to grave advice and, where external legal assistance is required, develop networks and refine the questions sufficiently to reduce cost and improve corporate knowledge. Ultimately, this should lay a foundation for a future move into greater income generation;

- as part of this evolution, salaries will need to be adjusted to match the current market reality and not only prevent current lawyers from leaving, but act to attract the right kind of talent in the future. A JE review of 5 lawyer posts will therefore be conducted and are factored into the pressures above.

Get this right, and the ability to take bolder, more beneficial steps such as taking on trainee lawyers to develop into multi-skilled local government lawyers in the future, or develop a practice within the department capable of dealing in employment law and reducing our costs but developing income streams from elsewhere would be realistic.

#### Expected positive impacts

Retention – demand is outstripping supply by some margin in some areas of Local Government law and we need to stay ahead of this disparity to avoid incurring far greater costs from going to private providers. This means paying market rates, but it also means implementing working practice and conditions that will mean people want to stay.

Recruitment – we need to focus on getting the right people, less on the skills and experience they bring. With the right people we can train and mentor them such that they develop skills and expose them to work to gain experience, but if we don't have the right people we will end up not changing or improving. This means getting less experienced but highly motivated people in, or going to private practice and in house lawyers to being in new perspectives. If we take a lawyer from a neighbouring authority with 20 years' experience and ask them to turn up and simply carry on their work in a different location, we will get nowhere. So we need to pay and act in a way that attracts the right talent.

Resilience – the department is skeletal and over-capacity. The lack of appropriate systems for ensuring corporate knowledge is retained and shared means that to lose one lawyer currently means their work simply stops – there is neither the capacity nor skill to take on that work elsewhere. The new structure and manning will enable broadening training and exploitation of knowledge such that the loss of someone will simply mean someone else can pick up the work and access the information that will allow them to do so.

Service – we will reduce risk across the council by providing a product that is better which, in turn, will encourage hitherto unknown demand to emerge and either reduce the cost of externally sought advice and increase the skills within the department to deal with future queries. Engagement will come earlier thus identifying problems earlier and refining any questions to be sent externally to a network that will have been better vetted by our department.

The only sensible way to view money invested in the legal department is by looking at the returns across other departments, either in reducing risk or reducing cost, but always adding value. If we can reduce the £309,000 spent on counsel by CS in FY 17/18 or get our own team to take on the work in projects such as the alternative delivery model work then we will be having the right impact.

#### 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?   |                  |                          |  |             |       |       |       |                         |
|---|------------------|--------------------------|--|-------------|-------|-------|-------|-------------------------|
| Software proposal submitted by a likely tender company and future salary and on cost requirements of job evaluating some existing posts and the creation of some new roles. |                  |                          |  |             |       |       |       |                         |
| Service area  | Current Budget £ | Proposed Cash Pressure £ | Proposed non cash efficiencies – non £ | Target year |       |       |       | Total pressure proposed |
|   |                  |                          |  | 19/20       | 20/21 | 21/22 | 22/23 |                         |
| Legal   | 513916           | 196028                   |  | 196028      |       |       |       | 196028                  |

## 3. Actions required to minimise the pressure

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

| Action | Officer/ Service responsible | Timescale |
|--------|------------------------------|-----------|
|        |                              |           |
|        |                              |           |
|        |                              |           |

## 4. Additional skills/ business needs

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

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

## 5. Measuring performance on the proposal

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



| Focus - Budget/Process/Staff/Customer | Indicator                              | Target 2019/20 | Target 2020/21 | Target 2021/22 | Target 2022/23 |
|---------------------------------------|--|----------------|----------------|----------------|----------------|
| Improved service to MCC               | Feedback via SLT                       |                |                |                |                |
| Meeting demand in Children Services   | No cases needing to be sent externally |                |                |                |                |
| Increased job satisfaction            | Retention rates                        |                |                |                |                |
|                                       |  |                |                |                |                |

## 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 risks.

| Barrier or Risk                        | Strategic/Operational | Reason why identified (evidence)   | Risk Level (High, Medium or Low)<br>Based on a score assessing the probability & impact | Mitigating Actions   |
|--|-----------------------|--|---|--|
| Demand in Children Services            | Strategic             | >75% increase this year is unprecedented and we have no control over it  | Med/Med   | Improved method of working at no further cost than proposed here and a better method of working across budgets between legal and CS to surge on admin support as required        |
| Brexit                                 | Strategic             | With a 'deal' Brexit likely to attract thousands of new statutory instruments, 'let alone the complexity of a no deal Brexit', there could be a considerable increase in demand for legal interpretation not factored into this plan | High/Med  | Involvement in groups such as WLGA, Local Lawyers in Government and other subscription services should mitigate this element as collaborative advice and learning is undertaken. |
| Absence                                | Operational           | It remains a small team in which it will still be hard to cover the long term absence of any member. Also, the proposals are very manpower heavy and so this factor would have a disproportionate impact.                            | Low/Med   | Develop corporate knowledge through information management and broadening training as well as making use of more experienced members as mentors rather than simply workers.      |
| Failure of other departments to engage | Operational           | Currently, legal has no role in coordinating legal advice and some departments might be  | Low/Low   | Continuing to develop good cross-organisation relationships and showing the value of earlier legal engagement and  |

|  |  |   |  |  |
|--|--|---|--|--|
|  |  | reluctant to change their way of working if it risks them losing a degree of perceived control. |  | subsequent value added from training will reduce this possibility. |
|--|--|---|--|--|

## 7. Assumptions

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

| Assumption  | Reason why assumption is being made (evidence)   | Decision Maker |
|---|--|----------------|
| We will have suitable applicants for advertised roles | We will not seek to recruit via traditional LA avenues and are geographically and culturally situated to attract talent to MCC that other LAs would not be able to |                |
|   |  |                |
|   |  |                |
|   |  |                |
|   |  |                |

## 8. Options

Prior to the pressure proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

| Options    | Reason why Option was not progressed   | Decision Maker |
|------------|--|----------------|
| Do nothing | The department is not optimally configured to deliver what it is capable of and what is of most benefit to the Council and the County. To do nothing would cost MCC considerably more than the proposed pressure financially, as well as increasing risk unacceptably  |                |
| Be meek    | Why bother? To tinker will neither solve the problems nor establish a foundation from which considerable gains could be made in the future. Trying to add a part time lawyer here, or take a greater saving elsewhere by seeking to remove someone at retirement age for example would not create the space and time needed to develop our people and build resilience.  |                |
| Bo bolder  | We could. An employment lawyer could be added to the proposal, and even a trainee solicitor too (w/e Sep 19), but there has to be recognition of the fact that this proposed course of action is not just about getting bums on seats and pressing play. They will need mentoring and investment to fully realise the potential of this plan and so to spread me too thin in that role, or increase the burden on the 2 key mentor roles I am looking to enable within the department would result in a poor job. We can go bolder in 20/21. |                |

#### 9. Monitoring the pressure proposal

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

|                 |                     |                           |                   |
|-----------------|---------------------|---------------------------|-------------------|
| Pressure Title: | Land Charges Income | Lead/Responsible Officer: | Tudor Baldwin     |
| Your Ref No:    | PCE004              | Directorate:              | Chief Executive's |
| Version No:     | 1                   | Section:                  | Land Charges      |
| Date:           | 29 November 2018    |                           |                   |

#### Why is this pressure required?

- 1) Income has steadily reduced from a highpoint of £149,635 in the 2013/14 financial year. See attached Land Charges Income Trends analysis spreadsheet.
- 2) The Land Charges income target has been unrealistically high for a number of years. See attached budgeted income and actual income year-by-year comparison, for the period 2010-2017.
- 3) Uncertainty caused by Brexit, resulting in a 10 year low in the number of properties on the market for sale: ([https://www.bbc.co.uk/news/business-45757437?intlink\\_from\\_url=https://www.bbc.co.uk/news/topics/cdl8n2edgj5t/housing-market&link\\_location=live-reporting-story](https://www.bbc.co.uk/news/business-45757437?intlink_from_url=https://www.bbc.co.uk/news/topics/cdl8n2edgj5t/housing-market&link_location=live-reporting-story))
- 4) "Unfair" competition from private search providers, who can offer incentives to conveyancers to use their service, that are not available to the public sector.
- 5) Land Charge Con29 search fees must be set on a cost recovery basis, in accordance with the Local Authorities (Charges for Property Searches) (Wales) Regulations 2009 – see attached. Compliance restricts the ability of the Land Charges service to set search fees at a level to generate additional income.
- 6) In Wales the statutory LLC1 search fee is set at £4 and £6, which is below cost recovery and our private sector competitors are therefore subsidised by the Land Charges service. In contrast the setting of the LLC1 fee in England is devolved to local authorities. The Welsh Government has failed to address this anomaly.

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

An ongoing £30,000 pressure is realistic and agreed with the service's accountant.

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

| Name             | Organisation/department | Date                  |
|------------------|-------------------------|-----------------------|
| Matthew Phillips | Head of Law - MCC       | October/November 2018 |
| Dave Loder       | Finance Manager - MCC   | October/November 2018 |
| Sarah Pugh       | Accountant – MCC        | October/November 2018 |
|                  |                         |                       |
|                  |                         |                       |

#### Will any further consultation be needed?

| Name | Organisation/ department | Date |
|------|--------------------------|------|
|      |                          |      |

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

## 1. Vision and Outcomes of the Pressure Proposal

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 affect 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 proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.

|  |
|--|
| <b>What are the outcomes of investing in the identified pressure?</b>  |
| More realistic budgeting reflecting statutory limitations on discretion applicable to charging and housing market situation. |
| <b>Expected positive impacts</b>   |
| Clarity across both Legal and Land Charges in balancing budgets.   |
| <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>  |                  |                          |  |             |       |       |       |                         |
|---|------------------|--------------------------|--|-------------|-------|-------|-------|-------------------------|
| See attachments and link below:   |                  |                          |  |             |       |       |       |                         |
| <a href="https://www.bbc.co.uk/news/business-45757437?intlink_from_url=https://www.bbc.co.uk/news/topics/cdl8n2edgj5t/housing-market&amp;link_location=live-reporting-story">https://www.bbc.co.uk/news/business-45757437?intlink_from_url=https://www.bbc.co.uk/news/topics/cdl8n2edgj5t/housing-market&amp;link_location=live-reporting-story</a> |                  |                          |  |             |       |       |       |                         |
| Service area  | Current Budget £ | Proposed Cash Pressure £ | Proposed non cash efficiencies – non £ | Target year |       |       |       | Total pressure proposed |
|   |                  |                          |  | 19/20       | 20/21 | 21/22 | 22/23 |                         |
| Land Charges  |                  | 30,000                   |  | 30,000      |       |       |       | 30,000                  |
|   |                  |                          |  |             |       |       |       |                         |
|   |                  |                          |  |             |       |       |       |                         |
|   |                  |                          |  |             |       |       |       |                         |

### 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 proposal.

| Action  | Officer/ Service responsible | Timescale |
|---|------------------------------|-----------|
| Continuing to promote the MCC service as the quality option | Tudor Baldwin                |           |
|   |                              |           |
|   |                              |           |

### 4. Additional skills/ business needs

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

| Any additional capability required | Where will this come from | Any other resource/ business need (non-financial) |
|------------------------------------|---------------------------|---|
| Not applicable                     |                           |   |
|                                    |                           |   |
|                                    |                           |   |

### 5. Measuring performance on the proposal

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

| Focus - Budget/Process/Staff/Customer  | Indicator  | Target 2019/20 | Target 2020/21 | Target 2021/22 | Target 2022/23 |
|--|--|----------------|----------------|----------------|----------------|
| Continue to maintain a quality service | Ongoing reporting of searches returned within 5 working days | >90%           | >90%           | >90%           | >90%           |

### 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 risks.

| Barrier or Risk | Strategic/ Operational | Reason why identified (evidence) | Risk Level (High, Medium or Low)<br>Based on a score assessing the ability & impact | Mitigating Actions |
|-----------------|------------------------|----------------------------------|---|--------------------|
|                 |                        |                                  |   |                    |

|             |           |  |          |   |
|-------------|-----------|--|----------|---|
| Brexit      | Strategic | Uncertainty has significantly reduced the number of property transactions.     | High/Med |   |
| Competition | Strategic | Numerous competitors offering incentives to conveyancers to use their service. | Med/Med  | Promote the Land Charges service's quality of search reports and 5 working days turnaround. Statutory local authority services offer the reassurance of ongoing service provision and accountability. |
| Regulation  | Strategic | Statutory and cost recovery search fees limit income opportunities.            | High/Med |   |

## 7. Assumptions

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

| Assumption   | Reason why assumption is being made (evidence)  | Decision Maker |
|--|---|----------------|
| Income will either flat line or slowly decline in the short/mid term | Last 4 years' experience combined with uncertainty over Brexit, competition, and regulations setting statutory and cost recovery search fees. |                |

## 8. Options

Prior to the pressure proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

| Options      | Reason why Option was not progressed  | Decision Maker |
|--------------|---|----------------|
| Do nothing   | Ongoing income pressure will not be resolved.   |                |
| Reduce staff | Staffing (1.6 FTE) is already at the minimum required to cover short term absences and should be increased to three trained members of staff, to cover the Land Charges and Common Land services.<br><br>This option would not address the ongoing income pressure. |                |

## 9. Monitoring the pressure proposal

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

|                 |   |                           |                    |
|-----------------|---|---------------------------|--------------------|
| Pressure Title: | CORPLORD Estates CCL Increases (Elec,Gas,etc) | Lead/Responsible Officer: | Debra Hill-Howells |
| Your Ref No:    | PRES001                                       | Directorate:              | Resources          |
| Version No:     | 1   | Section:                  | Landlord Services  |
| Date:           | 29.11.18                                      |                           |                    |

#### Why is this pressure required?

We have been advised by market advisors and the CCS that energy costs are set to rise by up to 30% in the next financial year. Our energy costs are in the region of £1,900,000 pa, so any uplift will create an unfunded revenue pressure.

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

Energy costs rise annually, we are currently securing our energy through CCS, but we are also exploring additional options including direct procurement

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

| Name   | Organisation/department | Date                          |
|--|-------------------------|-------------------------------|
| Mark Howcroft, Peter Davies, Stacey Jones, Dave Loder, Nicola Wellington | Finance                 | 26 <sup>th</sup> October 2018 |
|  |                         |                               |

#### Will any further consultation be needed?

| Name | Organisation/ department | Date |
|------|--------------------------|------|
|      |                          |      |
|      |                          |      |
|      |                          |      |

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

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 affect 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 proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.



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

The pressure has arisen as a result of increasing energy costs, if we do not increase the available revenue budget then the increased costs will need to be met from existing budgets which will have a negative impact on services.

**Expected positive impacts**

If the pressure is funded there will be a neutral impact to service providers and users

**Expected negative impacts**

If the pressure is not funded there will be additional costs to services that will reduce their available resources for service provision

**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 pressure has been identified through conversations with Crown Commercial Services who have identified a significant uplift in costs for wholesale gas and electricity. They are now acquiring next year's supplies and will continue to do so until April next year as the market fluctuates on a daily basis – conservative estimates are that there will be a 30% uplift in the fuel costs for CCS customers

| Service area | Current Budget £ | Proposed Cash Pressure £ | Proposed non cash efficiencies – non £ | Target year |       |       |       | Total pressure proposed |
|--------------|------------------|--------------------------|--|-------------|-------|-------|-------|-------------------------|
|              |                  |                          |  | 19/20       | 20/21 | 21/22 | 22/23 |                         |
| All          | Total £1,900,000 | 57,000                   |  | 57,000      | tbd   | tbd   | tbd   | 57,000                  |
|              |                  |                          |  |             |       |       |       |                         |
|              |                  |                          |  |             |       |       |       |                         |

**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 proposal.

| Action   | Officer/ Service responsible             | Timescale |
|--|--|-----------|
| We are investing in energy efficiency through the Re-Fit scheme that will be rolled out in the next financial year | Debra Hill-Howells/<br>Landlord Services | 19/20     |
| Alternative procurement options are being investigated   | Ian Hoccom/ Mark Howcroft                | 18/19     |
|  |  |           |

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

#### 4. Additional skills/ business needs

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

| Any additional capability required | Where will this come from     | Any other resource/ business need (non-financial) |
|------------------------------------|-------------------------------|---|
| Within the energy team             | Landlord Services restructure |   |
|                                    |                               |   |
|                                    |                               |   |
|                                    |                               |   |

#### 5. Measuring performance on the proposal

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

| Focus - Budget/Process/Staff/Customer | Indicator   | Target 2019/20 | Target 2020/21 | Target 2021/22 | Target 2022/23 |
|---------------------------------------|---|----------------|----------------|----------------|----------------|
| Budget                                | The energy costs of MCC are met within the allocated budget | 100%           |                |                |                |
|                                       |   |                |                |                |                |
|                                       |   |                |                |                |                |
|                                       |   |                |                |                |                |

#### 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 risks.

| Barrier or Risk   | Strategic/ Operational | Reason why identified (evidence)                    | Risk Level (High, Medium or Low)<br>Based on a score assessing the probability & impact | Mitigating Actions  |
|---|------------------------|---|---|---|
| Potential that energy costs will rise higher than planned due to Brexit etc | Strategic              | Uncertainty in wholesale market                     | Medium  | Continue to monitor market and identify opportunities to reduce energy consumption            |
| Increased demand for energy   | operational            | Services have direct control over the management of | Medium  | Re-fit and identifying areas of concern to provide support. Effective monitoring of bills and |

|  |  |  |  |   |
|--|--|--|--|---|
|  |  | buildings and best practices not always adhered to |  | consumption to identify variances in demand as could be problems with the supply as well as working practices |
|  |  |  |  |   |

## 7. Assumptions

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

| Assumption                    | Reason why assumption is being made (evidence)                            | Decision Maker |
|-------------------------------|---|----------------|
| The CCS forecasts are correct | Current procurement framework provider and provider of wholesale evidence |                |
|                               |   |                |
|                               |   |                |

## 8. Options

Prior to the pressure proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

| Options              | Reason why Option was not progressed   | Decision Maker     |
|----------------------|--|--------------------|
| Do nothing           | Not an option as we are not in control of the energy supply costs, therefore if we do nothing the increased costs will be pushed back to service areas which will have a negative impact on services | Debra Hill-Howells |
| Mitigate consumption | Already being progressed as a saving through the Re-Fit scheme   | Debra Hill-Howells |
|                      |  |                    |
|                      |  |                    |

## 9. Monitoring the pressure proposal

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

|                 |   |                           |            |
|-----------------|---|---------------------------|------------|
| Pressure Title: | Financial support to SRS transferring to TCBC | Lead/Responsible Officer: | Joy Robson |
| Your Ref No:    | PRES002                                       | Directorate:              | Resources  |
| Version No:     | 1   | Section:                  | Finance    |
| Date:           | 30/11/28                                      |                           |            |

#### Why is this pressure required?

Following a process of asking for expressions of interest TCBC will have the contract to provide support services to the SRS from the 1<sup>st</sup> April 2019, which had previously been provided by MCC. This has resulted in a reduction in income for the service and whilst the costs of the service have also been reduced there is a residual negative impact

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

Lost income of £24k

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

| Name                 | Organisation/department | Date     |
|----------------------|-------------------------|----------|
| All finance sections | Resources               | 26/11/18 |
|                      |                         |          |
|                      |                         |          |
|                      |                         |          |

#### Will any further consultation be needed?

| Name | Organisation/ department | Date |
|------|--------------------------|------|
|      |                          |      |
|      |                          |      |
|      |                          |      |

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

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 affect 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 proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.

What are the outcomes of investing in the identified pressure?

This pressure arises from the net impact of losing support service work for the SRS to TCBC

#### Expected positive impacts

Reduced pressure on MCC staff

#### Expected negative impacts

Net loss in income for the service

## 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?

Income budget from the SRS is identified in several finance team budgets, debtors, creditors, financial system support, management

| Service area    | Current Budget £ | Proposed Cash Pressure £ | Proposed non cash efficiencies – non £ | Target year |       |       |       | Total pressure proposed |
|-----------------|------------------|--------------------------|--|-------------|-------|-------|-------|-------------------------|
|                 |                  |                          |  | 19/20       | 20/21 | 21/22 | 22/23 |                         |
| Exchequer       |                  | 18,000                   |  | 18,000      |       |       |       | 18,000                  |
| Management core |                  | 6,000                    |  | 6,000       |       |       |       | 6,000                   |
|                 |                  |                          |  |             |       |       |       |                         |
|                 |                  |                          |  | 24,000      |       |       |       | 24,000                  |

## 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 proposal.

| Action                 | Officer/ Service responsible | Timescale |
|------------------------|------------------------------|-----------|
| Cost will be minimised | Ruth Donovan                 |           |
|                        |                              |           |
|                        |                              |           |

## 4. Additional skills/ business needs

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

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

| Focus - Budget/Process/Staff/Customer | Indicator | Target 2019/20 | Target 2020/21 | Target 2021/22 | Target 2022/23 |
|---------------------------------------|-----------|----------------|----------------|----------------|----------------|
| 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 risks.

| Barrier or Risk  | Strategic/ Operational | Reason why identified (evidence)        | Risk Level (High, Medium or Low)<br>Based on a score assessing the probability & impact | Mitigating Actions   |
|--|------------------------|---|---|--|
| Services will transfer to TCBC, so may be delays whilst this is sorted | Operational            | Possibility in any transfer of services | Medium  | Plan carefully with TCBC to ensure appropriate staff are engaged with the handover |
|  |                        |   |   |  |
|  |                        |   |   |  |
|  |                        |   |   |  |

#### 7. Assumptions

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

| Assumption   | Reason why assumption is being made (evidence) | Decision Maker |
|--|--|----------------|
| That there will be no change to the decision to transfer | Work already commenced with TCBC               | Ruth Donovan   |
|  |  |                |
|  |  |                |
|  |  |                |
|  |  |                |

#### 8. Options

Prior to the pressure proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

| Options  | Reason why Option was not progressed  | Decision Maker |
|--|---|----------------|
| Expression of interest in the ongoing support services could have been made by MCC | It was not considered operationally efficient to seek to supply all support services to SRS |                |
|  |   |                |
|  |   |                |
|  |   |                |

#### 9. Monitoring the pressure proposal

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

|                 |             |                           |              |
|-----------------|-------------|---------------------------|--------------|
| Pressure Title: | Procurement | Lead/Responsible Officer: | Peter Davies |
| Your Ref No:    | PRES003     | Directorate:              | Resources    |
| Version No:     | 1           | Section:                  | Procurement  |
| Date:           | 29.11.18    |                           |              |

**Why is this pressure required?**

Reversal of mandated budget savings incorporated within 18/19 budget for procurement related savings across the authority. The savings cannot currently be identified and delivered with any certainty at this stage.

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

£150,000 for 19/20 and recurring

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

| Name        | Organisation/department     | Date          |
|-------------|-----------------------------|---------------|
| Scott James | MCC – Corporate Procurement | Nov 2018      |
| SLT/Cabinet | -                           | Sept-Nov 2018 |
|             |                             |               |
|             |                             |               |

**Will any further consultation be needed?**

| Name              | Organisation/ department | Date     |
|-------------------|--------------------------|----------|
| Corporate Finance | MCC                      | Jan 2018 |
|                   |                          |          |
|                   |                          |          |

**1. Vision and Outcomes of the Pressure Proposal**

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 affect 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 proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.

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

Unless the pressure is removed the Council will be carrying an ongoing and recurrent budget pressure. The pressure has been identified and reported through the Council's in-year revenue budget monitoring. However, a proposal for further investment is being made to Cabinet in January 2019 such as to allow the next phase of the revised procurement strategy to be delivered and for savings opportunities to be identified.



|                                  |
|----------------------------------|
| <b>Expected positive impacts</b> |
| Removal of recurrent pressure.   |
| <b>Expected negative impacts</b> |
| 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.

| <b>What is the evidence for the pressure? How has it been estimated?</b>   |                  |                          |  |             |       |       |       |                         |
|--|------------------|--------------------------|--|-------------|-------|-------|-------|-------------------------|
| The amount relates to the aspect of the wider procurement savings identified as part of the 2018/19 budget that cannot be delivered. |                  |                          |  |             |       |       |       |                         |
| Service area   | Current Budget £ | Proposed Cash Pressure £ | Proposed non cash efficiencies – non £ | Target year |       |       |       | Total pressure proposed |
|  |                  |                          |  | 19/20       | 20/21 | 21/22 | 22/23 |                         |
| Gateway Review   |                  | 150,000                  |  | £150,000    |       |       |       | £150,000                |
|  |                  |                          |  |             |       |       |       |                         |
|  |                  |                          |  |             |       |       |       |                         |
|  |                  |                          |  |             |       |       |       |                         |

## 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 proposal.

| Action  | Officer/ Service responsible             | Timescale  |
|---|--|------------|
| Future action is being taken to secure agreement from Cabinet for one-off reserve funding to enable the next phase of delivery of the revised procurement strategy and that would allow further procurement savings to be identified and realised. This would then feature in further savings being brought forward into future budget proposals. | Peter Davies<br>Chief Officer, Resources | March 2019 |
|   |  |            |
|   |  |            |

## 4. Additional skills/ business needs

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

| Any additional capability required   | Where will this come from | Any other resource/ business need (non-financial) |
|--|---------------------------|---|
| As stated above a proposal will be brought to Cabinet in January 2019 and which will make the case for additional investment. This investment will in part be directed towards bringing in third party expertise to work alongside the existing procurement team to identify areas to strengthen and opportunities for savings to exploit. | Third party expertise     | None  |
|  |                           |   |
|  |                           |   |

#### 5. Measuring performance on the proposal

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

| Focus - Budget/Process/Staff/Customer | Indicator | Target 2019/20 | Target 2020/21 | Target 2021/22 | Target 2022/23 |
|---------------------------------------|-----------|----------------|----------------|----------------|----------------|
|                                       |           |                |                |                |                |
|                                       |           |                |                |                |                |
|                                       |           |                |                |                |                |
|                                       |           |                |                |                |                |

**No comment needed above for aforementioned reasons. Measurement of performance will not come from this pressure being accommodated but from the measurement of performance against any future investment made to identify and deliver further procurement savings.**

#### 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 risks.

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

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

## 7. Assumptions

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

| Assumption  | Reason why assumption is being made (evidence)  | Decision Maker                               |
|---|---|--|
| That the pressure will not reduce as a result of further procurement savings being identified | In-year work undertaken has not identified any further immediate savings that could be delivered at this stage. | Scott James<br>Strategic Procurement Manager |
|   |   |  |
|   |   |  |
|   |   |  |
|   |   |  |

## 8. Options

Prior to the pressure proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

| Options   | Reason why Option was not progressed   | Decision Maker                           |
|---|--|--|
| To invest in further expertise and capacity to identify and deliver further procurement savings | A separate investment proposal is being prepared for Cabinet in January 2019 | Peter Davies<br>Chief Officer, Resources |
|   |  |  |
|   |  |  |

## 9. Monitoring the pressure proposal

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



|                 |   |                           |              |
|-----------------|---|---------------------------|--------------|
| Pressure Title: | TLCY-MonLife - Budget strip pressure on Support Services if MonLife goes ahead. | Lead/Responsible Officer: | Peter Davies |
| Your Ref No:    | PRES004   | Directorate:              | Enterprise   |
| Version No:     | 1   | Section:                  | ADM          |
| Date:           | 29.11.18  |                           |              |

### Why is this pressure required?

In the event that MonLife (an alternative delivery model for the provision of Tourism, Leisure, Culture and Youth (TLC&Y) services) is established in 19/20, relevant budgets and posts will be transferred in order for the new organisation to deliver services. In some cases the budget is transferred without a corresponding transfer of staff (TUPE) or with the new organisation entering into an SLA to buy back the service from the Council, thereby leaving the Council with a residual financial impact.

The net impact to the Council is currently calculated as £111,000 and will be subject to final negotiations between the Council and MonLife over the next few months.

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

The anticipated pressure is as follows :

| Service   | Impact on MCC  | Potential TUPE Transfer | Net Impact on MCC |
|---|----------------|-------------------------|-------------------|
| B051 Property Accommodation Recharge (Indirect) | 16,361         |                         | 16,361            |
| G001 Complaints (Indirect)                      | 4,080          |                         | 4,080             |
| G012 Personnel (Indirect)                       | 49,229         | 42,612                  | 6,617             |
| G013 Corporate Training (Indirect)              | 24,056         |                         | 24,056            |
| G085 Central Finance (Indirect)                 | 72,897         | 38,006                  | 34,891            |
| G118 Occupational Health (Indirect)             | 2,948          |                         | 2,948             |
| G120 Procurement (Indirect)                     | 2,965          |                         | 2,965             |
| G121 Improvement (indirect)                     | 13,465         |                         | 13,465            |
| G124 Equalities and Welsh Language              | 5,617          |                         | 5,617             |
| <b>GRAND TOTAL</b>                              | <b>191,618</b> | <b>80,618</b>           | <b>111,000</b>    |

A further pressure is estimated in 2020/21 of £5,000 and in 2021/22 of £6k.

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

| Name                               | Organisation/department | Date     |
|------------------------------------|-------------------------|----------|
| Corporate Finance                  | MCC                     | Nov 2018 |
| Senior Leadership Team and Cabinet | MCC                     | Nov 2018 |
| MonLife Team                       | MCC                     | Nov 2018 |
|                                    |                         |          |

| <b>Will any further consultation be needed?</b> |                          |          |
|---|--------------------------|----------|
| Name  | Organisation/ department | Date     |
| Cabinet   | MCC Elected Members      | Jan 2019 |
| Scrutiny Committees                             | MCC Elected Members      | Jan 2019 |
| MonLife Shadow Board                            | MonLife                  | Jan 2019 |
|   |                          |          |

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

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 affect 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 proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.

| <b>What are the outcomes of investing in the identified pressure?</b>  |
|--|
| In the event that TLC&Y services are transferred to MonLife in 19/20, MCC will be able to manage the resulting financial pressure within their Medium Term Financial Plan (MTFP) |
| <b>Expected positive impacts</b>   |
| MCC services, and support services in particular, will remain affordable and sustainable   |
| <b>Expected negative impacts</b>   |
| 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.

| <b>What is the evidence for the pressure? How has it been estimated?</b>   |
|--|
| <p>The pressure had initially been calculated as being £143,000 for 2019/20 with further implications to the Council if subsequent to transfer and in future years MonLife wished to source those services elsewhere and not with the Council. If this did happen, then further financial consequences had originally been modelled as a further £71k at the end of year 3 and £109k by year 5.</p> <p>Work remains ongoing to manage and eliminate these pressures through future rationalisation and restructuring of back office and central support services and through negotiation of the services to be provided to MonLife and the underlying costs and charges concerned.</p> <p>The pressure has currently been mitigated down to £111,000 for 2019/20 with a subsequent impacts of £5,000 and £6,000 for the two subsequent financial years respectively.</p> |

The costs have been based on assessments of the officer time and cost of support services being provided to MonLife.

| Service area               | Current Budget £ | Proposed Cash Pressure £ | Proposed non cash efficiencies – non £ | Target year |        |        |       | Total pressure proposed |
|----------------------------|------------------|--------------------------|--|-------------|--------|--------|-------|-------------------------|
|                            |                  |                          |  | 19/20       | 20/21  | 21/22  | 22/23 |                         |
| See list of services above | 3,208,846        | 122,000                  | -                                      | £111,000    | £5,000 | £6,000 |       | £122,000                |
|                            |                  |                          |  |             |        |        |       |                         |
|                            |                  |                          |  |             |        |        |       |                         |
|                            |                  |                          |  |             |        |        |       |                         |

### 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 proposal.

| Action   | Officer/ Service responsible     | Timescale                               |
|--|----------------------------------|---|
| Increased commercialisation of services resulting in additional external income generation | Various support service managers | 31 <sup>st</sup> March 2019 and ongoing |
| Increased prioritisation of key services   | As above                         | As above                                |
| Continued innovation in service delivery to facilitate further cost reduction              | As above                         | As above                                |
| Potential managed reduction in support services to reflect the reduced level of demand     | As above                         | As above                                |

### 4. Additional skills/ business needs

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

| Any additional capability required                       | Where will this come from | Any other resource/ business need (non-financial) |
|--|---------------------------|---|
| None – all skills and resource available and is deployed |                           |   |
|  |                           |   |
|  |                           |   |

### 5. Measuring performance on the proposal

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

| Focus - Budget/Process/Staff/Customer | Indicator                         | Target 2019/20 | Target 2020/21 | Target 2021/22 | Target 2022/23 |
|---------------------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
| Budget                                | Revenue budget monitoring process | £111,000       | £5,000         | £6,000         |                |
|                                       |                                   |                |                |                |                |
|                                       |                                   |                |                |                |                |

### 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 risks.

| Barrier or Risk   | Strategic/Operational                    | Reason why identified (evidence)   | Risk Level (High, Medium or Low)<br>Based on a score assessing the probability & impact | Mitigating Actions   |
|---|--|--|---|--|
| That MonLife draw different conclusions on which services they wish to receive from the Council in year 1 upon transfer or subsequently | Strategic and operational considerations | Upon transfer and cessation of the initial agreed term of SLAs with the Council MonLife has the ability to procure support services from elsewhere. The current estimates have been based on the current intentions. | Medium  | Negotiating and taking necessary mitigating actions ahead of transfer as described above. Upon transfer to ensure that high quality of support services were provided and at a competitive market rate to lessen the risk of MonLife ending the SLA arrangements and placing a potential further residual cost on the Council. |
|   |  |  |   |  |
|   |  |  |   |  |
|   |  |  |   |  |

### 7. Assumptions

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

| Assumption | Reason why assumption has been made (evidence) | Decision Maker |
|------------|--|----------------|
|------------|--|----------------|



|  |  |  |
|--|--|--|
| <p>Support service recharges and costs have been determined as being a reasonable apportionment of the cost of delivering support services to TLCY services.</p> | <p>The cost apportionments form the basis upon which SLA and charges are being negotiated. A residual impact to the Council is based on these same apportionments of cost as it leads to a budgetary transfer across to MonLife to deliver such services itself and not through the Council.</p> | <p>Rob O'Dwyer<br/>Head of Transformation</p> <p>Peter Davies<br/>Chief Officer, Resources</p> |
|  |  |  |

#### 8. Options

Prior to the pressure proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

| Options   | Reason why Option was not progressed   | Decision Maker   |
|---|--|--|
| <p>Further staff transfer (TUPE) implementation</p> | <p>Remaining Council resources would not be sufficient to maintain resilience and robustness and continue to provide fit for purpose support services.</p> | <p>Rob O'Dwyer<br/>Head of Transformation</p> <p>Peter Davies<br/>Chief Officer, Resources</p> |
|   |  |  |
|   |  |  |

#### 9. Monitoring the pressure proposal

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

|                 |             |                           |             |
|-----------------|-------------|---------------------------|-------------|
| Pressure Title: | Living Wage | Lead/Responsible Officer: | Jon Davies  |
| Your Ref No:    | PCORP001    | Directorate:              | Resources   |
| Version No:     | 1           | Section:                  | Accountancy |
| Date:           | 29/11/18    |                           |             |

#### Why is this pressure/efficiency required?

This is the extra residual pressure afforded in last years budget setting anticipated as a consequences of uplifting wages to accommodate living wage aspirations. The pressure has reduced by £20k on previous years figures as the budget uplifts is disaggregated to individual Directorates.

#### Pressure/Efficiency Proposal

Please provide reference to the pressure/efficiency proposal submitted in previous years or reference to a Business Plan approved or undergoing consideration by SLT

| Corporate Costs & Levies             | One-off/<br>Recurrent | 2018/19<br>£000 | 2019/20<br>£000 |
|--------------------------------------|-----------------------|-----------------|-----------------|
| CORP Living Wage Foundation increase |                       | 142             | 29              |

#### Wellbeing Assessment

Please provide reference to the previously submitted Wellbeing Assessment completed for the pressure/efficiency proposal

#### Anticipated Cost of Pressure/Efficiency

| Ref | Pressure/Efficiency           | Target year |       |       |       | Total pressure/efficiency proposed |
|-----|-------------------------------|-------------|-------|-------|-------|------------------------------------|
|     |                               | 19/20       | 20/21 | 21/22 | 22/23 |                                    |
|     | Residual Living Wage increase | 9k          |       |       |       |                                    |
|     |                               |             |       |       |       |                                    |
|     |                               |             |       |       |       |                                    |

#### Monitoring the pressure/efficiency proposal

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

Pressure Mandate Proposal Number: PCORP001, PCORP004

Pressure Mandate Title : Living wage and spinal point harmonisation

|                             |                        |
|-----------------------------|------------------------|
| <b>Mandate Completed by</b> | <i>Jonathan Davies</i> |
| <b>Date</b>                 | <i>29/11/2018</i>      |

#### Why is this pressure required?

The financial impact of implementing the new NJC pay spine in April 2019

The NJC Pay Deal of December 2017 provided for implementation in two phases, in April 2018 and April 2019. The 2018 phase involved only percentage increases to each of the 28 SCPs within the current NJC grading pay structure and was implemented by the Council with effect from 1 April 2018.

The second phase of the pay deal involves not only a percentage increase for all pay points it also introduces a new pay spine.

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

£823k – 2019/20

#### Directorate & Service Area responsible

**Corporate**

#### Mandate lead(s)

Jonathan Davies

Tracey Harry

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

| Name       | Organisation/ department | Date       |
|------------|--------------------------|------------|
| SLT report |                          | 18/09/2018 |

#### 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                   | <b>18/09/2018</b> |                              |
| 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.

| What are the outcomes of investing in the identified pressure?  |
|---|
| The council is signed up to NJC terms and conditions of employment and therefore must implement the new pay spine in April 2019 |
| 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? |                     |                             |  |             |  |  |                            |
|---|---------------------|-----------------------------|--|-------------|--|--|----------------------------|
| See attached papers   |                     |                             |  |             |  |  |                            |
| Service area  | Current Budget<br>£ | Proposed Cash<br>Pressure £ | Proposed non<br>cash efficiencies<br>– non £ | Target year |  |  | Total pressure<br>proposed |
|   |                     |                             |  | 19/20       |  |  |                            |
| Strategic<br>Initiatives  | £0                  | £823,000                    |  |             |  |  | £823,000                   |
|   |                     |                             |  |             |  |  |                            |
|   |                     |                             |  |             |  |  |                            |

## 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<br>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-<br>Budget /<br>Process /<br>Staff /<br>Customer | Indicator | Actual<br>2016/17 | Actual<br>2017/18 | Actual<br>2018/19 | Target<br>2016/17 | Target<br>2017/18 | Target<br>2018/19 |
|--|-----------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|  |           |                   |                   |                   |                   |                   |                   |
|  |           |                   |                   |                   |                   |                   |                   |

#### 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/<br>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 |
|------------|--|----------------|
|            |  |                |
|            |  |                |
|            |  |                |

## 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: PCORP002, PCORP005  
 Pressure Mandate Title : Insurance

|                             |                        |
|-----------------------------|------------------------|
| <b>Mandate Completed by</b> | <i>Jonathan Davies</i> |
| <b>Date</b>                 | <i>29/11/2018</i>      |

|   |
|---|
| <b>Why is this pressure required?</b>   |
| Insurance premium has increased due to claims history and underlying conditions in the insurance market (£50k)<br>Amount of Insurance costs relating to services provided by the ADM will be partially met by MCC as recharge insufficient (£15k) |
| <b>How much pressure is there and over what period?</b>   |
| £65k – 2019/20  |
| <b>Directorate &amp; Service Area responsible</b>   |
| Corporate   |
| <b>Mandate lead(s)</b>  |
| Jonathan Davies   |

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

|  |             |                                     |
|--|-------------|-------------------------------------|
| <b>Has the specific budget pressure been consulted on?</b> |             |                                     |
| <b>Function</b>  | <b>Date</b> | <b>Details of any changes made?</b> |
| 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> |
|---|--------------|

### 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? |
|--|
| <b>The Authority will have appropriate insurance cover</b>     |
| 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?

Result of annual retender exercise – cost already incurred for first 6 months of 2019/20

| Service area | Current Budget<br>£ | Proposed Cash<br>Pressure £ | Proposed non<br>cash efficiencies<br>– non £ | Target year |  |  | Total pressure<br>proposed |
|--------------|---------------------|-----------------------------|--|-------------|--|--|----------------------------|
|              |                     |                             |  | 19/20       |  |  |                            |
| Insurance    | £1,332,899          | £65,000                     |  |             |  |  | £65,000                    |
|              |                     |                             |  |             |  |  |                            |
|              |                     |                             |  |             |  |  |                            |

## 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<br>responsible | Timescale |
|---|---------------------------------|-----------|
| Tender already completed – no action possible (£50k)  |                                 |           |
| Decision could be made to passport £15k charge to ADM |                                 |           |
|   |                                 |           |
|   |                                 |           |

## 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<br>required | Where will this come from | Any other resource/ business need (non-<br>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-<br>Budget /<br>Process /<br>Staff /<br>Customer | Indicator                                 | Actual<br>2016/17 | Actual<br>2017/18 | Actual<br>2018/19 | Target<br>2016/17 | Target<br>2017/18 | Target<br>2018/19 |
|--|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|  | Performance of insurers will be monitored |                   |                   |                   |                   |                   |                   |
|  |   |                   |                   |                   |                   |                   |                   |
|  |   |                   |                   |                   |                   |                   |                   |
|  |   |                   |                   |                   |                   |                   |                   |

#### 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/<br>Operational | Reason why<br>identified<br>(evidence) | Risk Level (High, Medium or<br>Low) Based on a score<br>assessing the probability &<br>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 |
|------------|--|----------------|
|            |  |                |
|            |  |                |
|            |  |                |

## 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: PCORP003

Pressure Mandate Title : Coroners Service

|                             |                        |
|-----------------------------|------------------------|
| <b>Mandate Completed by</b> | <i>Jonathan Davies</i> |
| <b>Date</b>                 | <i>29/11/2018</i>      |

|  |
|--|
| <b>Why is this pressure required?</b>  |
| Notification received from the Coroners service that the levy required for 2019/20 is higher than that already in the MTFP |
| <b>How much pressure is there and over what period?</b>  |
| £17k – 2019/20   |
| <b>Directorate &amp; Service Area responsible</b>  |
| Corporate  |
| <b>Mandate lead(s)</b>   |
| Jonathan Davies  |

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

|  |             |                                     |
|--|-------------|-------------------------------------|
| <b>Has the specific budget pressure been consulted on?</b> |             |                                     |
| <b>Function</b>  | <b>Date</b> | <b>Details of any changes made?</b> |
| 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> |
|---|--------------|

### 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? |
|--|
| <b>The Authority will meet its statutory obligations</b>       |
| 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?

Notification of the levy proposed from the Coroner service

| Service area         | Current Budget<br>£ | Proposed Cash<br>Pressure £ | Proposed non<br>cash efficiencies<br>– non £ | Target year |  |  | Total pressure<br>proposed |
|----------------------|---------------------|-----------------------------|--|-------------|--|--|----------------------------|
|                      |                     |                             |  | 19/20       |  |  |                            |
| Precepts &<br>Levies | £100,053            | £17,000                     |  |             |  |  | £17,000                    |
|                      |                     |                             |  |             |  |  |                            |
|                      |                     |                             |  |             |  |  |                            |

## 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<br>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<br>(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-<br>Budget /<br>Process /<br>Staff /<br>Customer | Indicator |  |  |  | Actual<br>2016/17 | Actual<br>2017/18 | Actual<br>2018/19 | Target<br>2016/17 | Target<br>2017/18 | Target<br>2018/19 |
|--|-----------|--|--|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|  |           |  |  |  |                   |                   |                   |                   |                   |                   |
|  |           |  |  |  |                   |                   |                   |                   |                   |                   |
|  |           |  |  |  |                   |                   |                   |                   |                   |                   |
|  |           |  |  |  |                   |                   |                   |                   |                   |                   |

#### 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/<br>Operational | Reason why<br>identified<br>(evidence) | Risk Level (High, Medium or<br>Low) Based on a score<br>assessing the probability &<br>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 |
|------------|--|----------------|
|            |  |                |



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

## 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: PAPP001, PAPP002  
Pressure Mandate Title : MRP

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>Lesley Russell</i> |
| <b>Date</b>                 | <i>29/11/2018</i>     |

**Why is this pressure required?**

The Council has to set aside a reasonable provision annually to repay debt, based upon the capital financing requirement, and either 2% based on supported borrowing or over the asset life of particular assets where the borrowing is prudential or unsupported by central government funding. This provision is known as minimum revenue provision (MRP)

Budgeted borrowing for Capital purposes up to 31<sup>st</sup> march 2019 not funded from a Service, has increased the capital financing requirement above previously budgeted levels and consequently MRP payable in 2019/20 will increase. Minimum revenue provision is payable starting in the year after the asset on which the borrowing has been incurred becomes operational. The Council still derives a net benefit from changing the Minimum revenue provision calculation back in 2015-16. However in 2019-20, the effect of 3 subsequent years borrowing activity supporting capital programme and 3 large value assets having come on stream in 2018-19 necessitates an ongoing annual MRP charge i.e. Monmouth and Caldicot secondary schools and Monmouth Leisure Centre, more than offsets that saving.

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

|         |                             |
|---------|-----------------------------|
| 2019/20 | £163k                       |
| 2020/21 | £320k; (additional £157k)   |
| 2021/22 | £215k, (reduction of £105k) |
| 2022/23 | £329k; (additional £114k)   |

Additionally as a consequence of the shortfall in Waste service funding affording the full extent of financing costs of its new fleet, £95k costs have been added to corporate MRP and interest payable budget, split £88k MRP and £7k interest.

|                            |
|----------------------------|
| <b>Resources / Finance</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         |
| Yes – Lesley Russell / Mark Howcroft  | Finance                  | October 2018 |

|  |             |  |
|--|-------------|--|
| <b>Has the specific budget pressure been consulted on?</b> |             |  |
| <b>Function</b>  | <b>Date</b> | <b>Details of any changes made?</b>  |
| Department Management Team                                 |             |  |
| Other Service Contributing to / impacted                   |             | Initially Waste services report to Members explained the vehicle replacement would be self-financing from within the service. Subsequent analysis of revised Waste budget suggests a £95k hole to their funding, hence a need to add that element to financing budget. |
| Senior leadership team                                     |             |  |
| Select Committee   |             |  |
| Public or other stakeholders                               |             | <b>Waste element been to full Council, additional budgeted borrowing requirement on school shared and endorsed by full Council</b>   |
| Cabinet (sign off to proceed)                              |             |  |

|   |                          |      |
|---|--------------------------|------|
| <b>Will any further consultation be needed?</b> |                          |      |
| Name  | Organisation/ department | Date |
| No  |                          |      |

|   |  |
|---|--|
| <b>Final pressure approved by Cabinet</b> | <b>Date: 19<sup>th</sup> December 2018</b> |
|---|--|

## 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?

Unavoidable consequence of decisions already considered and approved by Members e.g. Future schools additional budget causing temporary borrowing not afforded by CYP directorate. Anticipation of shortfall in financing of replacement waste fleet

### Expected positive impacts

Sufficient borrowing can be acquired to ensure the Authority has enough cash to operate.

### Expected negative impacts

If the extra costs of financing are not addressed by budget uplift, the costs will still be incurred, and instead would be an adverse volatility during budget monitoring. To afford prudential borrowing decisions, services are required to introduce sufficient revenue headroom to repay debt in addition to any savings to balance the Council budget

## 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?**

## Existing MTFP Interest Budgets

|         |            | New        | Difference |
|---------|------------|------------|------------|
| 2019/20 | £4,324,508 | £4,487,832 | £163k      |
| 2020/21 | £4,324,508 | £4,645,482 | £320k      |
| 2021/22 | £4,324,508 | £4,540,239 | £215k      |
| 2022/23 | £4,324,508 | £4,654,033 | £329k      |

**MTFP MRP Calculation**

| Year ending :-  | 2020             | 2021             | 2022             | 2023             |
|---|------------------|------------------|------------------|------------------|
| <b>Supported</b>  | 1,618,809        | 1,667,009        | 1,715,209        | 1,763,409        |
| <b>Unsupported (incl PFI)</b>   | 3,138,635        | 3,333,799        | 3,448,527        | 3,444,700        |
| <b>Traditional MRP</b>  | <b>4,757,444</b> | <b>5,000,808</b> | <b>5,163,736</b> | <b>5,208,108</b> |
| <b>Additions</b>  |                  |                  |                  |                  |
| Extension of asset life and reduced residual value prompts a charge in 2019-20 not originally anticipated | 86,056           |                  |                  |                  |
| Budget passed back to services on expiry of funding   | 73,940           | 177,643          | 13,017           | 90,500           |
| <b>Reductions</b>   |                  |                  |                  |                  |
| Virement from Leisure to fund Mon pool 1/3 in each of 1920, 2021, 2122                                    | -95,667          | -191,333         | -287,000         | -287,000         |

|   |                  |                  |                  |                  |
|---|------------------|------------------|------------------|------------------|
| (combined mrp & interest)   |                  |                  |                  |                  |
| Virement from Property Inv portfolio to fund investments                | -322,380         | -329,936         | -                | -345,593         |
|   |                  |                  | 337,672          |                  |
| Virement from service to cover 1718 vehicles effectively from borrowing | -11,562          | -11,700          | -11,840          | -11,982          |
| <b>Total Budget Required in MTFP excl 21C schools Band B</b>            | <b>4,487,832</b> | <b>4,645,482</b> | <b>4,540,239</b> | <b>4,654,033</b> |
| CFR 31st March  | CFR 31/3/19      |                  |                  | CFR 31/3/18      |
| (doesn't reflect mrp on new schemes)                                    | 77,847,259       | Supported        |                  | 77,007,868       |
|   | 92,968,100       | Unsuppor ted     |                  | 68,358,656       |
|   | 46,183           | Finance lease    |                  | 46,816           |
|   | 693,078          | PFI              |                  | 724,586          |
| From this workbook  | 171,554,621      |                  |                  | 146,137,926      |

| Service area   | Current Budget £   | Proposed Cash Pressure £                                    | Proposed non cash efficiencies – non £ | Target year |         |          | Total pressure proposed |
|--|--|---|--|-------------|---------|----------|-------------------------|
|  |  |   |  | 19/20       | 20/21   | 21/22    |                         |
| Finance  | 4,324,508  | 163,000   |  | 163,000     | 157,000 | -105,000 | 215,000                 |
| Waste vehicle replacement residual interest pressure £4.2m | Afforded over 8 years £567k pa (split between debt repayment and interest) | Shortfall £95k (split £88k debt repayment, £7k interest pa) |  | 88,000      |         |          | 88,000                  |

|  |                                     |  |  |  |  |  |  |
|--|-------------------------------------|--|--|--|--|--|--|
|  | Waste service can only afford £472k |  |  |  |  |  |  |
|  |                                     |  |  |  |  |  |  |

### 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                                       |
|--|--|---|
| Dependant on Service requirements & Ratio of Long and Short term Debt agreed with Senior Management and availability of other funding sources. | Treasury team and Audit Com  | February Audit Cttee report endorsed to Council |
| Internal borrowing maximisation to reduce treasury costs   | Various, service financial monitoring, corporate income facilities, slippage consideration | 12 months                                       |
| Being alive to preferential minor rate changes on day to day, when taking out borrowing  | Treasury team  | 6 months from April 19                          |
|  |  |   |

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

### 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-<br>Budget /<br>Process /<br>Staff /<br>Customer | Indicator                     | Actual<br>2016/17 | Actual<br>2017/18 | Actual<br>2018/19 | Target<br>2016/17 | Target<br>2017/18 | Target<br>2018/19 |
|--|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Treasury<br>Team                                       | Month 2/7 monitoring in 19/20 |                   |                   |                   |                   |                   |                   |
|  |                               |                   |                   |                   |                   |                   |                   |

## 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/<br>Operational | Reason why identified<br>(evidence)   | Risk Level (High,<br>Medium or Low)<br>Based on a score<br>assessing the<br>probability &<br>impact | Mitigating Actions  |
|---|---------------------------|---|---|---|
| Ensuring budget<br>virements from services<br>are carried out.  | Operational               | Need to meet forecast   | Low risk  | Periodic budget<br>monitoring reconciliations<br>will indicate if virement<br>carried out |
| Capital Expenditure<br>might be deferred from<br>18/19 forecast |                           | Could reduce additional<br>budget needed – but<br>outside control – not<br>desirable to delay<br>projects |   |   |
|   |                           |   |   |   |
|   |                           |   |   |   |

## 7. Assumptions

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

| Assumption      | Reason why assumption is being made (evidence) | Decision Maker           |
|-----------------|--|--------------------------|
| New Asset lives | Determines spread of MRP                       | Treasury/service manager |
|                 |  |                          |



## 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  |
|---|--|---|
| Members already considered the value of adding £11m to Tranche A Future Schools programme   | Members liked the design aspects associated with uplift, and recognised the time involved to retender the Future schools replacement projects likely to detract from opening timelines | Full Council 20 <sup>th</sup> October 2016                    |
| Existing waste vehicle fleet coming to end of its useful life, and required replacement allows the refuse collection services to be provided consistent with proposals/approach agreed by Members | Members agreed the service changes involved in providing an alternate recycling service.   | Cabinet 2nd March 2016,<br>Council 7 <sup>th</sup> March 2017 |
|   |  |   |

## 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: PAPP003

Pressure Mandate Title : Interest Payable on forecast Borrowing Levels

|                             |                       |
|-----------------------------|-----------------------|
| <b>Mandate Completed by</b> | <i>Lesley Russell</i> |
| <b>Date</b>                 | <i>29/11/2018</i>     |

### Why is this pressure required?

As part of the annual budget process, anticipated borrowing costs are reviewed based on the proportion of fixed and variable rate loans, the degree of receipts used to formally repay debt, the level of receipts and cash available informally to promote internal borrowing, anticipated interest rates analysis, and the level of temporary borrowing informed by past years capital programme activity. This proforma considers the level of interest that will result from forecast borrowing levels

Forecast for Actual borrowing from 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020, not funded by a service has increased above previously budgeted levels primarily as a consequence of Future Schools expenditure levels being forecast above budget, and the level of temporary borrowing taken out corporately to finance enhancement to schools schemes not afforded by CYP directorate consequential to members decision to supplement original budgets by circa £11m, and the need to borrow to maintain an investment balance of £10m per annum as per Markets in Financial Instruments Directive (MiFID II) – cross referenced to savings proforma APP01 – interest receivable.

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

2019/20    £74k  
 2020/21    £86k, so additional increase £12k  
 2021/22    £155k, so additional increase £69k  
 2022/23    £152k, so reduction of £3k

Additionally as a consequence of the shortfall in Waste service funding affording the full extent of financing costs of its new fleet, £95k costs have been added to corporate MRP and interest payable budget, split £88k MRP and £7k interest.

### Directorate & Service Area responsible

Resources / Finance

### Mandate lead(s)

Mark Howcroft

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

| Name                                 | Organisation/ department | Date         |
|--------------------------------------|--------------------------|--------------|
| Yes – Lesley Russell / Mark Howcroft | Finance                  | October 2018 |

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

| Function                                 | Date      | Details of any changes made?   |
|--|-----------|--|
| Department Management Team               |           |  |
| Other Service Contributing to / impacted | Nov 18    | Initially Waste services report to Members explained the vehicle replacement would be self-financing from within the service. Subsequent analysis of revised Waste budget suggests a £95k hole to their funding, hence a need to add that element to financing budget. |
| Senior leadership team                   | <b>No</b> |  |
| Select Committee                         | <b>No</b> |  |
| Public or other stakeholders             | <b>No</b> |  |
| Cabinet (sign off to proceed)            | <b>No</b> | Both primary increases have been subject to Cabinet and Council report   |

**Will any further consultation be needed?**

| Name | Organisation/ department | Date |
|------|--------------------------|------|
| No   |                          |      |

**Final pressure approved by Cabinet**

**Date: 19<sup>th</sup> December 18**

**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?

Unavoidable consequence of decisions already considered and approved by Members e.g. Future schools additional budget causing temporary borrowing not afforded by CYP directorate. Anticipation of shortfall in financing of replacement waste fleet

#### Expected positive impacts

Sufficient borrowing can be acquired to ensure the Authority has enough cash to operate.

#### Expected negative impacts

If the extra costs of financing are not addressed by budget uplift, the costs will still be incurred, and instead would be an adverse volatility during budget monitoring.

## 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?

Existing MTFP Interest Budgets

|         |            | New        | Difference |
|---------|------------|------------|------------|
| 2019/20 | £3,307,893 | £3,382,175 | £74k       |
| 2020/21 | £3,307,893 | £3,394,094 | £86k       |
| 2021/22 | £3,307,893 | £3,463,199 | £155k      |
| 2022/23 | £3,307,893 | £3,459,836 | £152k      |

**1819 MTFP Debt interest payments and income**

 17/1  
8

| <u>Outputs</u>  | Bud<br>get | 18/19         | 19/20         | 20/21         | 21/22         | 22/23         |
|---|------------|---------------|---------------|---------------|---------------|---------------|
| Interest on existing PWLB Fixed rate loans incl<br>£3m new 18/19                        |            | 2,110,1<br>28 | 1,925,1<br>96 | 1,868,6<br>86 | 1,751,62<br>1 | 1,627,55<br>8 |
| Interest on existing PWLB Variable rate loans   |            | 134,275       | 170,127       | 43,686        | 0             | 0             |
| Interest on market loans  |            | 652,700       | 652,700       | 652,700       | 652,700       | 652,700       |
| Interest on other LT loans  |            | 66,050        | 66,050        | 30,447        | 23            | 0             |
|   |            | 2,963,1<br>53 | 2,814,0<br>73 | 2,595,5<br>19 | 2,404,34<br>4 | 2,280,25<br>8 |
| Interest on new LT PWLB debt (25/8y annuity) for<br>Investment Properties               |            | 110,745       | 204,770       | 197,214       | 189,478       | 181,557       |
| Interest on new LT PWLB debt (30y annuity) for<br>City deal                             |            | 0             | 4,219         | 12,676        | 23,591        | 30,267        |
|   |            |               |               |               | 1,035,26      | 1,149,31      |
| Interest on short term loans  |            | 534,859       | 563,883       | 785,898       | 4             | 1             |
| Including - Interest on replacement loans   |            | 30            | 32,257        | 146,559       | 381,668       | 444,452       |
| Less Contribution from Property Investment<br>area to fund Treasury costs of Castlegate |            | -<br>110,745  | -<br>204,770  | -<br>197,214  | -<br>-189,478 | -<br>-181,557 |
| Treasury costs of later schemes will be funded<br>by virements so not included          |            | 0             | 0             | 0             | 0             | 0             |

| <b>Total debt interest payable budget needed</b>           |   |   |  | 3,498,013   | 3,382,175 | 3,394,094 | 3,463,199               | 3,459,836 |
|--|---|---|--|-------------|-----------|-----------|-------------------------|-----------|
| Service area   | Current Budget £  | Proposed Cash Pressure £                                    | Proposed non cash efficiencies – non £ | Target year |           |           | Total pressure proposed |           |
|  |   |   |  | 19/20       | 20/21     | 21/22     |                         |           |
| Treasury   | 3,307,893   | 74,000  | 0                                      | 74,000      | 12,000    | 69,000    | 155,000                 |           |
| Waste vehicle replacement residual interest pressure £4.2m | Afforded over 8 years £567k pa (split between debt repayment and interest)<br><br>Waste service can only afford £472k | Shortfall £95k (split £88k debt repayment, £7k interest pa) |  | 7,000       |           |           | 7,000                   |           |

### 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                                       |
|--|--|---|
| Dependant on Service requirements & Ratio of Long and Short term Debt agreed with Senior Management and availability of other funding sources. | Treasury team and Audit Com  | February Audit Cttee report endorsed to Council |
| Internal borrowing maximisation to reduce treasury costs   | Various, service financial monitoring, corporate income facilities, slippage consideration | 12 months                                       |
| Being alive to preferential minor rate changes on day to day, when taking out borrowing  | Treasury team  | 6 months from April 19                          |
|  |  |   |

#### 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-<br>Budget /<br>Process /<br>Staff /<br>Customer | Indicator                     | Actual<br>201/17 | Actual<br>2017/18 | Actual<br>2018/19 | Target<br>2019/20 | Target<br>2020/21 | Target<br>2021/22 |
|--|-------------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Treasury<br>Team                                       | Month 2/7 monitoring in 19/20 |                  |                   |                   | <567k             | <567k             | <567k             |
|  |                               |                  |                   |                   |                   |                   |                   |
|  |                               |                  |                   |                   |                   |                   |                   |
|  |                               |                  |                   |                   |                   |                   |                   |

#### 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/<br>Operational | Reason why<br>identified (evidence) | Risk Level (High,<br>Medium or Low)<br>Based on a score<br>assessing the | Mitigating Actions |
|-----------------|---------------------------|-------------------------------------|--|--------------------|
|                 |                           |                                     |  |                    |

|  |             |                                  | probability & impact |  |
|--|-------------|----------------------------------|----------------------|--|
| Ensuring budget virements from services are carried out. | Operational | Need to meet forecast            | Low risk             | Periodic budget monitoring reconciliations will indicate if virement carried out |
| Capital Expenditure might go above budget.               |             | Could increase borrowing needed. | Low                  |  |
|  |             |                                  |                      |  |
|  |             |                                  |                      |  |

## 7. Assumptions

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

| Assumption  | Reason why assumption is being made (evidence)  | Decision Maker           |
|---|---|--------------------------|
| Interest rate forecast  | Interest rate assumptions drive debt interest costs and are on the rise   | Treasury/service manager |
| Taking a greater proportion of fixed rate debt to reduce exposure to variable rate risk | On the basis of Treasury advisors advice in respect of Brexit, to maintain a balanced portfolio of debt not excessively utilising variable or fixed rate debt | Asst Head of Finance     |
| Cash flow forecasting   | To anticipate net receipts incidence facilitating internal borrowing  | Treasury team            |
|   |   |                          |

## 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                             |
|--|--|--|
| Members already considered the value of adding £11m to Tranche | Members liked the design aspects associated with uplift, and recognised the time involved to retender the Future | Full Council 20 <sup>th</sup> October 2016 |



|   |  |   |
|---|--|---|
| A Future Schools programme  | schools replacement projects likely to detract from opening timelines                    |   |
| Existing waste vehicle fleet coming to end of its useful life, and required replacement allows the refuse collection services to be provided consistent with proposals/approach agreed by Members | Members agreed the service changes involved in providing an alternate recycling service. | Cabinet 2nd March 2016,<br>Council 7 <sup>th</sup> March 2017 |
|   |  |   |

#### 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.

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## Appendix 4: Individual mandates for savings

|                |                       |                           |                  |
|----------------|-----------------------|---------------------------|------------------|
| Proposal Title | Federation of schools | Lead/Responsible Officer: | Nikki Wellington |
| Your Ref No:   | CYP001                | Directorate:              | CYP              |
| Version No:    | 1                     | Section:                  | Support Services |
| Date:          | 28-11-18              |                           |                  |

| Version | Date     | Changes Made   |
|---------|----------|----------------|
| 1       | 28-11-18 | Form Completed |
| 2       |          |                |

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

The proposal is to federate a small number of primary schools to enhance leadership capacity and reduce management costs. The vision is that one head will manage two schools (in the first instance) in a local area with a head of school / deputy in each school to support

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact  |             |                    |       |        |       |       |       |                       |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|--------------------|--|-------------|--------------------|-------|--------|-------|-------|-------|-----------------------|--|--------|--|--|--|--------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y                  | The proposal contributes in delivering the priorities as set out in the Corporate Plan and specifically those priorities that support delivery of education in our schools.  |             |                    |       |        |       |       |       |                       |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has a Future Generations Evaluation been completed for this proposal?  | Y                  | See separate document  |             |                    |       |        |       |       |       |                       |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| What consultation and engagement has been undertaken to date?          |                    | SLT and Cabinet. Further consultation will be required with governing bodies, pupils and parents.  |             |                    |       |        |       |       |       |                       |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has an option appraisal been undertaken?                               | N                  | No other options considered. However this model has successfully been implemented when a Headteacher is absent. It is also progressing in two Monmouthshire schools and is positively received by partners.  |             |                    |       |        |       |       |       |                       |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Does this proposal affect other MCC services?                          | N                  |  |             |                    |       |        |       |       |       |                       |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Is this proposal dependant on other services?                          | N                  |  |             |                    |       |        |       |       |       |                       |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | N                  |  |             |                    |       |        |       |       |       |                       |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                     | Y                  | There will potentially be a Headteacher redundancy. However, it is likely that this would only be considered if there were a vacancy in the school in order to reduce this risk to a minimum.  |             |                    |       |        |       |       |       |                       |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?        | N                  | However, it will need to go through a governance process with the Governing body. There are Welsh Government regulations regarding this and they will be followed.   |             |                    |       |        |       |       |       |                       |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| What is the financial benefit of this proposal?                        | Y                  | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Federation of schools</td> <td></td> <td>23,000</td> <td></td> <td></td> <td></td> <td>23,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | Description | Remainder of 18/19 | 19/20 | 20/21  | 21/22 | 22/23 | Total | Federation of schools |  | 23,000 |  |  |  | 23,000 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Description  | Remainder of 18/19 | 19/20  | 20/21       | 21/22              | 22/23 | Total  |       |       |       |                       |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Federation of schools  |                    | 23,000   |             |                    |       | 23,000 |       |       |       |                       |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                    |  |             |                    |       |        |       |       |       |                       |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                    |  |             |                    |       |        |       |       |       |                       |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

|  |   |                               |   |                   |                   |              |              |              |                          |
|--|---|-------------------------------|---|-------------------|-------------------|--------------|--------------|--------------|--------------------------|
|  |   |                               |   |                   |                   |              |              |              |                          |
|  |   | <b>Additional Comments:</b>   |   |                   |                   |              |              |              |                          |
| Will this proposal require revenue or capital investment to implement? | N |                               |   |                   |                   |              |              |              |                          |
|  |   | <b>Investment Description</b> | <b>Remainder of 18/19</b>   | <b>19/20</b>      | <b>20/21</b>      | <b>21/22</b> | <b>22/23</b> | <b>Total</b> | <b>Source of funding</b> |
|  |   |                               |   |                   |                   |              |              |              |                          |
|  |   |                               |   |                   |                   |              |              |              |                          |
|  |   |                               |   |                   |                   |              |              |              |                          |
|  |   |                               |   |                   |                   |              |              |              |                          |
|  |   | <b>Additional Comment:</b>    |   |                   |                   |              |              |              |                          |
| Has this proposal considered the opportunities for external funding?   | N |                               |   |                   |                   |              |              |              |                          |
| Will this proposal have any non-financial impacts?                     | Y | <b>Ref</b>                    | <b>Benefit</b>  |                   |                   |              |              |              |                          |
|  |   | 1                             | Sharing of best practise  |                   |                   |              |              |              |                          |
|  |   | 2                             | More opportunities for staff  |                   |                   |              |              |              |                          |
|  |   | 3                             |   |                   |                   |              |              |              |                          |
|  |   | 4                             |   |                   |                   |              |              |              |                          |
|  |   | <b>Ref</b>                    | <b>Disadvantage</b>   |                   |                   |              |              |              |                          |
|  |   | 1                             | Possible redundancy costs   |                   |                   |              |              |              |                          |
|  |   | 2                             | Reduced opportunities for Headteachers  |                   |                   |              |              |              |                          |
|  |   | 3                             |   |                   |                   |              |              |              |                          |
|  |   | 4                             |   |                   |                   |              |              |              |                          |
|  |   | <b>Additional Comment:</b>    |   |                   |                   |              |              |              |                          |
| Has this proposal made any assumptions?                                | Y | <b>Ref</b>                    | <b>Assumption</b>   |                   |                   |              |              |              |                          |
|  |   | 1                             | That the opportunity will arise through vacancies. If not a possible redundancy will need to be considered. |                   |                   |              |              |              |                          |
|  |   | 2                             |   |                   |                   |              |              |              |                          |
|  |   | <b>Additional Comment</b>     |   |                   |                   |              |              |              |                          |
| Has a risk analysis been completed for this proposal?                  | Y | <b>Main Risks</b>             |   |                   |                   |              |              |              |                          |
|  |   | <b>Ref</b>                    | <b>Risk</b>   | <b>RAG Rating</b> | <b>Mitigation</b> |              |              |              |                          |
|  |   | 1                             | The risk is minimal in that this cannot be progressed and the saving will not be made.                      | <b>G</b>          |                   |              |              |              |                          |
|  |   |                               |   |                   |                   |              |              |              |                          |
|  |   |                               |   |                   |                   |              |              |              |                          |
|  |   |                               |   |                   |                   |              |              |              |                          |

|  |                 | <p><b>Additional Comment:</b></p>   |                   |                 |             |                   |   |                |  |         |   |       |  |         |   |         |  |         |   |                 |                 |        |  |  |  |  |  |  |  |  |
|--|-----------------|---|-------------------|-----------------|-------------|-------------------|---|----------------|--|---------|---|-------|--|---------|---|---------|--|---------|---|-----------------|-----------------|--------|--|--|--|--|--|--|--|--|
| What further consultation and engagement will be required for this proposal?                               | Y               | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Governing Body</td> <td></td> <td>Pending</td> </tr> <tr> <td>2</td> <td>Staff</td> <td></td> <td>Pending</td> </tr> <tr> <td>3</td> <td>Parents</td> <td></td> <td>Pending</td> </tr> <tr> <td>4</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Jan 19</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> | Ref               | Consultee       | Description | Comp/Pending      | 1 | Governing Body |  | Pending | 2 | Staff |  | Pending | 3 | Parents |  | Pending | 4 | Elected Members | Formal Scrutiny | Jan 19 |  |  |  |  |  |  |  |  |
| Ref  | Consultee       | Description   | Comp/Pending      |                 |             |                   |   |                |  |         |   |       |  |         |   |         |  |         |   |                 |                 |        |  |  |  |  |  |  |  |  |
| 1  | Governing Body  |   | Pending           |                 |             |                   |   |                |  |         |   |       |  |         |   |         |  |         |   |                 |                 |        |  |  |  |  |  |  |  |  |
| 2  | Staff           |   | Pending           |                 |             |                   |   |                |  |         |   |       |  |         |   |         |  |         |   |                 |                 |        |  |  |  |  |  |  |  |  |
| 3  | Parents         |   | Pending           |                 |             |                   |   |                |  |         |   |       |  |         |   |         |  |         |   |                 |                 |        |  |  |  |  |  |  |  |  |
| 4  | Elected Members | Formal Scrutiny   | Jan 19            |                 |             |                   |   |                |  |         |   |       |  |         |   |         |  |         |   |                 |                 |        |  |  |  |  |  |  |  |  |
|  |                 |   |                   |                 |             |                   |   |                |  |         |   |       |  |         |   |         |  |         |   |                 |                 |        |  |  |  |  |  |  |  |  |
|  |                 |   |                   |                 |             |                   |   |                |  |         |   |       |  |         |   |         |  |         |   |                 |                 |        |  |  |  |  |  |  |  |  |
| Will this proposal require procurement of goods, services or works?  | N               |   |                   |                 |             |                   |   |                |  |         |   |       |  |         |   |         |  |         |   |                 |                 |        |  |  |  |  |  |  |  |  |
| Will support services be required for this proposal?   | N               | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Ref               | Support Service | Activity    | Internal/External |   |                |  |         |   |       |  |         |   |         |  |         |   |                 |                 |        |  |  |  |  |  |  |  |  |
| Ref  | Support Service | Activity  | Internal/External |                 |             |                   |   |                |  |         |   |       |  |         |   |         |  |         |   |                 |                 |        |  |  |  |  |  |  |  |  |
|  |                 |   |                   |                 |             |                   |   |                |  |         |   |       |  |         |   |         |  |         |   |                 |                 |        |  |  |  |  |  |  |  |  |
|  |                 |   |                   |                 |             |                   |   |                |  |         |   |       |  |         |   |         |  |         |   |                 |                 |        |  |  |  |  |  |  |  |  |
|  |                 |   |                   |                 |             |                   |   |                |  |         |   |       |  |         |   |         |  |         |   |                 |                 |        |  |  |  |  |  |  |  |  |
| Will this proposal impact on the authorities built assets.<br>E.g. service change, resource amendment etc. | N               |   |                   |                 |             |                   |   |                |  |         |   |       |  |         |   |         |  |         |   |                 |                 |        |  |  |  |  |  |  |  |  |
| Will this proposal present any future collaboration opportunities?   | N               |   |                   |                 |             |                   |   |                |  |         |   |       |  |         |   |         |  |         |   |                 |                 |        |  |  |  |  |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality?    | N               |   |                   |                 |             |                   |   |                |  |         |   |       |  |         |   |         |  |         |   |                 |                 |        |  |  |  |  |  |  |  |  |
| How will the impact of this proposal be measured?<br>E.g. Budget/Process/Staff/Customer KPI's              |                 | <p>Impact will be measured via</p> <ul style="list-style-type: none"> <li>• Saving achieved,</li> <li>• impact on school to raise standards,</li> <li>• increased opportunities for staff.</li> </ul>   |                   |                 |             |                   |   |                |  |         |   |       |  |         |   |         |  |         |   |                 |                 |        |  |  |  |  |  |  |  |  |

|                |  |                           |                  |
|----------------|--|---------------------------|------------------|
| Proposal Title | Investigate options to revise running and budgeting of Gwent Music | Lead/Responsible Officer: | Nikki Wellington |
| Your Ref No:   | CYP003   | Directorate:              | CYP              |
| Version No:    | 1  | Section:                  | Finance          |
| Date:          | 23/08/18   |                           |                  |

| Version | Date     | Changes Made  |
|---------|----------|---|
| 1       | 23-08-18 | Initial proforma  |
| 2       | 28-11-18 | Review of proforma and update for consultation with Gwent music |

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

**Monmouthshire have maintained a significant level of funding for Gwent Music where other authorities have reduced their funding significantly over a short period. The intention is that we reduce our additional contribution by £40,000 to a core level of funding of £110,000. The consequence of this will be that there will be an increase in the charge for participation in the Gwent Music Centres. This change will bring our charging into line with the other participating Gwent authorities.**

**Gwent Music are aware that the funding is being considered by Monmouthshire and will work with us to minimise the impact on parents and pupils, but also achieve the savings.**

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

| Question  | Y/N   | Comments/Impact  |             |       |       |       |       |       |  |  |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|---|-------|--|-------------|-------|-------|-------|-------|-------|--|--|------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Does this proposal align with the MCC Corporate Plan?   | Y     |  |             |       |       |       |       |       |  |  |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal been included in your current Service/Business Improvement Plans?                             | N     | <b>At the point of writing the plan it was not a consideration. However the impact and implementation of this will be included in the plans going forward.</b>   |             |       |       |       |       |       |  |  |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has a Future Generation Evaluation been completed?  | Y     |  |             |       |       |       |       |       |  |  |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has an Option Appraisal been completed?<br><br>(Please refer to MCC Standard Option Appraisal Process/Template) | N     | <b>Several options were discussed with Gwent Music, and the final option was agreed as it would have the least impact on the wider school community and parents.</b>   |             |       |       |       |       |       |  |  |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal affect any other service provision?  | N     | <b>It is unlikely that there will be an impact on other services, however if the costs become prohibitive for parents then this may impact on the provision of music lessons in schools.</b>   |             |       |       |       |       |       |  |  |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?  | N     |  |             |       |       |       |       |       |  |  |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?  | Y     | <b>This will impact Gwent Music staff, but depending on how the savings are made, MCC could be liable for some redundancy costs.</b>   |             |       |       |       |       |       |  |  |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?   | N     | <b>No the joint agreement with Gwent music remains unaffected.</b>   |             |       |       |       |       |       |  |  |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any financial benefit?  | Y     | <table border="1"> <thead> <tr> <th>Description</th> <th>18/19</th> <th>19/20</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>£40k</td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | Description | 18/19 | 19/20 | 21/22 | 22/23 | Total |  |  | £40k |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Description   | 18/19 | 19/20  | 21/22       | 22/23 | Total |       |       |       |  |  |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |       | £40k   |             |       |       |       |       |       |  |  |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |       |  |             |       |       |       |       |       |  |  |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |       |  |             |       |       |       |       |       |  |  |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |       |  |             |       |       |       |       |       |  |  |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

|   |  | <b>Additional Comments:</b>   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
|---|--|---|------------|-------|-------|-------------------|--|------------------------|------------|------------|--|-------|-------|-------------------|--|---|--|-----|--------------|---|-----------------------------|---|--|---|--|---|--|--|
| Will this proposal require investment to implement?   | N  | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>18/19</th> <th>19/20</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> <p>However there could be implications with MCC paying redundancy costs if staff need to be made redundant due to the proposal, however the risk is minimal.</p>   |            |       |       |                   |  | Investment Description | 18/19      | 19/20      | 21/22  | 22/23 | Total | Source of funding |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
| Investment Description  | 18/19  | 19/20   | 21/22      | 22/23 | Total | Source of funding |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
|   |  |   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
|   |  |   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
| Will this proposal have any non-financial impacts?  | Y  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Uniform charges across all the authorities access Gwent Music provision.</td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Less pupils accessing music</td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>   |            |       |       |                   |  | Ref                    | Benefit    | 1          | Uniform charges across all the authorities access Gwent Music provision. | 2     |       | 3                 |  | 4 |  | Ref | Disadvantage | 1 | Less pupils accessing music | 2 |  | 3 |  | 4 |  |  |
| Ref   | Benefit  |   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
| 1   | Uniform charges across all the authorities access Gwent Music provision. |   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
| 2   |  |   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
| 3   |  |   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
| 4   |  |   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
| Ref   | Disadvantage   |   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
| 1   | Less pupils accessing music  |   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
| 2   |  |   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
| 3   |  |   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
| 4   |  |   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
| Has this proposal made any assumptions?   | Y  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>The number of pupils attending remains the same.</td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment</b></p>  |            |       |       |                   |  | Ref                    | Assumption | 1          | The number of pupils attending remains the same.                         | 2     |       | 3                 |  | 4 |  |     |              |   |                             |   |  |   |  |   |  |  |
| Ref   | Assumption   |   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
| 1   | The number of pupils attending remains the same.                         |   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
| 2   |  |   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
| 3   |  |   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
| 4   |  |   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
| Has a risk analysis been completed for this proposal? -<br><br>(Please refer to MCC Strategic Risk Management Policy) | N  | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> <p>While not formal risk analysis has been completed, Gwent Music and Monmouthshire County Council are working to ensure the impact and risk to parents is kept to a minimum.<br/>In addition there is an access fund that pupils can access to help reduce the costs. This is open to any pupils entitled to free school meals.</p> |            |       |       |                   |  | Ref                    | Risk       | RAG Rating | Mitigation   |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
| Ref   | Risk   | RAG Rating  | Mitigation |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
|   |  |   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
|   |  |   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
|   |  |   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |
|   |  |   |            |       |       |                   |  |                        |            |            |  |       |       |                   |  |   |  |     |              |   |                             |   |  |   |  |   |  |  |

| Have the political implication of this proposal been assessed?            | N                             | <b>Members will be aware that Gwent Music budgets were reduced by £50k a year for 3 years, this was completed about 2 years ago</b>  |                   |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|---|-------------------------------|--|-------------------|-----------------|-------------|-------------------|--|-------------------------------|---|----------|--|----------------------|--|---------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Will consultation and engagement be required for this proposal?           | Y                             | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td></td> <td>Gwent Music</td> <td>Consultation has taken place and proposals to implement the savings are being considered.</td> <td>Complete</td> </tr> <tr> <td></td> <td>Parents</td> <td>Gwent music will need to inform parents of the new charges</td> <td>Pending</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> | Ref               | Consultee       | Description | Comp/Pending      |  | Gwent Music                   | Consultation has taken place and proposals to implement the savings are being considered. | Complete |  | Parents              | Gwent music will need to inform parents of the new charges | Pending |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref   | Consultee                     | Description  | Comp/Pending      |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   | Gwent Music                   | Consultation has taken place and proposals to implement the savings are being considered.  | Complete          |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   | Parents                       | Gwent music will need to inform parents of the new charges   | Pending           |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                               |  |                   |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                               |  |                   |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                               |  |                   |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                               |  |                   |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Is any research required for the implementation of this proposal?         | Y                             | Data from Gwent Music. These charges have been increased in other authorities and the impact has been used to develop this.  |                   |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require procurement of goods, services or works?       | N                             |  |                   |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has a timeline been considered for this proposal?                         | Y                             | <table border="1"> <thead> <tr> <th>Ref</th> <th>Activity</th> <th>Start</th> <th>Complete</th> </tr> </thead> <tbody> <tr> <td></td> <td>Consultation with Gwent Music</td> <td>November 18</td> <td>Y</td> </tr> <tr> <td></td> <td>Informing of Parents</td> <td>March 19</td> <td>N</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p>  | Ref               | Activity        | Start       | Complete          |  | Consultation with Gwent Music | November 18   | Y        |  | Informing of Parents | March 19   | N       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref   | Activity                      | Start  | Complete          |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   | Consultation with Gwent Music | November 18  | Y                 |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   | Informing of Parents          | March 19   | N                 |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                               |  |                   |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                               |  |                   |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                               |  |                   |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                               |  |                   |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| What evidence/data has been gathered to date to inform this Proposal?     | Y                             | <b>Data on number of pupils accessing the provision. Data on number of pupils accessing the access fund. Assumed drop of in numbers. All this data is held by Gwent Music</b>  |                   |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will any additional evidence/data analysis be required for this proposal? | Y                             | <b>Actual pupil number drop off and the numbers accessing the access fund.</b>   |                   |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will support services be required for this proposal?                      | N                             | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>   | Ref               | Support Service | Activity    | Internal/External |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref   | Support Service               | Activity   | Internal/External |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                               |  |                   |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                               |  |                   |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                               |  |                   |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal impact on the authorities built assets?                | N                             |  |                   |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal present any collaboration opportunities?               | Y                             | <b>Possibly with other authorities who are currently supported by Gwent Music.</b>   |                   |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this project benefit from digital intervention?                      | N                             |  |                   |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| How will the impact of this proposal be measured?                         |                               | <b>Savings achieved and impact on numbers attending the music centres. Impact on the numbers accessing the access fund.</b>  |                   |                 |             |                   |  |                               |   |          |  |                      |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |





|                |                     |                           |                             |
|----------------|---------------------|---------------------------|-----------------------------|
| Proposal Title | Before school Clubs | Lead/Responsible Officer: | Nikki Wellington / Sue Hall |
| Your Ref No:   | CYP004              | Directorate:              | CYP                         |
| Version No:    | 1                   | Section:                  | Finance / Early Years       |
| Date:          | 23/08/18            |                           |                             |

| Version | Date | Changes Made |
|---------|------|--------------|
| 1       |      |              |
| 2       |      |              |

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

**Proposal was submitted for 18/19 to charge £1 per pupil to attend the before schools clubs held in our schools. These clubs usually run for 1 hour, the first 30 minutes are childcare and the remaining 30 minutes are for breakfast. The proposal is that if a child attends for the full hour, they will pay £1 for the childcare element. If they attend only for the second 30 minutes, there will be no charge.**

**All children who are entitled to free school meals can attend the whole session with no charge.**

**As a consequent of this decision in the budget for 2018-19, this mandate reflects the 4 month (April to July 2019) £1 charge to all non-Free School Meal pupils.**

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

| Question  | Y/N         | Comments/Impact   |             |       |        |       |       |       |                     |  |      |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|---|-------------|---|-------------|-------|--------|-------|-------|-------|---------------------|--|------|--|--|--------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Does this proposal align with the MCC Corporate Plan?                               | Y           | The proposal contributes additional funding that will ultimately assist the Council in delivering the priorities as set out in the Corporate Plan and specifically those priorities that support delivery of education in our schools.  |             |       |        |       |       |       |                     |  |      |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal been included in your current Service/Business Improvement Plans? | Y           | The decision to introduce this charge was made last year; therefore, the action in the business plan is to monitor the impact.  |             |       |        |       |       |       |                     |  |      |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has a Future Generation Evaluation been completed?                                  | Y           | For the original 18/19 proposal   |             |       |        |       |       |       |                     |  |      |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has an Option Appraisal been completed?   | N           | As this has been implemented last year there is no appraisal necessary. However, last year a range of options were considered and the impact on families.   |             |       |        |       |       |       |                     |  |      |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal affect any other service provision?                              | Y           | Schools operate the day-to-day running of the clubs.  |             |       |        |       |       |       |                     |  |      |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?                            | N           |   |             |       |        |       |       |       |                     |  |      |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                                  | Potentially | If numbers of pupils attending reduce then there is a potential that staffing will also need to reduce.   |             |       |        |       |       |       |                     |  |      |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?                     | N           |   |             |       |        |       |       |       |                     |  |      |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any financial benefit?                                      | Y           | <table border="1"> <thead> <tr> <th>Description</th> <th>18/19</th> <th>19/20</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Increase in revenue</td> <td></td> <td>£72k</td> <td></td> <td></td> <td>72,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | Description | 18/19 | 19/20  | 21/22 | 22/23 | Total | Increase in revenue |  | £72k |  |  | 72,000 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Description   | 18/19       | 19/20   | 21/22       | 22/23 | Total  |       |       |       |                     |  |      |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Increase in revenue   |             | £72k  |             |       | 72,000 |       |       |       |                     |  |      |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |             |   |             |       |        |       |       |       |                     |  |      |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |             |   |             |       |        |       |       |       |                     |  |      |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |             |   |             |       |        |       |       |       |                     |  |      |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Additional Comments:  |             |   |             |       |        |       |       |       |                     |  |      |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

The original 2018-19 saving proforma modelled the £1 increase for 7 months (Sept-Mar) in 2018-19 financial year. This proforma calculates the additional beneficial effect in respect of the 4 months of the current academic year falling into 2019-20 (Apr-Jul).

Will this proposal require investment to implement?

N

| Investment Description | 18/19 | 19/20 | 21/22 | 22/23 | Total | Source of funding |
|------------------------|-------|-------|-------|-------|-------|-------------------|
|                        |       |       |       |       |       |                   |
|                        |       |       |       |       |       |                   |
|                        |       |       |       |       |       |                   |
|                        |       |       |       |       |       |                   |
|                        |       |       |       |       |       |                   |

**Additional Comment:**

Will this proposal have any non-financial impacts?

Y

| Ref | Benefit                                  |
|-----|--|
| 1   | Pupils benefit from a healthy breakfast. |
| 2   | Parents benefit from childcare.          |
| 3   |  |
| 4   |  |

| Ref | Disadvantage |
|-----|--------------|
| 1   |              |
| 2   |              |

**Additional Comment:**

Has this proposal made any assumptions?

N

| Ref | Assumption |
|-----|------------|
| 1   |            |
| 2   |            |
| 3   |            |
| 4   |            |

**Additional Comment**  
£1 increase for 7 months based on current numbers continuing. .

Has a risk analysis been completed for this proposal? -

N

**Main Risks**

| Ref | Risk | RAG Rating | Mitigation |
|-----|------|------------|------------|
|     |      |            |            |
|     |      |            |            |
|     |      |            |            |
|     |      |            |            |
|     |      |            |            |

**Additional Comment:**

|   |                 | As this is an on-going proposal that was approved last year there is no requirement for this.   |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|---|-----------------|---|-------------------|-----------------|-------------|-------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Have the political implication of this proposal been assessed?            | Y               | For the original agreed last year.  |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will consultation and engagement be required for this proposal?           | N               | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>This was completed last year.</p>   | Ref               | Consultee       | Description | Comp/Pending      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref   | Consultee       | Description   | Comp/Pending      |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Is any research required for the implementation of this proposal?         | N               | All completed last year   |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require procurement of goods, services or works?       | N               |   |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has a timeline been considered for this proposal?                         | Y               | <table border="1"> <thead> <tr> <th>Ref</th> <th>Activity</th> <th>Start</th> <th>Complete</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> <p>This was completed last year</p> | Ref               | Activity        | Start       | Complete          |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref   | Activity        | Start   | Complete          |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| What evidence/data has been gathered to date to inform this Proposal?     |                 | Current pupil numbers attending free club, further work will need to be done once the charges are introduced in September 18 to see any impact.   |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will any additional evidence/data analysis be required for this proposal? | Y               | As above  |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will support services be required for this proposal?                      | N               | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Ref               | Support Service | Activity    | Internal/External |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref   | Support Service | Activity  | Internal/External |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal impact on the authorities built assets?                | N               |   |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal present any collaboration opportunities?               | N               |   |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this project benefit from digital intervention?                      | N               |   |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| How will the impact of this proposal be measured?                         |                 | <ul style="list-style-type: none"> <li>• Number of pupils attending.</li> <li>• Impact on low-income families.</li> </ul>   |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

|                |   |                           |                  |
|----------------|---|---------------------------|------------------|
| Proposal Title | Reduction in funding for Mounnton House through the funding formula | Lead/Responsible Officer: | Nikki Wellington |
| Your Ref No:   | CYP006  | Directorate:              | CYP              |
| Version No:    | 1   | Section:                  | Finance          |
| Date:          | 29/11/18  |                           |                  |

| Version | Date     | Changes Made  |
|---------|----------|---------------|
| 1       | 30-11-18 | Initial draft |
| 2       |          |               |

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

The budget proposal is to reduce the funding via the funding formula for Mounnton House. This is based on a reduction in pupil numbers attending the provision. This has also led to a reduction in recoupment income for pupils attending the school.

The current numbers on roll are 19 pupils.

The funding formula delegation for Mounnton House Special School has not been reviewed since 2010 and at which stage the formula funded based on full residential capacity, being 42 placements. However, in 2016-17 the budget was reduced by £250,000 as reflection of the reduction in pupil numbers at that time. At that time there were 10 residential pupils, there is currently 1.

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

| Question  | Y/N   | Comments/Impact   |             |       |         |       |       |       |                                    |  |         |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |
|---|-------|---|-------------|-------|---------|-------|-------|-------|------------------------------------|--|---------|--|--|---------|--|--|--|--|--|--|--|--|--|--|--|--|
| Does this proposal align with the MCC Corporate Plan?                               | Y     | The proposal contributes additional funding that will ultimately assist the Council in delivering the priorities as set out in the Corporate Plan and specifically those priorities that support delivery of education in our schools.  |             |       |         |       |       |       |                                    |  |         |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal been included in your current Service/Business Improvement Plans? | N     | No as this was not a consideration when writing the plan. Now this is being progressed the impact will be monitored.  |             |       |         |       |       |       |                                    |  |         |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |
| Has a Future Generation Evaluation been completed?                                  | Y     | See separate document   |             |       |         |       |       |       |                                    |  |         |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |
| Has an Option Appraisal been completed?   | Y     | Other options were considered to achieve the savings, after a consideration of the risks around these it was agreed that this option would be taken forward.  |             |       |         |       |       |       |                                    |  |         |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal affect any other service provision?                              | N     |   |             |       |         |       |       |       |                                    |  |         |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?                            | N     |   |             |       |         |       |       |       |                                    |  |         |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                                  | Y     | Dependant on the final proposals there will be an impact but this is yet to be determined. However the school and local authority will work together to minimise the impact.  |             |       |         |       |       |       |                                    |  |         |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?                     | N     |   |             |       |         |       |       |       |                                    |  |         |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any financial benefit?                                      | Y     | <table border="1"> <thead> <tr> <th>Description</th> <th>18/19</th> <th>19/20</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Mounnton House – Funding reduction</td> <td></td> <td>275,000</td> <td></td> <td></td> <td>275,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | Description | 18/19 | 19/20   | 21/22 | 22/23 | Total | Mounnton House – Funding reduction |  | 275,000 |  |  | 275,000 |  |  |  |  |  |  |  |  |  |  |  |  |
| Description   | 18/19 | 19/20   | 21/22       | 22/23 | Total   |       |       |       |                                    |  |         |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |
| Mounnton House – Funding reduction  |       | 275,000   |             |       | 275,000 |       |       |       |                                    |  |         |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |
|   |       |   |             |       |         |       |       |       |                                    |  |         |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |
|   |       |   |             |       |         |       |       |       |                                    |  |         |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |

|   |  | <p><b>Additional Comments:</b><br/>The area of the savings be determined as the review is completed. However, it is likely that this will be made through a reduction in staff. The impact will be minimise by following our employment policies.</p>  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
|---|--|--|---|-------|-------|-------------------|--|--|------------------------|------------|-------------|--|-------|---|-------------------|---|---|--|-----|--------------|---|------------------------------|---|--|---|--|---|--|--|--|--|--|--|--|--|--|
| Will this proposal require investment to implement?   | N  | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>18/19</th> <th>19/20</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table> <p><b>Additional Comment:</b></p>                                   |   |       |       |                   |  |  | Investment Description | 18/19      | 19/20       | 21/22  | 22/23 | Total   | Source of funding |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| Investment Description  | 18/19  | 19/20  | 21/22   | 22/23 | Total | Source of funding |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
|   |  |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
|   |  |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
|   |  |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| Will this proposal have any non-financial impacts?  | Y  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr><td>1</td><td> </td></tr> <tr><td>2</td><td> </td></tr> <tr><td>3</td><td> </td></tr> <tr><td>4</td><td> </td></tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr><td>1</td><td>Possible staffing reductions</td></tr> <tr><td>2</td><td> </td></tr> <tr><td>3</td><td> </td></tr> <tr><td>4</td><td> </td></tr> </tbody> </table> <p><b>Additional Comment:</b></p> |   |       |       |                   |  |  | Ref                    | Benefit    | 1           |  | 2     |   | 3                 |   | 4 |  | Ref | Disadvantage | 1 | Possible staffing reductions | 2 |  | 3 |  | 4 |  |  |  |  |  |  |  |  |  |
| Ref   | Benefit  |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 1   |  |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 2   |  |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 3   |  |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 4   |  |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| Ref   | Disadvantage   |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 1   | Possible staffing reductions   |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 2   |  |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 3   |  |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 4   |  |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| Has this proposal made any assumptions?   | Y  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr><td>1</td><td>That the school will be able to manage resources to ensure that the savings can be made.</td></tr> <tr><td>2</td><td> </td></tr> <tr><td>3</td><td> </td></tr> <tr><td>4</td><td> </td></tr> </tbody> </table> <p><b>Additional Comment</b></p>  |   |       |       |                   |  |  | Ref                    | Assumption | 1           | That the school will be able to manage resources to ensure that the savings can be made. | 2     |   | 3                 |   | 4 |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| Ref   | Assumption   |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 1   | That the school will be able to manage resources to ensure that the savings can be made. |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 2   |  |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 3   |  |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 4   |  |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| Has a risk analysis been completed for this proposal? -<br><br>(Please refer to MCC Strategic Risk Management Policy) | Y  | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>School not achieving the saving and reporting a deficit budget.</td> <td>A</td> <td>Early consultation with the school to reduce this risk.</td> </tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table> <p><b>Additional Comment:</b></p>  |   |       |       |                   |  |  | Ref                    | Risk       | RAG Rating  | Mitigation   | 1     | School not achieving the saving and reporting a deficit budget. | A                 | Early consultation with the school to reduce this risk. |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| Ref   | Risk   | RAG Rating   | Mitigation  |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 1   | School not achieving the saving and reporting a deficit budget.                          | A  | Early consultation with the school to reduce this risk. |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
|   |  |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
|   |  |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| Have the political implication of this proposal been assessed?  | Y  |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| Will consultation and engagement be required for this proposal?   | Y  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>  |   |       |       |                   |  |  | Ref                    | Consultee  | Description | Comp/Pending   |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| Ref   | Consultee  | Description  | Comp/Pending  |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
|   |  |  |   |       |       |                   |  |  |                        |            |             |  |       |   |                   |   |   |  |     |              |   |                              |   |  |   |  |   |  |  |  |  |  |  |  |  |  |

|   |  | <table border="1"> <tr> <td>1</td> <td>Staff</td> <td>Any effected due to the proposals</td> <td>P</td> </tr> <tr> <td>2</td> <td>Governors</td> <td>Any effected due to the proposals</td> <td>P</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table> <p><b>Additional Comments:</b></p>   | 1                 | Staff           | Any effected due to the proposals | P                 | 2 | Governors                   | Any effected due to the proposals | P        |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
|---|--|--|-------------------|-----------------|-----------------------------------|-------------------|---|-----------------------------|-----------------------------------|----------|---|--|----------|----------|---|---------------------------|----------|----------|---|------------------|----------|--|--|--|--|--|
| 1   | Staff                                    | Any effected due to the proposals  | P                 |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
| 2   | Governors                                | Any effected due to the proposals  | P                 |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
|   |  |  |                   |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
|   |  |  |                   |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
| Is any research required for the implementation of this proposal?         | Y  | School budget position and current monitoring outcomes. Staffing structures to ensure full needs are met.  |                   |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
| Will this proposal require procurement of goods, services or works?       | N  |  |                   |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
| Has a timeline been considered for this proposal?                         | Y  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Activity</th> <th>Start</th> <th>Complete</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Informing the Finance forum</td> <td>Jan 19</td> <td></td> </tr> <tr> <td>2</td> <td>Consultation with the school / Governors</td> <td>Jan 19</td> <td></td> </tr> <tr> <td>3</td> <td>Proposals brought forward</td> <td>Feb 19</td> <td></td> </tr> <tr> <td>4</td> <td>Proposals agreed</td> <td>March 19</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> | Ref               | Activity        | Start                             | Complete          | 1 | Informing the Finance forum | Jan 19                            |          | 2 | Consultation with the school / Governors | Jan 19   |          | 3 | Proposals brought forward | Feb 19   |          | 4 | Proposals agreed | March 19 |  |  |  |  |  |
| Ref   | Activity                                 | Start  | Complete          |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
| 1   | Informing the Finance forum              | Jan 19   |                   |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
| 2   | Consultation with the school / Governors | Jan 19   |                   |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
| 3   | Proposals brought forward                | Feb 19   |                   |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
| 4   | Proposals agreed                         | March 19   |                   |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
|   |  |  |                   |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
| What evidence/data has been gathered to date to inform this Proposal?     | Y  | <b>Financial information for schools, pupil numbers currently and projections going forward.</b>   |                   |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
| Will any additional evidence/data analysis be required for this proposal? | Y  | .Staffing structures proposed and current. Cost of redundancies if applicable.   |                   |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
| Will support services be required for this proposal?                      | Y  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>CYP Finance</td> <td>Budgets</td> <td>Internal</td> </tr> <tr> <td>2</td> <td>People Services</td> <td>Staffing</td> <td>Internal</td> </tr> <tr> <td>3</td> <td>Unions</td> <td>Staffing</td> <td>External</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Ref               | Support Service | Activity                          | Internal/External | 1 | CYP Finance                 | Budgets                           | Internal | 2 | People Services                          | Staffing | Internal | 3 | Unions                    | Staffing | External |   |                  |          |  |  |  |  |  |
| Ref   | Support Service                          | Activity   | Internal/External |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
| 1   | CYP Finance                              | Budgets  | Internal          |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
| 2   | People Services                          | Staffing   | Internal          |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
| 3   | Unions                                   | Staffing   | External          |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
|   |  |  |                   |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
| Will this proposal impact on the authorities built assets?                | N  |  |                   |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
| Will this proposal present any collaboration opportunities?               | N  |  |                   |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
| Will this project benefit from digital intervention?                      | N  |  |                   |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |
| How will the impact of this proposal be measured?                         | Y  | <b>Budget monitoring, savings achieved. Impact on staff.</b>   |                   |                 |                                   |                   |   |                             |                                   |          |   |  |          |          |   |                           |          |          |   |                  |          |  |  |  |  |  |

|                |             |                           |  |
|----------------|-------------|---------------------------|--|
| Proposal Title | Early years | Lead/Responsible Officer: | Sharon Randall Smith/Nicola Wellington |
| Your Ref No:   | CYP007      | Directorate:              | CYP                                    |
| Version No:    | 1           | Section:                  | Early years                            |
| Date:          | 29/11/18    |                           |  |

| Version | Date     | Changes Made |
|---------|----------|--------------|
| 1       | 29-11-18 | Draft        |
| 2       |          |              |

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

**The proposal is to make staffing budget savings from the early year's team. Both posts are grant funded and have budget in the base CYP budget hence there is double funding.**

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

| Question  | Y/N   | Comments/Impact  |                        |       |        |                   |       |       |                   |  |        |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|---|-------|--|------------------------|-------|--------|-------------------|-------|-------|-------------------|--|--------|--|--|--------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Does this proposal align with the MCC Corporate Plan?                               | Y     | This is in line with the MTFP and value for money.   |                        |       |        |                   |       |       |                   |  |        |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal been included in your current Service/Business Improvement Plans? | N     | No this was discussed after the business plans were agreed, however going forward this will be monitored going forward.  |                        |       |        |                   |       |       |                   |  |        |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has a Future Generation Evaluation been completed?                                  | Y     | See separate document  |                        |       |        |                   |       |       |                   |  |        |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has an Option Appraisal been completed?   | N     | This is the only option considered, with this proposal there are no other options to consider.   |                        |       |        |                   |       |       |                   |  |        |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal affect any other service provision?                              | N     | There will be no change in service provision, just the funding.  |                        |       |        |                   |       |       |                   |  |        |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?                            | N     |  |                        |       |        |                   |       |       |                   |  |        |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                                  | N     | Notification of the grants have been received for 2019-20 and therefore there are no staffing implications. Should the grant not be available in future years, as the work will still need to be covered this will be a pressure to the directorate budget.  |                        |       |        |                   |       |       |                   |  |        |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?                     | N     |  |                        |       |        |                   |       |       |                   |  |        |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any financial benefit?                                      | Y     | <table border="1"> <thead> <tr> <th>Description</th> <th>18/19</th> <th>19/20</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>40,000</td> <td></td> <td></td> <td>40,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> | Description            | 18/19 | 19/20  | 21/22             | 22/23 | Total |                   |  | 40,000 |  |  | 40,000 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Description   | 18/19 | 19/20  | 21/22                  | 22/23 | Total  |                   |       |       |                   |  |        |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |       | 40,000   |                        |       | 40,000 |                   |       |       |                   |  |        |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |       |  |                        |       |        |                   |       |       |                   |  |        |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |       |  |                        |       |        |                   |       |       |                   |  |        |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |       |  |                        |       |        |                   |       |       |                   |  |        |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |       |  |                        |       |        |                   |       |       |                   |  |        |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require investment to implement?                                 | N     | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>18/19</th> <th>19/20</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>  | Investment Description | 18/19 | 19/20  | 21/22             | 22/23 | Total | Source of funding |  |        |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Investment Description  | 18/19 | 19/20  | 21/22                  | 22/23 | Total  | Source of funding |       |       |                   |  |        |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |       |  |                        |       |        |                   |       |       |                   |  |        |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |



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|---|---|--|------------|------------|------------|---|---|--|---|--|---|--|-----|--------------|---|--|---|--|---|--|---|--|--|--|--|--|--|--|--|--|
|   |   |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
|   |   |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
|   |   |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
|   |   |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| Will this proposal have any non-financial impacts?      | N   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> <tr><td></td><td></td></tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Ref        | Benefit    | 1          |   | 2 |  | 3 |  | 4 |  | Ref | Disadvantage | 1 |  | 2 |  | 3 |  | 4 |  |  |  |  |  |  |  |  |  |
| Ref   | Benefit   |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 1   |   |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 2   |   |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 3   |   |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 4   |   |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| Ref   | Disadvantage  |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 1   |   |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 2   |   |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 3   |   |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 4   |   |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
|   |   |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| Has this proposal made any assumptions?                 | N   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Grants are assumed to continue beyond the 2019-20 financial year.</td> </tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <p><b>Additional Comment</b></p>   | Ref        | Assumption | 1          | Grants are assumed to continue beyond the 2019-20 financial year. | 2 |  | 3 |  | 4 |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| Ref   | Assumption  |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 1   | Grants are assumed to continue beyond the 2019-20 financial year. |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 2   |   |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 3   |   |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| 4   |   |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| Has a risk analysis been completed for this proposal? - | N   | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p><b>Additional Comment:</b></p> <p>There is no requirement for a risk analysis for 2019-20 financial year as the grant funding is in place. Should this be reduced in future years then a risk analysis will be completed at that time.</p> | Ref        | Risk       | RAG Rating | Mitigation  |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
| Ref   | Risk  | RAG Rating   | Mitigation |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
|   |   |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
|   |   |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
|   |   |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |
|   |   |  |            |            |            |   |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |

| Will consultation and engagement be required for this proposal?           | N               | <table border="1" data-bbox="635 152 1449 414"> <thead> <tr> <th data-bbox="635 152 703 208">Ref</th> <th data-bbox="703 152 911 208">Consultee</th> <th data-bbox="911 152 1241 208">Description</th> <th data-bbox="1241 152 1449 208">Comp/Pending</th> </tr> </thead> <tbody> <tr> <td data-bbox="635 208 703 264">1</td> <td data-bbox="703 208 911 264">Elected Members</td> <td data-bbox="911 208 1241 264">Formal Scrutiny</td> <td data-bbox="1241 208 1449 264">Jan 19</td> </tr> <tr> <td data-bbox="635 264 703 320">2</td> <td data-bbox="703 264 911 320">Public</td> <td data-bbox="911 264 1241 320">Public Consultation</td> <td data-bbox="1241 264 1449 320">Jan 19</td> </tr> <tr> <td data-bbox="635 320 703 376"></td> <td data-bbox="703 320 911 376"></td> <td data-bbox="911 320 1241 376"></td> <td data-bbox="1241 320 1449 376"></td> </tr> <tr> <td data-bbox="635 376 703 432"></td> <td data-bbox="703 376 911 432"></td> <td data-bbox="911 376 1241 432"></td> <td data-bbox="1241 376 1449 432"></td> </tr> <tr> <td data-bbox="635 432 703 488"></td> <td data-bbox="703 432 911 488"></td> <td data-bbox="911 432 1241 488"></td> <td data-bbox="1241 432 1449 488"></td> </tr> <tr> <td data-bbox="635 488 703 544"></td> <td data-bbox="703 488 911 544"></td> <td data-bbox="911 488 1241 544"></td> <td data-bbox="1241 488 1449 544"></td> </tr> </tbody> </table> <p data-bbox="643 443 1449 555"><b>Additional Comments:</b></p> | Ref               | Consultee       | Description | Comp/Pending      | 1 | Elected Members | Formal Scrutiny | Jan 19 | 2 | Public | Public Consultation | Jan 19 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|---|-----------------|--|-------------------|-----------------|-------------|-------------------|---|-----------------|-----------------|--------|---|--------|---------------------|--------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Ref   | Consultee       | Description  | Comp/Pending      |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1   | Elected Members | Formal Scrutiny  | Jan 19            |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2   | Public          | Public Consultation  | Jan 19            |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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|   |                 |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                 |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require procurement of goods, services or works?       | N               |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will any additional evidence/data analysis be required for this proposal? | Y               | <b>Forward grant plans</b>   |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will support services be required for this proposal?                      | N               | <table border="1" data-bbox="635 835 1449 1066"> <thead> <tr> <th data-bbox="635 835 703 869">Ref</th> <th data-bbox="703 835 1031 869">Support Service</th> <th data-bbox="1031 835 1230 869">Activity</th> <th data-bbox="1230 835 1449 869">Internal/External</th> </tr> </thead> <tbody> <tr> <td data-bbox="635 869 703 902"></td> <td data-bbox="703 869 1031 902"></td> <td data-bbox="1031 869 1230 902"></td> <td data-bbox="1230 869 1449 902"></td> </tr> <tr> <td data-bbox="635 902 703 936"></td> <td data-bbox="703 902 1031 936"></td> <td data-bbox="1031 902 1230 936"></td> <td data-bbox="1230 902 1449 936"></td> </tr> <tr> <td data-bbox="635 936 703 969"></td> <td data-bbox="703 936 1031 969"></td> <td data-bbox="1031 936 1230 969"></td> <td data-bbox="1230 936 1449 969"></td> </tr> <tr> <td data-bbox="635 969 703 1003"></td> <td data-bbox="703 969 1031 1003"></td> <td data-bbox="1031 969 1230 1003"></td> <td data-bbox="1230 969 1449 1003"></td> </tr> <tr> <td data-bbox="635 1003 703 1037"></td> <td data-bbox="703 1003 1031 1037"></td> <td data-bbox="1031 1003 1230 1037"></td> <td data-bbox="1230 1003 1449 1037"></td> </tr> <tr> <td data-bbox="635 1037 703 1066"></td> <td data-bbox="703 1037 1031 1066"></td> <td data-bbox="1031 1037 1230 1066"></td> <td data-bbox="1230 1037 1449 1066"></td> </tr> </tbody> </table> <p data-bbox="643 1093 1449 1317"><b>Additional Comment:</b></p>                          | Ref               | Support Service | Activity    | Internal/External |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref   | Support Service | Activity   | Internal/External |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                 |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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|   |                 |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                 |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                 |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal impact on the authorities built assets?                | N               |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal present any collaboration opportunities?               | N               |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this project benefit from digital intervention?                      | N               |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| How will the impact of this proposal be measured?                         | Y               | Impact will be measured via the budget monitoring process and service business plans.  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

|                |                         |                           |                                |
|----------------|-------------------------|---------------------------|--------------------------------|
| Proposal Title | SpLD Service to schools | Lead/Responsible Officer: | Sharon Randall-Smith           |
| Your Ref No:   | CYP009                  | Directorate:              | CYP                            |
| Version No:    | 1                       | Section:                  | Specific Learning Difficulties |
| Date:          | 31/11/2018              |                           |                                |

| Version | Date | Changes Made |
|---------|------|--------------|
| 1       |      |              |
| 2       |      |              |

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

Our proposal is to remodel the SpLD Service to deliver more effective support for pupils with literacy difficulties in primary schools. This means that we would target our support towards literacy difficulties, rather than on the global definition of SpLD. As a result, we propose to reduce the SpLD team from the current 3.8 fte to 1.6 fte. Schools would still be able to access advice, support, guidance and training from the SpLD team.

Over the last three years, schools have developed the skills to identify and meet the needs of learners with SpLD and they are well placed to support the needs of a range of learners. . The SpLD team has delivered 'Identifying SpLD Dyslexia and Supporting Strategies within the Classroom' training to all thirty primary schools, one secondary school and our special school.

At present primary schools currently, contribute to cost of the SpLD service through an SLA. Under this proposal, primary schools would no longer be required to buy into an SLA to access this support. Secondary schools could still commission bespoke advice and support as required and as they do under the existing arrangements.

Please provide the following information to support your proposal

| Question   | Y/N | Comments/Impact   |
|--|-----|---|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y   | The proposal will assist the Council in delivering the priorities as set out in the Corporate Plan and specifically those priorities that support delivery of education in our schools.   |
| Has a Future Generations Evaluation been completed for this proposal?  | Y   | <b>See separate document</b>  |
| What consultation and engagement has been undertaken to date?          | Y   | Ongoing and informal consultation with SLT and Cabinet  |
| Has an option appraisal been undertaken?                               | Y   | The option appraisal considered the following four options. <ol style="list-style-type: none"> <li><b>Do nothing and retain the current service</b> across the full range of SpLD including the provision of support, advice, guidance, training and direct teaching. This was discounted based on the cost compared to the overall impact of the service on pupil outcomes.</li> <li><b>Increase the cost of the SLA for primary schools</b> and retain the current service. This would retain the current service across the full range of SpLD including the provision of support, advice, guidance, training and direct teaching. This option was discounted because the average cost per primary school would increase from £1,791 to £3,733 in 2018/19, and would be subject to on-going increase to cover annual increases in staffing costs. There is a high risk that schools may not opt to buy into the SLA and this would result in a shortfall in funding and the service would become unsustainable.</li> <li><b>Restructure the service</b> to focus on supporting pupils with literacy difficulties only. The service would include the provision of support, advice, guidance, training and direct teaching where appropriate but to support pupils with literacy difficulties only. This option was considered to be the most effective and sustainable going forward and would have a greater impact albeit for a smaller number of pupils.</li> <li><b>Withdraw the service and delegate full responsibility</b> for supporting all pupils with SpLD to schools. This option was discounted because even though almost all schools have attended training, very few have</li> </ol> |

|  |  | the capacity to carry out specialist assessments and most still require a level of on-going support, advice and training in order to effectively support pupils with SpLD. This option would not provide any direct teaching for pupils.   |                        |                    |       |   |                   |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
|--|--|--|------------------------|--------------------|-------|---|-------------------|--|-------|--|-----|--------------|--|--|--|--|---------------------------|--|-------|--|--|--|--|------------------------|--|-------|--|--|--|--|-------------|--|--------|--|--|--|--|---------------------|--|---------------|--|--|--|--|
| Does this proposal affect other MCC services?                          | Y  | The Statutory ALN and EPS teams may be required to carry out more individual pupil assessments in the first year following the change.   |                        |                    |       |   |                   |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
| Is this proposal dependant on other services?                          | Y  | The proposal is dependent on schools implementing the SpLD Framework as part of their wider approach to providing support for learners with ALN.   |                        |                    |       |   |                   |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | Y  | MCC Special Educational Needs Policy would need to be amended to reflect the changes to the service. The SEN Policy is due to be updated to reflect the new ALN Bill and Code of Practice ready for full implementation from September 2020.   |                        |                    |       |   |                   |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
| Will this proposal have any staffing implications?                     | Y  | There would be a 2.2FTE reduction in staffing if the proposal when ahead.  |                        |                    |       |   |                   |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
| Will this project have any legal implication for the authority?        | Potentially  | If pupils have a Statutory Statement, identifying specialist support for SpLD the may LA have to provide it. However, as there are only a small number of pupils in the county, the proposed reduction would not impact on this provision.   |                        |                    |       |   |                   |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
| What is the financial benefit of this proposal?                        |  | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Reduction of staffing by 2.2FTE</td> <td></td> <td>119,994</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Reduction in travel costs</td> <td></td> <td>4,000</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Reduction in resources</td> <td></td> <td>1,000</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Less income</td> <td></td> <td>66,750</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>Total saving</b></td> <td></td> <td><b>58,244</b></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> <p>The current total cost for the SpLD Service is £211,274. £66,750 is received into the service from an SLA with schools and a contribution from Early Years. This means that the actual cost to the LA is £144,524. If staffing levels are reduced to 1.6 fte the cost is £86,280 for the year including travel and resources. This means that the saving is <b>£58,244</b></p> | Description            | Remainder of 18/19 | 19/20 | 20/21   | 21/22             | 22/23  | Total | Reduction of staffing by 2.2FTE  |     | 119,994      |  |  |  |  | Reduction in travel costs |  | 4,000 |  |  |  |  | Reduction in resources |  | 1,000 |  |  |  |  | Less income |  | 66,750 |  |  |  |  | <b>Total saving</b> |  | <b>58,244</b> |  |  |  |  |
| Description  | Remainder of 18/19   | 19/20  | 20/21                  | 21/22              | 22/23 | Total   |                   |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
| Reduction of staffing by 2.2FTE  |  | 119,994  |                        |                    |       |   |                   |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
| Reduction in travel costs  |  | 4,000  |                        |                    |       |   |                   |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
| Reduction in resources   |  | 1,000  |                        |                    |       |   |                   |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
| Less income  |  | 66,750   |                        |                    |       |   |                   |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
| <b>Total saving</b>  |  | <b>58,244</b>  |                        |                    |       |   |                   |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
| Will this proposal require revenue or capital investment to implement? | N  | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> <p>There would be no requirement for revenue or capital investment for the proposed Option 3 model.</p>  | Investment Description | Remainder of 18/19 | 19/20 | 20/21   | 21/22             | 22/23  | Total | Source of funding  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
| Investment Description   | Remainder of 18/19   | 19/20  | 20/21                  | 21/22              | 22/23 | Total   | Source of funding |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
|  |  |  |                        |                    |       |   |                   |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
|  |  |  |                        |                    |       |   |                   |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
|  |  |  |                        |                    |       |   |                   |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   | Y  | Given the change in the service and the current pressures on school budgets, it has been decided not to continue with the SLA for this service.  |                        |                    |       |   |                   |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
| Will this proposal have any non-financial impacts?                     | Y  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Monmouthshire would retain SpLD specialist teachers to support pupils with literacy difficulties.</td> </tr> <tr> <td>2</td> <td>Primary schools would retain access to specialist SpLD assessments, advice support, guidance and training. Direct teaching would continue for identified pupils.</td> </tr> <tr> <td>3</td> <td>Secondary schools would be able to continue to commission additional support for SpLD where appropriate.</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> </tbody> </table>  | Ref                    | Benefit            | 1     | Monmouthshire would retain SpLD specialist teachers to support pupils with literacy difficulties. | 2                 | Primary schools would retain access to specialist SpLD assessments, advice support, guidance and training. Direct teaching would continue for identified pupils. | 3     | Secondary schools would be able to continue to commission additional support for SpLD where appropriate. | Ref | Disadvantage |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
| Ref  | Benefit  |  |                        |                    |       |   |                   |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
| 1  | Monmouthshire would retain SpLD specialist teachers to support pupils with literacy difficulties.  |  |                        |                    |       |   |                   |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
| 2  | Primary schools would retain access to specialist SpLD assessments, advice support, guidance and training. Direct teaching would continue for identified pupils. |  |                        |                    |       |   |                   |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
| 3  | Secondary schools would be able to continue to commission additional support for SpLD where appropriate.   |  |                        |                    |       |   |                   |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |
| Ref  | Disadvantage   |  |                        |                    |       |   |                   |  |       |  |     |              |  |  |  |  |                           |  |       |  |  |  |  |                        |  |       |  |  |  |  |             |  |        |  |  |  |  |                     |  |               |  |  |  |  |

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|---|---|---|---|---|-------------|---|----|---|-------------------|---|---|-----------------|---------------------|----------|
| 1   | The SpLD service would not offer support across the global definition of SpLD   |   |   |   |             |   |    |   |                   |   |   |                 |                     |          |
| Has this proposal made any assumptions?   | Y   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Schools will adjust practice to implement the SpLD Framework as part of their wider approach to providing support to learners with ALN.</td> </tr> <tr> <td>2</td> <td>Schools will continue to access advice, support and training from the SpLD team to continue to build practitioner skills.</td> </tr> </tbody> </table> <p><b>Additional Comment</b></p>  | Ref   | Assumption  | 1           | Schools will adjust practice to implement the SpLD Framework as part of their wider approach to providing support to learners with ALN. | 2  | Schools will continue to access advice, support and training from the SpLD team to continue to build practitioner skills. |                   |   |   |                 |                     |          |
| Ref   | Assumption  |   |   |   |             |   |    |   |                   |   |   |                 |                     |          |
| 1   | Schools will adjust practice to implement the SpLD Framework as part of their wider approach to providing support to learners with ALN. |   |   |   |             |   |    |   |                   |   |   |                 |                     |          |
| 2   | Schools will continue to access advice, support and training from the SpLD team to continue to build practitioner skills.               |   |   |   |             |   |    |   |                   |   |   |                 |                     |          |
| Has a risk analysis been completed for this proposal?   | Y   | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Schools do not have the skills to implement the SpLD Framework effectively</td> <td style="background-color: yellow;"></td> <td>The SpLD service will provide an intensive package of support for schools in need of additional support to build skills and capacity.</td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/>All thirty primary schools, one secondary school and our special school have attended SpLD training over the last three years.</p> | Ref   | Risk  | RAG Rating  | Mitigation  | 1. | Schools do not have the skills to implement the SpLD Framework effectively  |                   | The SpLD service will provide an intensive package of support for schools in need of additional support to build skills and capacity. |   |                 |                     |          |
| Ref   | Risk  | RAG Rating  | Mitigation  |   |             |   |    |   |                   |   |   |                 |                     |          |
| 1.  | Schools do not have the skills to implement the SpLD Framework effectively  |   | The SpLD service will provide an intensive package of support for schools in need of additional support to build skills and capacity. |   |             |   |    |   |                   |   |   |                 |                     |          |
| What further consultation and engagement will be required for this proposal?                            | Y   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Public</td> <td>Public Engagement</td> <td>Pending</td> </tr> <tr> <td>2</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Pending</td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> <p>There will need to be consultation with the SpLD Team, ALN Team, and EPS Team and with schools and parents in the spring term.</p> <p>All parties will need notice of the proposal.</p>  | Ref   | Consultee   | Description | Comp/Pending  | 1  | Public  | Public Engagement | Pending   | 2 | Elected Members | Formal Scrutiny     | Pending  |
| Ref   | Consultee   | Description   | Comp/Pending  |   |             |   |    |   |                   |   |   |                 |                     |          |
| 1   | Public  | Public Engagement   | Pending   |   |             |   |    |   |                   |   |   |                 |                     |          |
| 2   | Elected Members   | Formal Scrutiny   | Pending   |   |             |   |    |   |                   |   |   |                 |                     |          |
| Will this proposal require procurement of goods, services or works?                                     | N   | Not applicable for this proposal  |   |   |             |   |    |   |                   |   |   |                 |                     |          |
| Will support services be required for this proposal?  | Y   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>People Services</td> <td>Restructure</td> <td>Internal</td> </tr> <tr> <td>2</td> <td>SNAP</td> <td>Parental Engagement</td> <td>External</td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Ref   | Support Service   | Activity    | Internal/External   | 1  | People Services   | Restructure       | Internal  | 2 | SNAP            | Parental Engagement | External |
| Ref   | Support Service   | Activity  | Internal/External   |   |             |   |    |   |                   |   |   |                 |                     |          |
| 1   | People Services   | Restructure   | Internal  |   |             |   |    |   |                   |   |   |                 |                     |          |
| 2   | SNAP  | Parental Engagement   | External  |   |             |   |    |   |                   |   |   |                 |                     |          |
| Will this proposal impact on the authorities built assets. E.g. service change, resource amendment etc. | N   |   |   |   |             |   |    |   |                   |   |   |                 |                     |          |
| What evidence/data has been gathered to date to inform this Proposal?                                   | Y   | The impact and uptake of the service over the last three years has been gathered, This shows that there has been a slight increase in the number of pupils meeting the entry/exit to access the service. Over the last year, only half of these pupils maintained or improved their reading score.  |   |   |             |   |    |   |                   |   |   |                 |                     |          |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | Y   | Access to digital equipment to provide advice and guidance, share-learning programs and maintain contact with schools will be very beneficial in securing service quality.  |   |   |             |   |    |   |                   |   |   |                 |                     |          |

|   |  |  |
|---|--|--|
| How will the impact of this proposal be measured?<br>E.g.<br>Budget/Process/Staff/Customer<br>KPI's |  | Number of pupils with SpLD making appropriate progress within mainstream schools for example: showing an improvement in reading scores and enhanced progress in literacy skills. |
|---|--|--|

|                |                    |                           |              |
|----------------|--------------------|---------------------------|--------------|
| Proposal Title | Teachers Pay Award | Lead/Responsible Officer: | Peter Davies |
| Your Ref No:   | CYP010             | Directorate:              | CYP          |
| Version No:    | 1                  | Section:                  | Schools      |
| Date:          | 31/11/2018         |                           |              |

| Version | Date       | Changes Made                   |
|---------|------------|--------------------------------|
| 1       | 13/12/2018 | Completion of mandate proposal |
| 2       |            |                                |

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

|  |
|--|
| <p>Following significant lobbying and pressure from Local Government upon receipt of the Provision Budget Settlement from Welsh Government on 9th October 2018 the First Minister sent a letter on the 20th November 2018 to Local Authority Leaders outlining a package of additional funding proposals.</p> <p>One aspect of these proposals that directly benefitted the Council was a commitment to fund a further £7.5m across Wales to meet the costs of the implementation of the teachers' pay award. This follows a sum of £7.5m of additional funding confirmed for the current financial year (2018/19) and where individual authority sums had been confirmed in the provisional Local Government Settlement from WG. This same sum has been used to determine the anticipated amount due to the Council for 19/20 given that the distribution mechanism will be the same.</p> <p>The Council will receive absolute confirmation of this change when the Final Local Government Settlement is received. This is due on the 19th December 2018.</p> |
|--|

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact   |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |
|--|--------------------|---|-------------|--------------------|-------|-------|-------|-------|-------|--|--|--|--|--|--|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Yes                | The proposal contributes additional core funding from Welsh Government and that will ultimately assist the Council in delivering the priorities as set out in the Corporate Plan and specifically those priorities that support delivery of education in our schools.                 |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |
| Has a Future Generations Evaluation been completed for this proposal?  | No                 | Not required as this simply represents additional funding to support the Council in delivering its services and against its stated priorities, specifically those that concern providing children and young people the best possible start in life.                                   |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |
| What consultation and engagement has been undertaken to date?          |                    | Ongoing and informal consultation with SLT and Cabinet  |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |
| Has an option appraisal been undertaken?                               | No                 | N/A   |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |
| Does this proposal affect other MCC services?                          | No                 | Indirectly and in a beneficial way in providing additional funding to support delivery of education and schooling.  |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |
| Is this proposal dependant on other services?                          | No                 | N/A   |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | No                 | N/A   |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                     | No                 | N/A   |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?        | No                 | N/A   |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |
| What is the financial benefit of this proposal?                        |                    | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | Description | Remainder of 18/19 | 19/20 | 20/21 | 21/22 | 22/23 | Total |  |  |  |  |  |  |  |
| Description  | Remainder of 18/19 | 19/20   | 20/21       | 21/22              | 22/23 | Total |       |       |       |  |  |  |  |  |  |  |
|  |                    |   |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |

|  |   | <table border="1"> <tr> <td>Teachers pay award</td> <td>0</td> <td>£208,000</td> <td></td> <td></td> <td></td> <td></td> <td>208,000</td> </tr> <tr> <td></td> <td>0</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>0</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table> <p><b>Additional Comments:</b></p>   | Teachers pay award  | 0                  | £208,000   |   |                   |   |       | 208,000   |   | 0 |     |              |   |  |   |  |   | 0 |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|---|--|---|--------------------|------------|---|-------------------|---|-------|---|---|---|-----|--------------|---|--|---|--|---|---|---|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Teachers pay award   | 0   | £208,000   |   |                    |            |   | 208,000           |   |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | 0   |  |   |                    |            |   |                   |   |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | 0   |  |   |                    |            |   |                   |   |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |   |  |   |                    |            |   |                   |   |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require revenue or capital investment to implement? | No  | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>   | Investment Description  | Remainder of 18/19 | 19/20      | 20/21   | 21/22             | 22/23   | Total | Source of funding   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Investment Description   | Remainder of 18/19  | 19/20  | 20/21   | 21/22              | 22/23      | Total   | Source of funding |   |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |   |  |   |                    |            |   |                   |   |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |   |  |   |                    |            |   |                   |   |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   | No  | Not relevant   |   |                    |            |   |                   |   |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                     | No  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> <p>As stated above any impact will be beneficial in providing additional funding to support delivery of education and schooling.</p> | Ref   | Benefit            | 1          |   | 2                 |   | 3     |   | 4 |   | Ref | Disadvantage | 1 |  | 2 |  | 3 |   | 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Benefit   |  |   |                    |            |   |                   |   |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  |   |  |   |                    |            |   |                   |   |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  |   |  |   |                    |            |   |                   |   |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3  |   |  |   |                    |            |   |                   |   |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4  |   |  |   |                    |            |   |                   |   |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Disadvantage  |  |   |                    |            |   |                   |   |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  |   |  |   |                    |            |   |                   |   |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  |   |  |   |                    |            |   |                   |   |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3  |   |  |   |                    |            |   |                   |   |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4  |   |  |   |                    |            |   |                   |   |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal made any assumptions?                                | Yes   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>The increase in funding is dependent on WG carrying through and into the Final Local Government Settlement the stated intentions of the First Minister in his letter dated 20<sup>th</sup> November 2018 to Local Authority leaders.</td> </tr> <tr> <td>2</td> <td>The amount to benefit Monmouthshire from the increase in the funding has been calculated using the provisional Local Government Settlement information.</td> </tr> </tbody> </table> <p><b>Additional Comment</b></p>  | Ref   | Assumption         | 1          | The increase in funding is dependent on WG carrying through and into the Final Local Government Settlement the stated intentions of the First Minister in his letter dated 20 <sup>th</sup> November 2018 to Local Authority leaders. | 2                 | The amount to benefit Monmouthshire from the increase in the funding has been calculated using the provisional Local Government Settlement information. |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Assumption  |  |   |                    |            |   |                   |   |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  | The increase in funding is dependent on WG carrying through and into the Final Local Government Settlement the stated intentions of the First Minister in his letter dated 20 <sup>th</sup> November 2018 to Local Authority leaders. |  |   |                    |            |   |                   |   |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  | The amount to benefit Monmouthshire from the increase in the funding has been calculated using the provisional Local Government Settlement information.   |  |   |                    |            |   |                   |   |       |   |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has a risk analysis been completed for this proposal?                  | Yes   | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>That WG do not carry through the commitment made by the First Minister in his letter dated 20<sup>th</sup> November</td> <td>L</td> <td>Mitigation would be in the form of an increased budget shortfall needing to be managed by the Council and further savings proposals needing to be identified.</td> </tr> </tbody> </table>  | Ref   | Risk               | RAG Rating | Mitigation  | 1                 | That WG do not carry through the commitment made by the First Minister in his letter dated 20 <sup>th</sup> November                                    | L     | Mitigation would be in the form of an increased budget shortfall needing to be managed by the Council and further savings proposals needing to be identified. |   |   |     |              |   |  |   |  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
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|   |                 | 2   | That the amount received is not in line with the amount of similar funding confirmed in 2018/19 in respect of teachers' pay award. | L | As above |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |  |  |  |  |
|---|-----------------|---|--|---|----------|-----|-----------------|-------------|-------------------|---|--------|-------------------|---------|---|-----------------|-----------------|---------|--|--|--|--|--|--|--|--|
|   |                 |   |  |   |          |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |  |  |  |  |
|   |                 |   |  |   |          |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |  |  |  |  |
|   |                 |   |  |   |          |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |  |  |  |  |
|   |                 | <b>Additional Comment:</b>  |  |   |          |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |  |  |  |  |
| What further consultation and engagement will be required for this proposal?                            | Yes             | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Public</td> <td>Public Engagement</td> <td>Pending</td> </tr> <tr> <td>2</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Pending</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> |  |   |          | Ref | Consultee       | Description | Comp/Pending      | 1 | Public | Public Engagement | Pending | 2 | Elected Members | Formal Scrutiny | Pending |  |  |  |  |  |  |  |  |
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| 1   | Public          | Public Engagement   | Pending  |   |          |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |  |  |  |  |
| 2   | Elected Members | Formal Scrutiny   | Pending  |   |          |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |  |  |  |  |
|   |                 |   |  |   |          |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |  |  |  |  |
|   |                 |   |  |   |          |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |  |  |  |  |
| Will this proposal require procurement of goods, services or works?                                     | No              |   |  |   |          |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |  |  |  |  |
| Will support services be required for this proposal?  | No              | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>   |  |   |          | Ref | Support Service | Activity    | Internal/External |   |        |                   |         |   |                 |                 |         |  |  |  |  |  |  |  |  |
| Ref   | Support Service | Activity  | Internal/External  |   |          |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |  |  |  |  |
|   |                 |   |  |   |          |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |  |  |  |  |
|   |                 |   |  |   |          |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |  |  |  |  |
|   |                 |   |  |   |          |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |  |  |  |  |
|   |                 |   |  |   |          |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |  |  |  |  |
| Will this proposal impact on the authorities built assets. E.g. service change, resource amendment etc. | No              |   |  |   |          |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |  |  |  |  |
| What evidence/data has been gathered to date to inform this Proposal?                                   |                 | <ol style="list-style-type: none"> <li>1. Letter received from the First Minister on the 20<sup>th</sup> November</li> <li>2. Provisional Local Government Settlement data</li> <li>3. Discussion and confirmation with Education Finance colleagues</li> </ol>   |  |   |          |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | No              |   |  |   |          |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |  |  |  |  |
| How will the impact of this proposal be measured? E.g. Budget/Process/Staff/Customer KPI's              |                 | The Final Local Government Settlement is due on the 19 <sup>th</sup> December 2018. This will confirm the amount of core funding that the Council will receive from Welsh Government and determine whether the commitments made by the First Minister have been carried through as anticipated. Any variation will be managed as the authority finalises its budget proposal in the New Year and following the statutory consultation period.                           |  |   |          |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |  |  |  |  |

|                |                                  |                           |              |
|----------------|----------------------------------|---------------------------|--------------|
| Proposal Title | Teachers' Pension Scheme funding | Lead/Responsible Officer: | Peter Davies |
| Your Ref No:   | CYP011                           | Directorate:              | CYP          |
| Version No:    | 1                                | Section:                  | Schools      |
| Date:          | 31/11/2018                       |                           |              |

| Version | Date       | Changes Made                   |
|---------|------------|--------------------------------|
| 1       | 13/12/2018 | Completion of mandate proposal |
| 2       |            |                                |

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

Following significant lobbying and pressure from Local Government upon receipt of the Provision Budget Settlement from Welsh Government on 9<sup>th</sup> October 2018 the First Minister sent a letter on the 20<sup>th</sup> November 2018 to Local Authority Leaders outlining a package of additional funding proposals.

One aspect of these proposals that remains unresolved concerns the funding of increased costs to local authorities in Wales with regards to changes to teachers' pensions. The Council has recently received copies of correspondence that has been exchanged between Welsh Government, WLGA and UK Government. It is hoped and anticipated that confirmation will be forthcoming that the increased costs will be met in full and that Welsh Government allocate the full consequential of the Chancellor's commitment through to local authorities.

Whilst it is hoped and expected that the funding will be passed through in full the Council has aired on the side of caution and only factored in receipt of 60% of the funding at this time. The situation will continue to be monitored and updated when the budget proposals are finalised at the end of the budget consultation phase.

The Council will receive absolute confirmation of this change when the Final Local Government Settlement is received. This is due on the 19<sup>th</sup> December 2018.

Please provide the following information to support your proposal

| Question   | Y/N | Comments/Impact   |
|--|-----|---|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Yes | The proposal contributes additional core funding from Welsh Government and that will ultimately assist the Council in delivering the priorities as set out in the Corporate Plan and specifically those priorities that support delivery of education in our schools. |
| Has a Future Generations Evaluation been completed for this proposal?  | No  | Not required as this simply represents potential additional funding to support the Council in delivering its services and against its stated priorities, specifically those that concern providing children and young people the best possible start in life.         |
| What consultation and engagement has been undertaken to date?          |     | Ongoing and informal consultation with SLT and Cabinet  |
| Has an option appraisal been undertaken?                               | No  | N/A   |
| Does this proposal affect other MCC services?                          | No  | Indirectly and in a beneficial way in providing additional funding to support delivery of education and schooling.  |
| Is this proposal dependant on other services?                          | No  |   |
| Will this proposal require any amendments to MCC policy?               | No  |   |

| Will this proposal have any staffing implications?                     | N   |   |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
|--|---|---|------------------------|--------------------|-------|--|-------------------|---|-------|---|---|---------|-----|--------------|---|---------|---|--|---|--|---|--|--|--|--|--|--|--|--|--|--------------|--|---------|--|--|--|---------|
| Will this project have any legal implication for the authority?        | N   |   |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| What is the financial benefit of this proposal?                        |   | <table border="1" data-bbox="416 427 1227 689"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Teachers' Pension</td> <td>0</td> <td>475,000</td> <td></td> <td></td> <td></td> <td>475,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total saving</td> <td></td> <td>475,000</td> <td></td> <td></td> <td></td> <td>475,000</td> </tr> </tbody> </table> <p data-bbox="416 712 1227 772"><b>Additional Comments:</b></p>   | Description            | Remainder of 18/19 | 19/20 | 20/21  | 21/22             | 22/23   | Total | Teachers' Pension   | 0 | 475,000 |     |              |   | 475,000 |   |  |   |  |   |  |  |  |  |  |  |  |  |  | Total saving |  | 475,000 |  |  |  | 475,000 |
| Description  | Remainder of 18/19  | 19/20   | 20/21                  | 21/22              | 22/23 | Total  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| Teachers' Pension  | 0   | 475,000   |                        |                    |       | 475,000  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
|  |   |   |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
|  |   |   |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| Total saving   |   | 475,000   |                        |                    |       | 475,000  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| Will this proposal require revenue or capital investment to implement? | N   | <table border="1" data-bbox="416 801 1482 954"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p data-bbox="416 981 1227 1093"><b>Additional Comment:</b></p>  | Investment Description | Remainder of 18/19 | 19/20 | 20/21  | 21/22             | 22/23   | Total | Source of funding   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| Investment Description   | Remainder of 18/19  | 19/20   | 20/21                  | 21/22              | 22/23 | Total  | Source of funding |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
|  |   |   |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
|  |   |   |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
|  |   |   |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| Has this proposal considered the opportunities for external funding?   | N   | Not relevant  |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| Will this proposal have any non-financial impacts?                     | N   | <table border="1" data-bbox="416 1263 1227 1435"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <table border="1" data-bbox="416 1464 1227 1637"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p data-bbox="416 1666 1227 1832"><b>Additional Comment:</b><br/>As stated above any impact will be beneficial in providing additional funding to support delivery of education and schooling.</p> | Ref                    | Benefit            | 1     |  | 2                 |   | 3     |   | 4 |         | Ref | Disadvantage | 1 |         | 2 |  | 3 |  | 4 |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| Ref  | Benefit   |   |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| 1  |   |   |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| 2  |   |   |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| 3  |   |   |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| 4  |   |   |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| Ref  | Disadvantage  |   |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| 1  |   |   |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| 2  |   |   |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| 3  |   |   |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| 4  |   |   |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| Has this proposal made any assumptions?                                | Y   | <table border="1" data-bbox="416 1861 1227 2110"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>That UK Government will fund the additional teachers' pension costs.</td> </tr> <tr> <td>2</td> <td>It is assumed that Welsh Government will pass the full consequential of the funding from UK Government on to Local Authorities, though a prudent 60% level has been used at this point.</td> </tr> <tr> <td>3</td> <td>The amount to benefit Monmouthshire has been estimated as being a 60% level of funding of the impact of the teachers'</td> </tr> </tbody> </table>  | Ref                    | Assumption         | 1     | That UK Government will fund the additional teachers' pension costs. | 2                 | It is assumed that Welsh Government will pass the full consequential of the funding from UK Government on to Local Authorities, though a prudent 60% level has been used at this point. | 3     | The amount to benefit Monmouthshire has been estimated as being a 60% level of funding of the impact of the teachers' |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| Ref  | Assumption  |   |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| 1  | That UK Government will fund the additional teachers' pension costs.  |   |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| 2  | It is assumed that Welsh Government will pass the full consequential of the funding from UK Government on to Local Authorities, though a prudent 60% level has been used at this point. |   |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |
| 3  | The amount to benefit Monmouthshire has been estimated as being a 60% level of funding of the impact of the teachers'   |   |                        |                    |       |  |                   |   |       |   |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |              |  |         |  |  |  |         |

|  |  | <p>pensions changes which for the Council and for the 7 month period from Sept 2019 to March 2020 is £475k (60% of £792k).</p> <p>4</p> <p><b>Additional Comment</b></p>   |  |                 |             |                   |   |  |                     |  |   |  |                 |           |  |  |  |  |  |  |  |  |  |  |  |  |
|--|--|--|--|-----------------|-------------|-------------------|---|--|---------------------|--|---|--|-----------------|-----------|--|--|--|--|--|--|--|--|--|--|--|--|
| Has a risk analysis been completed for this proposal?                        | Y  | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>That UK Government do not fund the additional teachers' pension costs.</td> <td>M</td> <td>To the extent that funding represented less than the 60% funding level estimated mitigation would be in the form of an increased budget shortfall needing to be managed by the Council and further savings proposals needing to be identified.</td> </tr> <tr> <td>2</td> <td>That Welsh Government won't pass through to Local Authorities the full consequential of the funding from UK Government</td> <td>L</td> <td>As above.</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> | Ref  | Risk            | RAG Rating  | Mitigation        | 1 | That UK Government do not fund the additional teachers' pension costs. | M                   | To the extent that funding represented less than the 60% funding level estimated mitigation would be in the form of an increased budget shortfall needing to be managed by the Council and further savings proposals needing to be identified. | 2 | That Welsh Government won't pass through to Local Authorities the full consequential of the funding from UK Government | L               | As above. |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Risk   | RAG Rating   | Mitigation   |                 |             |                   |   |  |                     |  |   |  |                 |           |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  | That UK Government do not fund the additional teachers' pension costs.   | M  | To the extent that funding represented less than the 60% funding level estimated mitigation would be in the form of an increased budget shortfall needing to be managed by the Council and further savings proposals needing to be identified. |                 |             |                   |   |  |                     |  |   |  |                 |           |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  | That Welsh Government won't pass through to Local Authorities the full consequential of the funding from UK Government | L  | As above.  |                 |             |                   |   |  |                     |  |   |  |                 |           |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |                 |             |                   |   |  |                     |  |   |  |                 |           |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |                 |             |                   |   |  |                     |  |   |  |                 |           |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |                 |             |                   |   |  |                     |  |   |  |                 |           |  |  |  |  |  |  |  |  |  |  |  |  |
| What further consultation and engagement will be required for this proposal? |  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Public</td> <td>Public consultation</td> <td>Pending</td> </tr> <tr> <td>2</td> <td>Elected Members</td> <td>Formal scrutiny</td> <td>Pending</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p>   | Ref  | Consultee       | Description | Comp/Pending      | 1 | Public   | Public consultation | Pending  | 2 | Elected Members  | Formal scrutiny | Pending   |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Consultee  | Description  | Comp/Pending   |                 |             |                   |   |  |                     |  |   |  |                 |           |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  | Public   | Public consultation  | Pending  |                 |             |                   |   |  |                     |  |   |  |                 |           |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  | Elected Members  | Formal scrutiny  | Pending  |                 |             |                   |   |  |                     |  |   |  |                 |           |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |                 |             |                   |   |  |                     |  |   |  |                 |           |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |                 |             |                   |   |  |                     |  |   |  |                 |           |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |                 |             |                   |   |  |                     |  |   |  |                 |           |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require procurement of goods, services or works?          | N  |  |  |                 |             |                   |   |  |                     |  |   |  |                 |           |  |  |  |  |  |  |  |  |  |  |  |  |
| Will support services be required for this proposal?                         | N  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Ref  | Support Service | Activity    | Internal/External |   |  |                     |  |   |  |                 |           |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Support Service  | Activity   | Internal/External  |                 |             |                   |   |  |                     |  |   |  |                 |           |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |                 |             |                   |   |  |                     |  |   |  |                 |           |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |                 |             |                   |   |  |                     |  |   |  |                 |           |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |                 |             |                   |   |  |                     |  |   |  |                 |           |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |                 |             |                   |   |  |                     |  |   |  |                 |           |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal impact on the authorities built assets.                   | N  |  |  |                 |             |                   |   |  |                     |  |   |  |                 |           |  |  |  |  |  |  |  |  |  |  |  |  |

|   |    |  |
|---|----|--|
| E.g. service change, resource amendment etc.  |    |  |
| What evidence/data has been gathered to date to inform this Proposal?                                   |    | <ol style="list-style-type: none"> <li>1. Letter received from the First Minister on the 20<sup>th</sup> November</li> <li>2. Correspondence shared by WLGA confirming letters sent and received from UK Government</li> <li>3. As per the link below to HM Treasury's Budget 2018 report and specifically page 32 concerning public service pensions commitments made to the funding of costs arising. <a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/752202/Budget_2018_red_web.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/752202/Budget_2018_red_web.pdf</a></li> <li>4. Discussion and confirmation with Education Finance colleagues</li> </ol> |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | No |  |
| How will the impact of this proposal be measured?<br>E.g. Budget/Process/Staff/Customer KPI's           |    | The Final Local Government Settlement is due on the 19 <sup>th</sup> December 2018. This will confirm the amount of core funding that the Council will receive from Welsh Government and determine whether the commitments made by the First Minister have been carried through as anticipated. Any variation will be managed as the authority finalises its budget proposal in the New Year and following the statutory consultation period.  |

|                |  |                           |                  |
|----------------|--|---------------------------|------------------|
| Proposal Title | Children & Young People Directorate – Discretionary Fee Increase | Lead/Responsible Officer: | Nikki Wellington |
| Your Ref No:   | CYP012   | Directorate:              | CYP              |
| Version No:    | 1  | Section:                  | CYP              |
| Date:          | 11/12/2018   |                           |                  |

| Version | Date | Changes Made |
|---------|------|--------------|
| 1       |      |              |
| 2       |      |              |

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

**As part of the Authority's MTFP process and in setting an annual budget, we have reviewed all of our current fees & charges and if there is any scope to increase this for 2019/20.**

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact   |             |                    |       |       |       |       |       |                            |  |     |  |  |  |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|--------------------|---|-------------|--------------------|-------|-------|-------|-------|-------|----------------------------|--|-----|--|--|--|-----|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? |                    |   |             |                    |       |       |       |       |       |                            |  |     |  |  |  |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has a Future Generations Evaluation been completed for this proposal?  |                    |   |             |                    |       |       |       |       |       |                            |  |     |  |  |  |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| What consultation and engagement has been undertaken to date?          | N/A                |   |             |                    |       |       |       |       |       |                            |  |     |  |  |  |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has an option appraisal been undertaken?                               | N/A                |   |             |                    |       |       |       |       |       |                            |  |     |  |  |  |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Does this proposal affect other MCC services?                          | N/A                |   |             |                    |       |       |       |       |       |                            |  |     |  |  |  |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Is this proposal dependant on other services?                          | N/A                |   |             |                    |       |       |       |       |       |                            |  |     |  |  |  |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | N/A                |   |             |                    |       |       |       |       |       |                            |  |     |  |  |  |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                     | N/A                |   |             |                    |       |       |       |       |       |                            |  |     |  |  |  |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?        | N/A                |   |             |                    |       |       |       |       |       |                            |  |     |  |  |  |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| What is the financial benefit of this proposal?                        | £68                | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Discretionary Fee Increase</td> <td></td> <td>£68</td> <td></td> <td></td> <td></td> <td>£68</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p><b>Additional Comments:</b></p> </div> | Description | Remainder of 18/19 | 19/20 | 20/21 | 21/22 | 22/23 | Total | Discretionary Fee Increase |  | £68 |  |  |  | £68 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Description  | Remainder of 18/19 | 19/20   | 20/21       | 21/22              | 22/23 | Total |       |       |       |                            |  |     |  |  |  |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Discretionary Fee Increase   |                    | £68   |             |                    |       | £68   |       |       |       |                            |  |     |  |  |  |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                    |   |             |                    |       |       |       |       |       |                            |  |     |  |  |  |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                    |   |             |                    |       |       |       |       |       |                            |  |     |  |  |  |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require revenue or capital investment to implement? | No                 | <b>Page 208</b>   |             |                    |       |       |       |       |       |                            |  |     |  |  |  |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

| Investment Description   | Remainder of 18/19                 | 19/20   | 20/21        | 21/22 | 22/23 | Total | Source of funding |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
|--|------------------------------------|---|--------------|-------|-------|-------|-------------------|-----|------------|-------------|------------------------------------|---|--|---|--|---|--|-----|--------------|---|--|---|--|---|--|---|--|
|  |                                    |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
|  |                                    |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
|  |                                    |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| <b>Additional Comment:</b>   |                                    |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| Has this proposal considered the opportunities for external funding?         | N/A                                |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| Will this proposal have any non-financial impacts?                           | N/A                                | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table><br><b>Additional Comment:</b> |              |       |       |       |                   | Ref | Benefit    | 1           |                                    | 2 |  | 3 |  | 4 |  | Ref | Disadvantage | 1 |  | 2 |  | 3 |  | 4 |  |
| Ref  | Benefit                            |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| 1  |                                    |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| 2  |                                    |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| 3  |                                    |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| 4  |                                    |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| Ref  | Disadvantage                       |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| 1  |                                    |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| 2  |                                    |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| 3  |                                    |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| 4  |                                    |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| Has this proposal made any assumptions?                                      |                                    | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr><td>1</td><td>That pupil numbers will not reduce</td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table><br><b>Additional Comment</b>  |              |       |       |       |                   | Ref | Assumption | 1           | That pupil numbers will not reduce | 2 |  | 3 |  | 4 |  |     |              |   |  |   |  |   |  |   |  |
| Ref  | Assumption                         |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| 1  | That pupil numbers will not reduce |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| 2  |                                    |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| 3  |                                    |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| 4  |                                    |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| Has a risk analysis been completed for this proposal?                        | N/A                                | <b>Main Risks</b> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table><br><b>Additional Comment:</b>   |              |       |       |       |                   | Ref | Risk       | RAG Rating  | Mitigation                         |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| Ref  | Risk                               | RAG Rating  | Mitigation   |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
|  |                                    |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
|  |                                    |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
|  |                                    |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| What further consultation and engagement will be required for this proposal? | None                               | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table><br><b>Additional Comments:</b>  |              |       |       |       |                   | Ref | Consultee  | Description | Comp/Pending                       |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| Ref  | Consultee                          | Description   | Comp/Pending |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
|  |                                    |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
|  |                                    |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
|  |                                    |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |
| Will this proposal require procurement of goods, services or works?          | No                                 |   |              |       |       |       |                   |     |            |             |                                    |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |

| Will support services be required for this proposal?   | No              | <table border="1" data-bbox="624 125 1439 241"> <thead> <tr> <th data-bbox="624 125 692 152">Ref</th> <th data-bbox="692 125 1023 152">Support Service</th> <th data-bbox="1023 125 1222 152">Activity</th> <th data-bbox="1222 125 1439 152">Internal/External</th> </tr> </thead> <tbody> <tr> <td data-bbox="624 152 692 179"></td> <td data-bbox="692 152 1023 179"></td> <td data-bbox="1023 152 1222 179"></td> <td data-bbox="1222 152 1439 179"></td> </tr> <tr> <td data-bbox="624 179 692 206"></td> <td data-bbox="692 179 1023 206"></td> <td data-bbox="1023 179 1222 206"></td> <td data-bbox="1222 179 1439 206"></td> </tr> <tr> <td data-bbox="624 206 692 232"></td> <td data-bbox="692 206 1023 232"></td> <td data-bbox="1023 206 1222 232"></td> <td data-bbox="1222 206 1439 232"></td> </tr> </tbody> </table> <div data-bbox="624 271 1439 383" style="border: 1px solid black; padding: 5px;"> <p><b>Additional Comment:</b></p> </div> | Ref               | Support Service | Activity | Internal/External |  |  |  |  |  |  |  |  |  |  |  |  |
|--|-----------------|--|-------------------|-----------------|----------|-------------------|--|--|--|--|--|--|--|--|--|--|--|--|
| Ref  | Support Service | Activity   | Internal/External |                 |          |                   |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                 |  |                   |                 |          |                   |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                 |  |                   |                 |          |                   |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                 |  |                   |                 |          |                   |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal impact on the authorities built assets.<br>E.g. service change, resource amendment etc. | No              |  |                   |                 |          |                   |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal present any future collaboration opportunities?   | No              |  |                   |                 |          |                   |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality?    | N/A             |  |                   |                 |          |                   |  |  |  |  |  |  |  |  |  |  |  |  |
| How will the impact of this proposal be measured?<br>E.g. Budget/Process/Staff/Customer KPI's              | Budget          |  |                   |                 |          |                   |  |  |  |  |  |  |  |  |  |  |  |  |



| Service Area                                   | Service being charged for         | Percentage increase | Proposed Budget 2019/20 | Increased additional budget income identified for 2019/20 budget setting purposes | Reason why inflationary increase is not being considered  |
|--|-----------------------------------|---------------------|-------------------------|---|---|
| <b>CHILDREN &amp; YOUNG PEOPLE DIRECTORATE</b> |                                   |                     |                         |   |   |
| Usk CRC  | Hiring                            |                     | 3,506                   | 68  |   |
| Mounton House                                  | Day                               |                     |                         | £42,304 per day pupil   | This is subject to a wider decision which may increase the charges above inflation. Will be debated through the budget process. |
|  | Residential                       |                     |                         | £72,739 per residential pupil   | This is subject to a wider decision which may increase the charges above inflation. Will be debated through the budget process. |
|  | SUB TOTAL CHILDREN & YOUNG PEOPLE |                     | £3,506                  | £68   |   |

|                |  |                           |                              |
|----------------|--|---------------------------|------------------------------|
| Proposal Title | Adult Social Care – Operational Efficiency Savings | Lead/Responsible Officer: | Eve Parkinson                |
| Your Ref No:   | SCH001   | Directorate:              | SCH                          |
| Version No:    | 1  | Section:                  | Adult social care and health |
| Date:          | 29 <sup>th</sup> November 2018                     |                           |                              |

| Version | Date     | Changes Made |
|---------|----------|--------------|
| 1       | 29/11/18 |              |
| 2       |          |              |

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

It's the final year of the original practice change mandate across social care and health. Over recent years introduction of new ways of working have realised savings in adult services, this is an on-going journey and further savings are anticipated.

These will be achieved by;

- Place based working in collaboration with third / independent sector / other sectors – we are developing a place based approach to service delivery whereby services will “wrap” themselves around communities and effectively become part of the community. This will lead to services based on relationships that are empowered and inclusive. A move towards a pro-active approach to well-being as opposed to a “crisis” intervention. This way of working will focus on the individual’s assets and networks supporting them to lead the life that they want to lead.
- Preventative innovations – it is well known that poor health, loneliness and isolation lead to illness and dependency on services. Supporting individuals to stay well with a focus on well-being will reduce the demand on services and ensure that people stay well for longer.
- Ensuring all assessments and interventions are person centred with a focus on well-being therefore reducing dependency and empowering individuals / families / communities to realise and achieve their own outcomes. Providing people with advice, assistance early on will enable them to maximise on their own strengths and assets and reduce the demand for more conventional care. Our FISH way of working has evidenced that people often are happy and able to manage their own difficulties but just want to be given some advice. FISH is also an opportunity to sign post people to more appropriate agencies who focus on well-being and inclusion. Assessments that are needed will focus on the individual’s assets, what is important to them and what is needed to help them achieve the outcomes. The emphasis is on working “with” people and not doing “to” people.
- Maximise opportunities to utilise equipment / telecare etc. to reduce the need for “care” services. There are many new and exciting opportunities in these fields which will enable people to get on with their own lives.

Please provide the following information to support your proposal

| Question   | Y/N | Comments/Impact                               |
|--|-----|---|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Yes |   |
| Has a Future Generations Evaluation been completed for this proposal?  | Yes |   |
| What consultation and engagement has been undertaken to date?          | Y   | With managers of service and SCH Finance team |
| Has an option appraisal been undertaken?                               | Y   |   |

| Does this proposal affect other MCC services?                          | N   |  |                        |                    |       |   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
|--|---|--|------------------------|--------------------|-------|---|-------------------|------------------|-------|--|-----|--------------|---|------|---|------|---|------|--|--|--|--|--|--|--|--|
| Is this proposal dependant on other services?                          | Y   | Collaborative approach which includes Community Hubs, Supporting People and the Community Development and Partnerships Team  |                        |                    |       |   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | N   |  |                        |                    |       |   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                     | N   |  |                        |                    |       |   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?        | N   |  |                        |                    |       |   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
| What is the financial benefit of this proposal?                        |   | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>1. Reduced dependency and demand on services</td> <td></td> <td>£536,000</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p>  | Description            | Remainder of 18/19 | 19/20 | 20/21   | 21/22             | 22/23            | Total | 1. Reduced dependency and demand on services                 |     | £536,000     |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
| Description  | Remainder of 18/19  | 19/20  | 20/21                  | 21/22              | 22/23 | Total   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
| 1. Reduced dependency and demand on services                           |   | £536,000   |                        |                    |       |   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
|  |   |  |                        |                    |       |   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
| Will this proposal require revenue or capital investment to implement? | NO  | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> <p>N/A</p>  | Investment Description | Remainder of 18/19 | 19/20 | 20/21   | 21/22             | 22/23            | Total | Source of funding  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
| Investment Description   | Remainder of 18/19  | 19/20  | 20/21                  | 21/22              | 22/23 | Total   | Source of funding |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
|  |   |  |                        |                    |       |   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
|  |   |  |                        |                    |       |   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   | Y   | External funding has been secured for elements of the place based wellbeing/prevention approach which includes ICF/OAMH/Transformation Grant – further bids are being prepared   |                        |                    |       |   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                     |   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Manage demand</td> </tr> <tr> <td>2</td> <td>Staff well-being</td> </tr> <tr> <td>3</td> <td>Further integration across independent and voluntary sectors</td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>None</td> </tr> <tr> <td>2</td> <td>None</td> </tr> <tr> <td>3</td> <td>None</td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> | Ref                    | Benefit            | 1     | Manage demand   | 2                 | Staff well-being | 3     | Further integration across independent and voluntary sectors | Ref | Disadvantage | 1 | None | 2 | None | 3 | None |  |  |  |  |  |  |  |  |
| Ref  | Benefit   |  |                        |                    |       |   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
| 1  | Manage demand   |  |                        |                    |       |   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
| 2  | Staff well-being  |  |                        |                    |       |   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
| 3  | Further integration across independent and voluntary sectors  |  |                        |                    |       |   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
| Ref  | Disadvantage  |  |                        |                    |       |   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
| 1  | None  |  |                        |                    |       |   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
| 2  | None  |  |                        |                    |       |   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
| 3  | None  |  |                        |                    |       |   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
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| Ref  | Assumption  |  |                        |                    |       |   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
| 1  | The assumption is that practice change will continue to realise benefits for individuals but also from an efficiency perspective resulting in budget reduction. |  |                        |                    |       |   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |
| 2  | None  |  |                        |                    |       |   |                   |                  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |

|   |   | <b>Additional Comment</b>  |   |                 |             |                   |   |   |   |  |   |  |   |   |   |   |   |                       |   |  |   |   |  |  |  |  |
|---|---|--|---|-----------------|-------------|-------------------|---|---|---|--|---|--|---|---|---|---|---|-----------------------|---|--|---|---|--|--|--|--|
| Has a risk analysis been completed for this proposal?   | No  | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Complexity of people being supported at home increases and so impacts on demand</td> <td>A</td> <td>Manage and monitor work-loads. Consider skill mix and workforce to manage.</td> </tr> <tr> <td>2</td> <td>Increase in demand due to demographics</td> <td>A</td> <td>Monitor and take advantage of any alternative opportunities e.g. third sector / community solutions</td> </tr> <tr> <td>3</td> <td>Practice shift does not continue at the pace required</td> <td>G</td> <td>Training, supervision</td> </tr> <tr> <td>4</td> <td>Recruitment and retention of support staff continues to be a challenge</td> <td>A</td> <td>Partnership working with independent sector – Turning the World Upside Down</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> | Ref   | Risk            | RAG Rating  | Mitigation        | 1 | Complexity of people being supported at home increases and so impacts on demand | A   | Manage and monitor work-loads. Consider skill mix and workforce to manage. | 2 | Increase in demand due to demographics | A   | Monitor and take advantage of any alternative opportunities e.g. third sector / community solutions | 3 | Practice shift does not continue at the pace required | G   | Training, supervision | 4 | Recruitment and retention of support staff continues to be a challenge | A | Partnership working with independent sector – Turning the World Upside Down |  |  |  |  |
| Ref   | Risk  | RAG Rating   | Mitigation  |                 |             |                   |   |   |   |  |   |  |   |   |   |   |   |                       |   |  |   |   |  |  |  |  |
| 1   | Complexity of people being supported at home increases and so impacts on demand | A  | Manage and monitor work-loads. Consider skill mix and workforce to manage.                          |                 |             |                   |   |   |   |  |   |  |   |   |   |   |   |                       |   |  |   |   |  |  |  |  |
| 2   | Increase in demand due to demographics  | A  | Monitor and take advantage of any alternative opportunities e.g. third sector / community solutions |                 |             |                   |   |   |   |  |   |  |   |   |   |   |   |                       |   |  |   |   |  |  |  |  |
| 3   | Practice shift does not continue at the pace required                           | G  | Training, supervision   |                 |             |                   |   |   |   |  |   |  |   |   |   |   |   |                       |   |  |   |   |  |  |  |  |
| 4   | Recruitment and retention of support staff continues to be a challenge          | A  | Partnership working with independent sector – Turning the World Upside Down                         |                 |             |                   |   |   |   |  |   |  |   |   |   |   |   |                       |   |  |   |   |  |  |  |  |
|   |   |  |   |                 |             |                   |   |   |   |  |   |  |   |   |   |   |   |                       |   |  |   |   |  |  |  |  |
| What further consultation and engagement will be required for this proposal?                            |   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Individuals</td> <td>Practice change is delivered by engaging with an individual and their families / carers, it is a constant on-going approach</td> <td></td> </tr> <tr> <td>2</td> <td>Communities</td> <td>Supporting and enabling communities to maximise their assets and develop cultures of inclusion.</td> <td></td> </tr> <tr> <td>3</td> <td>Other sectors</td> <td>Engaging with all sectors involved in individuals and communities</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p>   | Ref   | Consultee       | Description | Comp/Pending      | 1 | Individuals   | Practice change is delivered by engaging with an individual and their families / carers, it is a constant on-going approach |  | 2 | Communities                            | Supporting and enabling communities to maximise their assets and develop cultures of inclusion. |   | 3 | Other sectors   | Engaging with all sectors involved in individuals and communities |                       |   |  |   |   |  |  |  |  |
| Ref   | Consultee   | Description  | Comp/Pending  |                 |             |                   |   |   |   |  |   |  |   |   |   |   |   |                       |   |  |   |   |  |  |  |  |
| 1   | Individuals   | Practice change is delivered by engaging with an individual and their families / carers, it is a constant on-going approach  |   |                 |             |                   |   |   |   |  |   |  |   |   |   |   |   |                       |   |  |   |   |  |  |  |  |
| 2   | Communities   | Supporting and enabling communities to maximise their assets and develop cultures of inclusion.  |   |                 |             |                   |   |   |   |  |   |  |   |   |   |   |   |                       |   |  |   |   |  |  |  |  |
| 3   | Other sectors   | Engaging with all sectors involved in individuals and communities  |   |                 |             |                   |   |   |   |  |   |  |   |   |   |   |   |                       |   |  |   |   |  |  |  |  |
| Will this proposal require procurement of goods, services or works?                                     | No  |  |   |                 |             |                   |   |   |   |  |   |  |   |   |   |   |   |                       |   |  |   |   |  |  |  |  |
| Will support services be required for this proposal?  | No  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>   | Ref   | Support Service | Activity    | Internal/External |   |   |   |  |   |  |   |   |   |   |   |                       |   |  |   |   |  |  |  |  |
| Ref   | Support Service   | Activity   | Internal/External   |                 |             |                   |   |   |   |  |   |  |   |   |   |   |   |                       |   |  |   |   |  |  |  |  |
|   |   |  |   |                 |             |                   |   |   |   |  |   |  |   |   |   |   |   |                       |   |  |   |   |  |  |  |  |
|   |   |  |   |                 |             |                   |   |   |   |  |   |  |   |   |   |   |   |                       |   |  |   |   |  |  |  |  |
|   |   |  |   |                 |             |                   |   |   |   |  |   |  |   |   |   |   |   |                       |   |  |   |   |  |  |  |  |
| Will this proposal impact on the authorities built assets. E.g. service change, resource amendment etc. | No  |  |   |                 |             |                   |   |   |   |  |   |  |   |   |   |   |   |                       |   |  |   |   |  |  |  |  |
| Will this proposal present any future collaboration opportunities?                                      | Yes   | <b>Place based working will result in greater collaboration with primary care, social landlords and third sector partners</b>  |   |                 |             |                   |   |   |   |  |   |  |   |   |   |   |   |                       |   |  |   |   |  |  |  |  |

|   |     |  |
|---|-----|--|
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | Yes | <b>Digital intervention such as telecare and telehealth opportunities are becoming more sophisticated and inclusive. Opportunities need to be explored to maximise benefits across Monmouthshire particularly in rural areas.<br/>Yes the Gov Tec challenge will assist in addressing rural isolation and transport issues</b> |
| How will the impact of this proposal be measured?<br>E.g.<br>Budget/Process/Staff/Customer KPI's        |     | Through existing budget management arrangements  |

|                |   |                           |               |
|----------------|---|---------------------------|---------------|
| Proposal Title | Additional income from non residential charging | Lead/Responsible Officer: | Tyrone Stokes |
| Your Ref No:   | SCH002 – SCH003                                 | Directorate:              | SCH           |
| Version No:    | 1   | Section:                  | Finance       |
| Date:          | 27/11/18  |                           |               |

| Version | Date     | Changes Made |
|---------|----------|--------------|
| 1       | 27/11/18 |              |
| 2       |          |              |

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

**The additional income from non residential charging for the below: -**

- 1. Anticipating Welsh Government increasing the current weekly maximum charge from £80 to £90 in 2019/20 and then £100 in 2020/21**

Currently when assessing clients through the means tested criteria set out in the SSWB Act 2014, the maximum weekly charge we can enforce for non residential services is £80. The Government pledge was to increase the maximum charge to £100 per week by 2020. This proposal is to model if the Government rose next year the maximum to £90 per week, and then the following year to £100 per week, what additional income that would generate, based on our current client base and their ability to pay the increased charge.

- 2. Introducing a flat rate charge for respite care**

At present we charge for respite care based on a person's means tested ability to pay and the unit is per night's stay of £11.95, our current hourly rate charge for non residential care. There is an inequity with this charge as a night stay can be up to 12 hours, but the current charge is based on an hour's non residential charge. This proposal is to introduce a flat charge equivalent to the maximum non residential weekly charge, or their means tested assessed charge, whichever is the lower.

Please provide the following information to support your proposal

| Question   | Y/N | Comments/Impact   |
|--|-----|---|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y   | <b>Allows for accountability in how charges are affected by laid down legislation, meeting budget setting targets and maximise generate income for sustainable services in the future</b> |
| Has a Future Generations Evaluation been completed for this proposal?  | Y   |   |
| What consultation and engagement has been undertaken to date?          | N   |   |
| Has an option appraisal been undertaken?                               | N   |   |
| Does this proposal affect other MCC services?                          | N   |   |
| Is this proposal dependant on other services?                          | N   |   |
| Will this proposal require any amendments to MCC policy?               | Y   | <b>Amend current charging policy to change respite charge to flat rate being proposed</b>   |
| Will this proposal have any staffing implications?                     | N   |   |
| Will this project have any legal implication for the authority?        | N   |   |
| What is the financial benefit of this proposal?                        |     |   |

| Description   | Remainder of 18/19  | 19/20   | 20/21   | 21/22 | 22/23 | Total   |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|---|---|---|---|-------|-------|---------|-------------------|------------------------|--------------------|------------|---|-------|---|-------|---|---|--|-----|--------------|---|--|---|--|---|--|---|--|--|--|--|--|
| Increase in weekly maximum non residential charge   |   | 129,000   | 116,000   |       |       | 245,000 |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Introduce flat rate charge for respite  |   | 9,000   |   |       |       | 9,000   |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| <b>Additional Comments:</b><br>Full workings are available and the figures above have been rounded to the nearest £'000 |   |   |   |       |       |         |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Will this proposal require revenue or capital investment to implement?  | N   | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table><br><b>Additional Comment:</b>  |   |       |       |         |                   | Investment Description | Remainder of 18/19 | 19/20      | 20/21   | 21/22 | 22/23   | Total | Source of funding   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Investment Description  | Remainder of 18/19  | 19/20   | 20/21   | 21/22 | 22/23 | Total   | Source of funding |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|   |   |   |   |       |       |         |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|   |   |   |   |       |       |         |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?  | N   |   |   |       |       |         |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Will this proposal have any non-financial impacts?  | Y   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Flat rate for respite will make charging easier to administer</td> </tr> <tr> <td>2</td> <td>Makes a flat rate charge for respite more equitable as it will no longer be charged at an hour's non residential rate</td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Flat rate charge for respite will affect a very small section of the Community</td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table><br><b>Additional Comment:</b> |   |       |       |         |                   | Ref                    | Benefit            | 1          | Flat rate for respite will make charging easier to administer                                     | 2     | Makes a flat rate charge for respite more equitable as it will no longer be charged at an hour's non residential rate | 3     |   | 4 |  | Ref | Disadvantage | 1 | Flat rate charge for respite will affect a very small section of the Community | 2 |  | 3 |  | 4 |  |  |  |  |  |
| Ref   | Benefit   |   |   |       |       |         |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1   | Flat rate for respite will make charging easier to administer   |   |   |       |       |         |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2   | Makes a flat rate charge for respite more equitable as it will no longer be charged at an hour's non residential rate |   |   |       |       |         |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3   |   |   |   |       |       |         |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4   |   |   |   |       |       |         |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref   | Disadvantage  |   |   |       |       |         |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1   | Flat rate charge for respite will affect a very small section of the Community  |   |   |       |       |         |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2   |   |   |   |       |       |         |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3   |   |   |   |       |       |         |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4   |   |   |   |       |       |         |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
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| Ref   | Assumption  |   |   |       |       |         |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1   | Government will increase the maximum by £10 per week for the next two years (2019/20 and 2020/21)                     |   |   |       |       |         |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2   |   |   |   |       |       |         |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3   |   |   |   |       |       |         |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4   |   |   |   |       |       |         |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has a risk analysis been completed for this proposal?   | Y   | <b>Main Risks</b> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Government will not increase the maximum weekly charge in 2019/20</td> <td>A</td> <td>Potential income target burden but the following year 2020/21 the</td> </tr> </tbody> </table>  |   |       |       |         |                   | Ref                    | Risk               | RAG Rating | Mitigation  | 1     | Government will not increase the maximum weekly charge in 2019/20   | A     | Potential income target burden but the following year 2020/21 the |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref   | Risk  | RAG Rating  | Mitigation  |       |       |         |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1   | Government will not increase the maximum weekly charge in 2019/20   | A   | Potential income target burden but the following year 2020/21 the |       |       |         |                   |                        |                    |            |   |       |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |

|   |   |   |                        |                     |   |
|---|---|---|------------------------|---------------------|---|
|   |   |   |                        |                     | Government will need to increase the weekly charge by £20. Initial discussions seem to suggest a £10 per week increase over two years |
|   |   | <b>Additional Comment:</b>  |                        |                     |   |
| What further consultation and engagement will be required for this proposal?                            | N |   |                        |                     |   |
|   |   | <b>Ref</b>  | <b>Consultee</b>       | <b>Description</b>  | <b>Comp/Pending</b>   |
|   |   | 1   | Elected Members        | Formal Scrutiny     | Jan 19  |
|   |   | 2   | Public                 | Public Consultation | Jan 19  |
|   |   |   |                        |                     |   |
|   |   | <b>Additional Comments:</b>   |                        |                     |   |
| Will this proposal require procurement of goods, services or works?                                     | N |   |                        |                     |   |
| Will support services be required for this proposal?  | N |   |                        |                     |   |
|   |   | <b>Ref</b>  | <b>Support Service</b> | <b>Activity</b>     | <b>Internal/External</b>  |
|   |   |   |                        |                     |   |
|   |   |   |                        |                     |   |
|   |   |   |                        |                     |   |
|   |   | <b>Additional Comment:</b>  |                        |                     |   |
| Will this proposal impact on the authorities built assets. E.g. service change, resource amendment etc. | N |   |                        |                     |   |
| Will this proposal present any future collaboration opportunities?                                      | N |   |                        |                     |   |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | N |   |                        |                     |   |
| How will the impact of this proposal be measured? E.g. Budget/Process/Staff/Customer KPI's              |   | <b>By the additional income generated in the year identified. This can be measured during the formal forecast monitoring cycle.</b> |                        |                     |   |



|                |   |                           |               |
|----------------|---|---------------------------|---------------|
| Proposal Title | Income from section 33 Mardy Park agreement | Lead/Responsible Officer: | Tyrone Stokes |
| Your Ref No:   | SCH004                                      | Directorate:              | SCH           |
| Version No:    | 1   | Section:                  | Finance       |
| Date:          | 27/11/18                                    |                           |               |

| Version | Date     | Changes Made |
|---------|----------|--------------|
| 1       | 27/11/18 |              |
| 2       |          |              |

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

**A report on the remodelling of Mardy Park went before Cabinet on 16<sup>th</sup> April 2016 and as a result, the transfer in 2017/18 from a section 31 to a section 33 pooled fund agreement for Mardy Park took place. The income from Health's contribution has increased from the previous agreement in 2016/17 of £141,000 to £176,885 in 2017/18. As a result the income budget for Mardy Park can be increased by £36,000 in the 2019/20 MTFP.**

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact  |             |                    |       |        |       |       |       |  |  |        |  |  |  |        |  |  |  |  |  |  |  |
|--|--------------------|--|-------------|--------------------|-------|--------|-------|-------|-------|--|--|--------|--|--|--|--------|--|--|--|--|--|--|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y                  |  |             |                    |       |        |       |       |       |  |  |        |  |  |  |        |  |  |  |  |  |  |  |
| Has a Future Generations Evaluation been completed for this proposal?  | N                  | <b>As an accounting treatment to set a budget</b>  |             |                    |       |        |       |       |       |  |  |        |  |  |  |        |  |  |  |  |  |  |  |
| What consultation and engagement has been undertaken to date?          | Y                  | <b>A new agreement was drawn up in 2017/18 for the Mardy Park section 33 which has been signed as formal acceptance. This principle will be carried forward into 2018/19 and for subsequent years.</b>   |             |                    |       |        |       |       |       |  |  |        |  |  |  |        |  |  |  |  |  |  |  |
| Has an option appraisal been undertaken?                               | N                  |  |             |                    |       |        |       |       |       |  |  |        |  |  |  |        |  |  |  |  |  |  |  |
| Does this proposal affect other MCC services?                          | N                  |  |             |                    |       |        |       |       |       |  |  |        |  |  |  |        |  |  |  |  |  |  |  |
| Is this proposal dependant on other services?                          | N                  |  |             |                    |       |        |       |       |       |  |  |        |  |  |  |        |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | N                  |  |             |                    |       |        |       |       |       |  |  |        |  |  |  |        |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                     | N                  |  |             |                    |       |        |       |       |       |  |  |        |  |  |  |        |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?        | N                  |  |             |                    |       |        |       |       |       |  |  |        |  |  |  |        |  |  |  |  |  |  |  |
| What is the financial benefit of this proposal?                        |                    | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Income contribution from section 33 Mardy Park agreement</td> <td></td> <td>36,000</td> <td></td> <td></td> <td></td> <td>36,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b><br/> <b>Page 269</b></p> | Description | Remainder of 18/19 | 19/20 | 20/21  | 21/22 | 22/23 | Total | Income contribution from section 33 Mardy Park agreement |  | 36,000 |  |  |  | 36,000 |  |  |  |  |  |  |  |
| Description  | Remainder of 18/19 | 19/20  | 20/21       | 21/22              | 22/23 | Total  |       |       |       |  |  |        |  |  |  |        |  |  |  |  |  |  |  |
| Income contribution from section 33 Mardy Park agreement               |                    | 36,000   |             |                    |       | 36,000 |       |       |       |  |  |        |  |  |  |        |  |  |  |  |  |  |  |
|  |                    |  |             |                    |       |        |       |       |       |  |  |        |  |  |  |        |  |  |  |  |  |  |  |

| Will this proposal require revenue or capital investment to implement?       | N   | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>   | Investment Description   | Remainder of 18/19 | 19/20       | 20/21   | 21/22             | 22/23   | Total           | Source of funding  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|--|---|--|--|--------------------|-------------|---|-------------------|---|-----------------|--|---|--|-----|--------------|---|--|---|--|---|--|---|--|--|--|--|--|
| Investment Description   | Remainder of 18/19  | 19/20  | 20/21  | 21/22              | 22/23       | Total   | Source of funding |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |   |  |  |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |   |  |  |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?         | Y   |  |  |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                           |   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Maximises full use of Council asset to serve the Community</td> </tr> <tr> <td>2</td> <td>Meets the Social Care/Health integration agenda</td> </tr> <tr> <td>3</td> <td>Supports the delivery of a Social Care and Health integrated hub in the North of the County</td> </tr> <tr> <td>4</td> <td> </td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td> </td> </tr> <tr> <td>2</td> <td> </td> </tr> <tr> <td>3</td> <td> </td> </tr> <tr> <td>4</td> <td> </td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> | Ref  | Benefit            | 1           | Maximises full use of Council asset to serve the Community  | 2                 | Meets the Social Care/Health integration agenda       | 3               | Supports the delivery of a Social Care and Health integrated hub in the North of the County  | 4 |  | Ref | Disadvantage | 1 |  | 2 |  | 3 |  | 4 |  |  |  |  |  |
| Ref  | Benefit   |  |  |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  | Maximises full use of Council asset to serve the Community                                  |  |  |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  | Meets the Social Care/Health integration agenda   |  |  |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  | Supports the delivery of a Social Care and Health integrated hub in the North of the County |  |  |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |   |  |  |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Disadvantage  |  |  |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  |   |  |  |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  |   |  |  |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |   |  |  |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |   |  |  |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has this proposal made any assumptions?                                      | Y   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>The 2018/19 and subsequent years agreement will be accepted</td> </tr> <tr> <td>2</td> <td> </td> </tr> <tr> <td>3</td> <td> </td> </tr> <tr> <td>4</td> <td> </td> </tr> </tbody> </table> <p><b>Additional Comment</b></p>   | Ref  | Assumption         | 1           | The 2018/19 and subsequent years agreement will be accepted | 2                 |   | 3               |  | 4 |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Assumption  |  |  |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  | The 2018/19 and subsequent years agreement will be accepted                                 |  |  |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  |   |  |  |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |   |  |  |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |   |  |  |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has a risk analysis been completed for this proposal?                        | Y   | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Health will accept current and future year agreements</td> <td>G</td> <td>Mardy Park has been operating since 1<sup>st</sup> April 2017 as an integrated Hub with active services established and operating out of Mardy Park</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>   | Ref  | Risk               | RAG Rating  | Mitigation  | 1                 | Health will accept current and future year agreements | G               | Mardy Park has been operating since 1 <sup>st</sup> April 2017 as an integrated Hub with active services established and operating out of Mardy Park |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Risk  | RAG Rating   | Mitigation   |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  | Health will accept current and future year agreements                                       | G  | Mardy Park has been operating since 1 <sup>st</sup> April 2017 as an integrated Hub with active services established and operating out of Mardy Park |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |   |  |  |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| What further consultation and engagement will be required for this proposal? | N   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Jan 19</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p>  | Ref  | Consultee          | Description | Comp/Pending  | 1                 | Elected Members                                       | Formal Scrutiny | Jan 19   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Consultee   | Description  | Comp/Pending   |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  | Elected Members   | Formal Scrutiny  | Jan 19   |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |   |  |  |                    |             |   |                   |   |                 |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |

| Will this proposal require procurement of goods, services or works?  | N               |  |                   |                 |          |                   |  |  |  |  |  |  |  |  |  |  |  |  |
|--|-----------------|--|-------------------|-----------------|----------|-------------------|--|--|--|--|--|--|--|--|--|--|--|--|
| Will support services be required for this proposal?   | N               | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> | Ref               | Support Service | Activity | Internal/External |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Support Service | Activity   | Internal/External |                 |          |                   |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                 |  |                   |                 |          |                   |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                 |  |                   |                 |          |                   |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                 |  |                   |                 |          |                   |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal impact on the authorities built assets.<br>E.g. service change, resource amendment etc. | N               | <b>Any implications have already been actioned following the 13<sup>th</sup> April 2016 report</b>   |                   |                 |          |                   |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal present any future collaboration opportunities?   | Y               | <b>Demonstrates the advantages of operating integrated services with our Health colleagues</b>   |                   |                 |          |                   |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality?    | N               |  |                   |                 |          |                   |  |  |  |  |  |  |  |  |  |  |  |  |
| How will the impact of this proposal be measured?<br>E.g.<br>Budget/Process/Staff/Customer KPI's           |                 | <b>Meeting the new budget income target which can be measured through the formal forecast monitoring cycle</b>   |                   |                 |          |                   |  |  |  |  |  |  |  |  |  |  |  |  |

|                |                           |                           |               |
|----------------|---------------------------|---------------------------|---------------|
| Proposal Title | Adult Transport Provision | Lead/Responsible Officer: | Tyrone Stokes |
| Your Ref No:   | SCH005                    | Directorate:              | SCH           |
| Version No:    | 1                         | Section:                  | Finance       |
| Date:          | 06/12/18                  |                           |               |

| Version | Date     | Changes Made |
|---------|----------|--------------|
| 1       | 06/12/18 |              |
| 2       |          |              |

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

**Reduce the Adult Transport budget for 2019/20 in light of newer and more fuel efficient vehicles, the introduction of the service user transport policy and optimising vehicle usage through planned routes. These measures have already been implemented during 2018/19 with a projected underspend as at month 7.**

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact  |             |                    |       |        |       |       |       |                 |  |        |  |  |  |        |  |  |  |  |  |  |  |
|--|--------------------|--|-------------|--------------------|-------|--------|-------|-------|-------|-----------------|--|--------|--|--|--|--------|--|--|--|--|--|--|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y                  |  |             |                    |       |        |       |       |       |                 |  |        |  |  |  |        |  |  |  |  |  |  |  |
| Has a Future Generations Evaluation been completed for this proposal?  | N                  | <b>As an accounting treatment</b>  |             |                    |       |        |       |       |       |                 |  |        |  |  |  |        |  |  |  |  |  |  |  |
| What consultation and engagement has been undertaken to date?          | Y                  |  |             |                    |       |        |       |       |       |                 |  |        |  |  |  |        |  |  |  |  |  |  |  |
| Has an option appraisal been undertaken?                               | N                  |  |             |                    |       |        |       |       |       |                 |  |        |  |  |  |        |  |  |  |  |  |  |  |
| Does this proposal affect other MCC services?                          | N                  |  |             |                    |       |        |       |       |       |                 |  |        |  |  |  |        |  |  |  |  |  |  |  |
| Is this proposal dependant on other services?                          | N                  |  |             |                    |       |        |       |       |       |                 |  |        |  |  |  |        |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | N                  |  |             |                    |       |        |       |       |       |                 |  |        |  |  |  |        |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                     | N                  |  |             |                    |       |        |       |       |       |                 |  |        |  |  |  |        |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?        | N                  |  |             |                    |       |        |       |       |       |                 |  |        |  |  |  |        |  |  |  |  |  |  |  |
| What is the financial benefit of this proposal?                        |                    | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Adult Transport</td> <td></td> <td>15,000</td> <td></td> <td></td> <td></td> <td>15,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> | Description | Remainder of 18/19 | 19/20 | 20/21  | 21/22 | 22/23 | Total | Adult Transport |  | 15,000 |  |  |  | 15,000 |  |  |  |  |  |  |  |
| Description  | Remainder of 18/19 | 19/20  | 20/21       | 21/22              | 22/23 | Total  |       |       |       |                 |  |        |  |  |  |        |  |  |  |  |  |  |  |
| Adult Transport  |                    | 15,000   |             |                    |       | 15,000 |       |       |       |                 |  |        |  |  |  |        |  |  |  |  |  |  |  |
|  |                    |  |             |                    |       |        |       |       |       |                 |  |        |  |  |  |        |  |  |  |  |  |  |  |
| Will this proposal require revenue or capital investment to implement? | N                  |  |             |                    |       |        |       |       |       |                 |  |        |  |  |  |        |  |  |  |  |  |  |  |

|  |                             | Investment Description  | Remainder of 18/19 | 19/20 | 20/21 | 21/22 | 22/23 | Total | Source of funding |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
|--|-----------------------------|---|--------------------|-------|-------|-------|-------|-------|-------------------|-----|------------|-------------|-----------------------------|---|---------------------------|-----------------|--------|---|--|-----|--------------|---|--|---|--|---|--|---|--|
|  |                             |   |                    |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
|  |                             | <b>Additional Comment:</b>  |                    |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
| Has this proposal considered the opportunities for external funding?         | N                           |   |                    |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
| Will this proposal have any non-financial impacts?                           | Y                           | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Reduce environmental impact</td> </tr> <tr> <td>2</td> <td>Reduce traffic congestion</td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table><br><b>Additional Comment:</b> |                    |       |       |       |       |       |                   | Ref | Benefit    | 1           | Reduce environmental impact | 2 | Reduce traffic congestion | 3               |        | 4 |  | Ref | Disadvantage | 1 |  | 2 |  | 3 |  | 4 |  |
| Ref  | Benefit                     |   |                    |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
| 1  | Reduce environmental impact |   |                    |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
| 2  | Reduce traffic congestion   |   |                    |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
| 3  |                             |   |                    |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
| 4  |                             |   |                    |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
| Ref  | Disadvantage                |   |                    |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
| 1  |                             |   |                    |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
| 2  |                             |   |                    |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
| 3  |                             |   |                    |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
| 4  |                             |   |                    |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
| Has this proposal made any assumptions?                                      | N                           | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table><br><b>Additional Comment</b>  |                    |       |       |       |       |       |                   | Ref | Assumption | 1           |                             | 2 |                           | 3               |        | 4 |  |     |              |   |  |   |  |   |  |   |  |
| Ref  | Assumption                  |   |                    |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
| 1  |                             |   |                    |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
| 2  |                             |   |                    |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
| 3  |                             |   |                    |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
| 4  |                             |   |                    |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
| Has a risk analysis been completed for this proposal?                        | N                           | <b>Main Risks</b> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table><br><b>Additional Comment:</b>  |                    |       |       |       |       |       |                   | Ref | Risk       | RAG Rating  | Mitigation                  |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
| Ref  | Risk                        | RAG Rating  | Mitigation         |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
|  |                             |   |                    |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
| What further consultation and engagement will be required for this proposal? | N                           | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Jan 19</td> </tr> </tbody> </table><br><b>Additional Comments:</b>  |                    |       |       |       |       |       |                   | Ref | Consultee  | Description | Comp/Pending                | 1 | Elected Members           | Formal Scrutiny | Jan 19 |   |  |     |              |   |  |   |  |   |  |   |  |
| Ref  | Consultee                   | Description   | Comp/Pending       |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
| 1  | Elected Members             | Formal Scrutiny   | Jan 19             |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |
| Will this proposal require procurement of goods, services or works?          | N                           | Vehicle stock has already been replaced   |                    |       |       |       |       |       |                   |     |            |             |                             |   |                           |                 |        |   |  |     |              |   |  |   |  |   |  |   |  |

| Will support services be required for this proposal?   | N               | <table border="1" data-bbox="625 190 1439 280"> <thead> <tr> <th data-bbox="625 190 694 224">Ref</th> <th data-bbox="694 190 1019 224">Support Service</th> <th data-bbox="1019 190 1220 224">Activity</th> <th data-bbox="1220 190 1439 224">Internal/External</th> </tr> </thead> <tbody> <tr> <td data-bbox="625 224 694 257"></td> <td data-bbox="694 224 1019 257"></td> <td data-bbox="1019 224 1220 257"></td> <td data-bbox="1220 224 1439 257"></td> </tr> <tr> <td data-bbox="625 257 694 280"></td> <td data-bbox="694 257 1019 280"></td> <td data-bbox="1019 257 1220 280"></td> <td data-bbox="1220 257 1439 280"></td> </tr> </tbody> </table> <div data-bbox="625 309 1439 365" style="border: 1px solid black; padding: 5px;"> <b>Additional Comment:</b> </div> | Ref               | Support Service | Activity | Internal/External |  |  |  |  |  |  |  |  |
|--|-----------------|---|-------------------|-----------------|----------|-------------------|--|--|--|--|--|--|--|--|
| Ref  | Support Service | Activity  | Internal/External |                 |          |                   |  |  |  |  |  |  |  |  |
|  |                 |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
|  |                 |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| Will this proposal impact on the authorities built assets.<br>E.g. service change, resource amendment etc. | N               |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| Will this proposal present any future collaboration opportunities?   | N               |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality?    | N               |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| How will the impact of this proposal be measured?<br>E.g.<br>Budget/Process/Staff/Customer KPI's           |                 | <b>Monitoring target attainment through the formal forecast monitoring cycle in 2019/20</b>   |                   |                 |          |                   |  |  |  |  |  |  |  |  |

|                |  |                           |               |
|----------------|--|---------------------------|---------------|
| Proposal Title | Adult Social Care – Operational Efficiency Savings | Lead/Responsible Officer: | Ceri York     |
| Your Ref No:   | SCH006 – SCH008                                    | Directorate:              | SCH           |
| Version No:    | 1  | Section:                  | Commissioning |
| Date:          | 27 <sup>th</sup> November 2018                     |                           |               |

| Version | Date     | Changes Made |
|---------|----------|--------------|
| 1       | 27/11/18 |              |
| 2       |          |              |

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

Following a review of operational practice a range of efficiency activity has been identified across the budget areas which will deliver a range of modest budget savings. These will be achieved by:

- Increased income generation
- Reduction in staffing costs following end of current two year detriment
- Increased effectiveness of rotas and staff deployment

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact   |             |                    |       |       |       |       |       |                                |  |        |  |  |  |  |
|--|--------------------|---|-------------|--------------------|-------|-------|-------|-------|-------|--------------------------------|--|--------|--|--|--|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Yes                |   |             |                    |       |       |       |       |       |                                |  |        |  |  |  |  |
| Has a Future Generations Evaluation been completed for this proposal?  | Yes                |   |             |                    |       |       |       |       |       |                                |  |        |  |  |  |  |
| What consultation and engagement has been undertaken to date?          | Y                  | With managers of service and SCH Finance team   |             |                    |       |       |       |       |       |                                |  |        |  |  |  |  |
| Has an option appraisal been undertaken?                               | Y                  |   |             |                    |       |       |       |       |       |                                |  |        |  |  |  |  |
| Does this proposal affect other MCC services?                          | N                  | These are discreet operational efficiencies   |             |                    |       |       |       |       |       |                                |  |        |  |  |  |  |
| Is this proposal dependant on other services?                          | N                  |   |             |                    |       |       |       |       |       |                                |  |        |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | N                  |   |             |                    |       |       |       |       |       |                                |  |        |  |  |  |  |
| Will this proposal have any staffing implications?                     | N                  |   |             |                    |       |       |       |       |       |                                |  |        |  |  |  |  |
| Will this project have any legal implication for the authority?        | N                  |   |             |                    |       |       |       |       |       |                                |  |        |  |  |  |  |
| What is the financial benefit of this proposal?                        |                    | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>2. Increased income generation</td> <td></td> <td>11,000</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | Description | Remainder of 18/19 | 19/20 | 20/21 | 21/22 | 22/23 | Total | 2. Increased income generation |  | 11,000 |  |  |  |  |
| Description  | Remainder of 18/19 | 19/20   | 20/21       | 21/22              | 22/23 | Total |       |       |       |                                |  |        |  |  |  |  |
| 2. Increased income generation   |                    | 11,000  |             |                    |       |       |       |       |       |                                |  |        |  |  |  |  |

|  |  | 3. Reduction in staffing costs following end of current two year detriment<br><br>4. Increased effectiveness of rotas and staff deployment  |                                     | 6,000              |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|--|---|-------------------------------------|--------------------|------------|------------|-------------------|--|-------|--|-----|--------------|---|------|---|------|---|------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
|  |  | <b>Additional Comments:</b>   |                                     |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require revenue or capital investment to implement? | NO   | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>                                    | Investment Description              | Remainder of 18/19 | 19/20      | 20/21      | 21/22             | 22/23  | Total | Source of funding                            |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Investment Description   | Remainder of 18/19   | 19/20   | 20/21                               | 21/22              | 22/23      | Total      | Source of funding |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |   |                                     |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |   |                                     |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  | <b>Additional Comment:</b><br>N/A   |                                     |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   | N/A  |   |                                     |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                     |  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>None</td> </tr> <tr> <td>2</td> <td>Harmonisation of pay grade</td> </tr> <tr> <td>3</td> <td>None</td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>None</td> </tr> <tr> <td>2</td> <td>None</td> </tr> <tr> <td>3</td> <td>None</td> </tr> </tbody> </table> | Ref                                 | Benefit            | 1          | None       | 2                 | Harmonisation of pay grade   | 3     | None   | Ref | Disadvantage | 1 | None | 2 | None | 3 | None |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Benefit  |   |                                     |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  | None   |   |                                     |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  | Harmonisation of pay grade   |   |                                     |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3  | None   |   |                                     |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Disadvantage   |   |                                     |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  | None   |   |                                     |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  | None   |   |                                     |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3  | None   |   |                                     |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  | <b>Additional Comment:</b>  |                                     |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal made any assumptions?                                |  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>None</td> </tr> <tr> <td>2</td> <td>None</td> </tr> <tr> <td>3</td> <td>Staff absence levels remain at current level</td> </tr> </tbody> </table>   | Ref                                 | Assumption         | 1          | None       | 2                 | None   | 3     | Staff absence levels remain at current level |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Assumption   |   |                                     |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  | None   |   |                                     |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  | None   |   |                                     |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3  | Staff absence levels remain at current level   |   |                                     |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  | <b>Additional Comment</b>   |                                     |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has a risk analysis been completed for this proposal?                  | Yes  | <b>Main Risks</b> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>3.</td> <td>Increase in staff sickness level would impact about effectiveness of rota and staff deployment</td> <td>Amber</td> <td>Use of Attendance policy to support</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>   | Ref                                 | Risk               | RAG Rating | Mitigation | 3.                | Increase in staff sickness level would impact about effectiveness of rota and staff deployment | Amber | Use of Attendance policy to support          |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Risk   | RAG Rating  | Mitigation                          |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.   | Increase in staff sickness level would impact about effectiveness of rota and staff deployment | Amber   | Use of Attendance policy to support |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |   |                                     |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  | <b>Additional Comment:</b>  |                                     |                    |            |            |                   |  |       |  |     |              |   |      |   |      |   |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |



| What further consultation and engagement will be required for this proposal?                            | No              | <table border="1" data-bbox="624 190 1437 333"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Jan 19</td> </tr> <tr> <td>2</td> <td>Public</td> <td>Public Consultation</td> <td>Jan 19</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p data-bbox="624 360 1437 416"><b>Additional Comments:</b></p> | Ref               | Consultee       | Description | Comp/Pending      | 1 | Elected Members | Formal Scrutiny | Jan 19 | 2 | Public | Public Consultation | Jan 19 |  |  |  |  |
|---|-----------------|--|-------------------|-----------------|-------------|-------------------|---|-----------------|-----------------|--------|---|--------|---------------------|--------|--|--|--|--|
| Ref   | Consultee       | Description  | Comp/Pending      |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| 1   | Elected Members | Formal Scrutiny  | Jan 19            |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| 2   | Public          | Public Consultation  | Jan 19            |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
|   |                 |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Will this proposal require procurement of goods, services or works?                                     | No              |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Will support services be required for this proposal?  | No              | <table border="1" data-bbox="624 533 1437 618"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p data-bbox="624 645 1437 730"><b>Additional Comment:</b></p>  | Ref               | Support Service | Activity    | Internal/External |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Ref   | Support Service | Activity   | Internal/External |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
|   |                 |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
|   |                 |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Will this proposal impact on the authorities built assets. E.g. service change, resource amendment etc. | No              |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Will this proposal present any future collaboration opportunities?                                      | No              |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | No              |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| How will the impact of this proposal be measured? E.g. Budget/Process/Staff/Customer KPI's              |                 | Through existing budget management arrangements  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |

proposal to Elected Members and wider stakeholders and allow SLT to provide necessary support for implementation.

|                |  |                           |               |
|----------------|--|---------------------------|---------------|
| Proposal Title | Adult Continuing Health Care cost recovery | Lead/Responsible Officer: | Tyrone Stokes |
| Your Ref No:   |  | Directorate:              | SCH           |
| Version No:    | 1  | Section:                  | Finance       |
| Date:          | 29/11/18                                   |                           |               |

| Version | Date     | Changes Made |
|---------|----------|--------------|
| 1       | 29/11/18 |              |
| 2       |          |              |

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

**Projected cost recovery for final year of CHC practitioner caseload on client care packages that have been assessed as meeting Continuing Health Care eligibility and should be met by Health. This is an extension of the previous Continuing Health Care mandate savings of £200,000 as part of the 2016/17 MTFP process which detailed making savings after the investment in the CHC practitioner post. Since the post of CHC practitioner was established cost recovery has declined as we work through current caseloads and we then move into cost avoidance by directing these cases to Health from the outset. Current savings in 2018/19 are forecast to be in the region of £150,000.**

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact   |             |                    |       |         |       |       |       |   |  |         |  |  |  |         |  |  |  |  |  |  |  |
|--|--------------------|---|-------------|--------------------|-------|---------|-------|-------|-------|---|--|---------|--|--|--|---------|--|--|--|--|--|--|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y                  |   |             |                    |       |         |       |       |       |   |  |         |  |  |  |         |  |  |  |  |  |  |  |
| Has a Future Generations Evaluation been completed for this proposal?  | Y                  |   |             |                    |       |         |       |       |       |   |  |         |  |  |  |         |  |  |  |  |  |  |  |
| What consultation and engagement has been undertaken to date?          | Y                  |   |             |                    |       |         |       |       |       |   |  |         |  |  |  |         |  |  |  |  |  |  |  |
| Has an option appraisal been undertaken?                               | N                  |   |             |                    |       |         |       |       |       |   |  |         |  |  |  |         |  |  |  |  |  |  |  |
| Does this proposal affect other MCC services?                          | N                  |   |             |                    |       |         |       |       |       |   |  |         |  |  |  |         |  |  |  |  |  |  |  |
| Is this proposal dependant on other services?                          | N                  |   |             |                    |       |         |       |       |       |   |  |         |  |  |  |         |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | N                  |   |             |                    |       |         |       |       |       |   |  |         |  |  |  |         |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                     | N                  |   |             |                    |       |         |       |       |       |   |  |         |  |  |  |         |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?        | Y                  | <b>Subject to challenge from Health</b>   |             |                    |       |         |       |       |       |   |  |         |  |  |  |         |  |  |  |  |  |  |  |
| What is the financial benefit of this proposal?                        |                    | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Cost recovery from identified CHC cases</td> <td></td> <td>100,000</td> <td></td> <td></td> <td></td> <td>100,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b><br/> <b>Page 268</b></p> | Description | Remainder of 18/19 | 19/20 | 20/21   | 21/22 | 22/23 | Total | Cost recovery from identified CHC cases |  | 100,000 |  |  |  | 100,000 |  |  |  |  |  |  |  |
| Description  | Remainder of 18/19 | 19/20   | 20/21       | 21/22              | 22/23 | Total   |       |       |       |   |  |         |  |  |  |         |  |  |  |  |  |  |  |
| Cost recovery from identified CHC cases                                |                    | 100,000   |             |                    |       | 100,000 |       |       |       |   |  |         |  |  |  |         |  |  |  |  |  |  |  |
|  |                    |   |             |                    |       |         |       |       |       |   |  |         |  |  |  |         |  |  |  |  |  |  |  |

| Will this proposal require revenue or capital investment to implement?       | N                  | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Investment Description | Remainder of 18/19 | 19/20       | 20/21        | 21/22             | 22/23 | Total | Source of funding |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|--|--------------------|---|------------------------|--------------------|-------------|--------------|-------------------|-------|-------|-------------------|---|--|-----|--------------|---|--|---|--|---|--|---|--|--|--|--|--|
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|  |                    |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |                    |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?         | Y                  |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                           |                    | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> | Ref                    | Benefit            | 1           |              | 2                 |       | 3     |                   | 4 |  | Ref | Disadvantage | 1 |  | 2 |  | 3 |  | 4 |  |  |  |  |  |
| Ref  | Benefit            |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  |                    |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  |                    |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |                    |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |                    |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Disadvantage       |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  |                    |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  |                    |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |                    |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |                    |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has this proposal made any assumptions?                                      | N                  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment</b></p>  | Ref                    | Assumption         | 1           |              | 2                 |       | 3     |                   | 4 |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Assumption         |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  |                    |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  |                    |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |                    |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |                    |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has a risk analysis been completed for this proposal?                        | N                  | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Ref                    | Risk               | RAG Rating  | Mitigation   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Risk               | RAG Rating  | Mitigation             |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |                    |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |                    |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| What further consultation and engagement will be required for this proposal? |                    | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p>  | Ref                    | Consultee          | Description | Comp/Pending |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Consultee          | Description   | Comp/Pending           |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |                    |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |                    |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Will this proposal require procurement of goods, services or works?          | N                  |   |                        |                    |             |              |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |

| Will support services be required for this proposal?   | N               | <table border="1" data-bbox="625 190 1437 280"> <thead> <tr> <th data-bbox="625 190 694 226">Ref</th> <th data-bbox="694 190 1023 226">Support Service</th> <th data-bbox="1023 190 1222 226">Activity</th> <th data-bbox="1222 190 1437 226">Internal/External</th> </tr> </thead> <tbody> <tr> <td data-bbox="625 226 694 262"></td> <td data-bbox="694 226 1023 262"></td> <td data-bbox="1023 226 1222 262"></td> <td data-bbox="1222 226 1437 262"></td> </tr> <tr> <td data-bbox="625 262 694 280"></td> <td data-bbox="694 262 1023 280"></td> <td data-bbox="1023 262 1222 280"></td> <td data-bbox="1222 262 1437 280"></td> </tr> </tbody> </table> <div data-bbox="625 309 1437 365" style="border: 1px solid black; padding: 5px;"> <b>Additional Comment:</b> </div> | Ref               | Support Service | Activity | Internal/External |  |  |  |  |  |  |  |  |
|--|-----------------|---|-------------------|-----------------|----------|-------------------|--|--|--|--|--|--|--|--|
| Ref  | Support Service | Activity  | Internal/External |                 |          |                   |  |  |  |  |  |  |  |  |
|  |                 |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
|  |                 |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| Will this proposal impact on the authorities built assets.<br>E.g. service change, resource amendment etc. | N               |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| Will this proposal present any future collaboration opportunities?   | N               |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality?    | N               |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| How will the impact of this proposal be measured?<br>E.g. Budget/Process/Staff/Customer KPI's              |                 | <b>Monitoring target attainment through the formal forecast monitoring cycle in 2019/20</b>   |                   |                 |          |                   |  |  |  |  |  |  |  |  |

|                |   |                           |               |
|----------------|---|---------------------------|---------------|
| Proposal Title | Recovering additional residential care charges from service user property sales | Lead/Responsible Officer: | Tyrone Stokes |
| Your Ref No:   | SCH010 – SCH011   | Directorate:              | SCH           |
| Version No:    | 1   | Section:                  | Finance       |
| Date:          | 27/11/18  |                           |               |

| Version | Date     | Changes Made |
|---------|----------|--------------|
| 1       | 27/11/18 |              |
| 2       |          |              |

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

**Residential charging is means tested as laid down in the SSWB Act 2014. Part of that legislation sets out how to deal with the treatment of a service user's property when they come into residential/nursing care. Each year we have service users whose property we consider as eligible to be used to fund their care. This proposal is to set a budget for income for care fees where a property is determined to be used to pay for a service user's care. Based on the latest forecast outturn for 2018/19 being month 7, we anticipate recovering £250,000 in care fee charges from service user property sales**

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact  |                        |                    |       |       |                   |       |       |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|--------------------|--|------------------------|--------------------|-------|-------|-------------------|-------|-------|-------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y                  |  |                        |                    |       |       |                   |       |       |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has a Future Generations Evaluation been completed for this proposal?  | N                  | <b>As an accounting treatment to set a budget</b>  |                        |                    |       |       |                   |       |       |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| What consultation and engagement has been undertaken to date?          | N                  | <b>As no change in current charging policy or the way it is to be administered.</b>  |                        |                    |       |       |                   |       |       |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has an option appraisal been undertaken?                               | N                  |  |                        |                    |       |       |                   |       |       |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Does this proposal affect other MCC services?                          | N                  |  |                        |                    |       |       |                   |       |       |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Is this proposal dependant on other services?                          | N                  |  |                        |                    |       |       |                   |       |       |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | N                  |  |                        |                    |       |       |                   |       |       |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                     | N                  |  |                        |                    |       |       |                   |       |       |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?        | N                  |  |                        |                    |       |       |                   |       |       |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| What is the financial benefit of this proposal?                        |                    |  |                        |                    |       |       |                   |       |       |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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|  |                    |  |                        |                    |       |       |                   |       |       |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                    |  |                        |                    |       |       |                   |       |       |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   | N                  |  |                        |                    |       |       |                   |       |       |                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

| Will this proposal have any non-financial impacts?                           | N   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table><br>Additional Comment:   | Ref  | Benefit    | 1           |              | 2 |   | 3               |        | 4 |                                 | Ref | Disadvantage   | 1 |  | 2 |  | 3 |  | 4 |  |
|--|---|--|--|------------|-------------|--------------|---|---|-----------------|--------|---|---------------------------------|-----|--|---|--|---|--|---|--|---|--|
| Ref  | Benefit   |  |  |            |             |              |   |   |                 |        |   |                                 |     |  |   |  |   |  |   |  |   |  |
| 1  |   |  |  |            |             |              |   |   |                 |        |   |                                 |     |  |   |  |   |  |   |  |   |  |
| 2  |   |  |  |            |             |              |   |   |                 |        |   |                                 |     |  |   |  |   |  |   |  |   |  |
| 3  |   |  |  |            |             |              |   |   |                 |        |   |                                 |     |  |   |  |   |  |   |  |   |  |
| 4  |   |  |  |            |             |              |   |   |                 |        |   |                                 |     |  |   |  |   |  |   |  |   |  |
| Ref  | Disadvantage  |  |  |            |             |              |   |   |                 |        |   |                                 |     |  |   |  |   |  |   |  |   |  |
| 1  |   |  |  |            |             |              |   |   |                 |        |   |                                 |     |  |   |  |   |  |   |  |   |  |
| 2  |   |  |  |            |             |              |   |   |                 |        |   |                                 |     |  |   |  |   |  |   |  |   |  |
| 3  |   |  |  |            |             |              |   |   |                 |        |   |                                 |     |  |   |  |   |  |   |  |   |  |
| 4  |   |  |  |            |             |              |   |   |                 |        |   |                                 |     |  |   |  |   |  |   |  |   |  |
| Has this proposal made any assumptions?                                      | N   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table><br>Additional Comment  | Ref  | Assumption | 1           |              | 2 |   | 3               |        | 4 |                                 |     |  |   |  |   |  |   |  |   |  |
| Ref  | Assumption  |  |  |            |             |              |   |   |                 |        |   |                                 |     |  |   |  |   |  |   |  |   |  |
| 1  |   |  |  |            |             |              |   |   |                 |        |   |                                 |     |  |   |  |   |  |   |  |   |  |
| 2  |   |  |  |            |             |              |   |   |                 |        |   |                                 |     |  |   |  |   |  |   |  |   |  |
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| 4  |   |  |  |            |             |              |   |   |                 |        |   |                                 |     |  |   |  |   |  |   |  |   |  |
| Has a risk analysis been completed for this proposal?                        | Y   | <b>Main Risks</b> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Cannot predict if service users approaching the Authority for financial assistance have properties that can be used to pay for their residential care fee charges</td> <td>A</td> <td></td> </tr> <tr> <td>2</td> <td>Fluctuations in property market</td> <td>G</td> <td>Monmouthshire is a more desirable place to retire too and abolishing Severn Bridge tolls will keep prices high, or smooth out any fluctuations in the market</td> </tr> </tbody> </table><br>Additional Comment: | Ref  | Risk       | RAG Rating  | Mitigation   | 1 | Cannot predict if service users approaching the Authority for financial assistance have properties that can be used to pay for their residential care fee charges | A               |        | 2 | Fluctuations in property market | G   | Monmouthshire is a more desirable place to retire too and abolishing Severn Bridge tolls will keep prices high, or smooth out any fluctuations in the market |   |  |   |  |   |  |   |  |
| Ref  | Risk  | RAG Rating   | Mitigation   |            |             |              |   |   |                 |        |   |                                 |     |  |   |  |   |  |   |  |   |  |
| 1  | Cannot predict if service users approaching the Authority for financial assistance have properties that can be used to pay for their residential care fee charges | A  |  |            |             |              |   |   |                 |        |   |                                 |     |  |   |  |   |  |   |  |   |  |
| 2  | Fluctuations in property market   | G  | Monmouthshire is a more desirable place to retire too and abolishing Severn Bridge tolls will keep prices high, or smooth out any fluctuations in the market |            |             |              |   |   |                 |        |   |                                 |     |  |   |  |   |  |   |  |   |  |
| What further consultation and engagement will be required for this proposal? |   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Jan 19</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table><br>Additional Comments:   | Ref  | Consultee  | Description | Comp/Pending | 1 | Elected Members   | Formal Scrutiny | Jan 19 |   |                                 |     |  |   |  |   |  |   |  |   |  |
| Ref  | Consultee   | Description  | Comp/Pending   |            |             |              |   |   |                 |        |   |                                 |     |  |   |  |   |  |   |  |   |  |
| 1  | Elected Members   | Formal Scrutiny  | Jan 19   |            |             |              |   |   |                 |        |   |                                 |     |  |   |  |   |  |   |  |   |  |
|  |   |  |  |            |             |              |   |   |                 |        |   |                                 |     |  |   |  |   |  |   |  |   |  |
| Will this proposal require procurement of goods, services or works?          | N   |  |  |            |             |              |   |   |                 |        |   |                                 |     |  |   |  |   |  |   |  |   |  |

| Will support services be required for this proposal?   | N               | <table border="1" data-bbox="625 192 1437 280"> <thead> <tr> <th data-bbox="625 192 694 226">Ref</th> <th data-bbox="694 192 1023 226">Support Service</th> <th data-bbox="1023 192 1222 226">Activity</th> <th data-bbox="1222 192 1437 226">Internal/External</th> </tr> </thead> <tbody> <tr> <td data-bbox="625 226 694 259"></td> <td data-bbox="694 226 1023 259"></td> <td data-bbox="1023 226 1222 259"></td> <td data-bbox="1222 226 1437 259"></td> </tr> <tr> <td data-bbox="625 259 694 280"></td> <td data-bbox="694 259 1023 280"></td> <td data-bbox="1023 259 1222 280"></td> <td data-bbox="1222 259 1437 280"></td> </tr> </tbody> </table> <div data-bbox="625 309 1437 365" style="border: 1px solid black; padding: 5px;"> <b>Additional Comment:</b> </div> | Ref               | Support Service | Activity | Internal/External |  |  |  |  |  |  |  |  |
|--|-----------------|---|-------------------|-----------------|----------|-------------------|--|--|--|--|--|--|--|--|
| Ref  | Support Service | Activity  | Internal/External |                 |          |                   |  |  |  |  |  |  |  |  |
|  |                 |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
|  |                 |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| Will this proposal impact on the authorities built assets.<br>E.g. service change, resource amendment etc. | N               |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| Will this proposal present any future collaboration opportunities?   | N               |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality?    | N               |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| How will the impact of this proposal be measured?<br>E.g.<br>Budget/Process/Staff/Customer KPI's           |                 | <b>Achieving the budget which can be measured through the formal forecast monitoring cycle</b>  |                   |                 |          |                   |  |  |  |  |  |  |  |  |

proposal to Elected Members and wider stakeholders and allow SLT to provide necessary support for implementation.

|                |                                     |                           |                     |
|----------------|-------------------------------------|---------------------------|---------------------|
| Proposal Title | WG additional grant funding for LAC | Lead/Responsible Officer: | Peter Davies        |
| Your Ref No:   | SCH012                              | Directorate:              | SCH                 |
| Version No:    | 1                                   | Section:                  | Children's Services |
| Date:          | 31/11/2018                          |                           |                     |

| Version | Date       | Changes Made                   |
|---------|------------|--------------------------------|
| 1       | 13/12/2018 | Completion of mandate proposal |
| 2       |            |                                |

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

Following significant lobbying and pressure from Local Government upon receipt of the Provision Budget Settlement from Welsh Government on 9th October 2018 the First Minister sent a letter on the 20th November 2018 to Local Authority Leaders outlining a package of additional funding proposals.

One aspect of these proposals that directly benefitted the Council was a commitment to allocate the full £2.3m consequential from the UK Autumn Budget for children's social services and to help prevent children from being taken into care. The Council has estimated it's share of the £2.3m as being £41,000 using the Looked After Children IBA (Indicator Based Assessment), which is the one most closely aligned to the distribution of funding. IBAs is one of the key building blocks on which Welsh Government determines the Local Government settlement.

The Council will receive absolute confirmation of this change when the Final Local Government Settlement is received. This is due on the 19th December 2018.

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact   |             |                    |       |        |       |       |       |  |   |        |  |  |  |        |
|--|--------------------|---|-------------|--------------------|-------|--------|-------|-------|-------|--|---|--------|--|--|--|--------|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y                  | The proposal contributes additional core funding from Welsh Government and that will ultimately assist the Council in delivering the priorities as set out in the Corporate Plan and specifically those priorities that provide children and young people with the best possible start in life and with lifelong wellbeing. |             |                    |       |        |       |       |       |  |   |        |  |  |  |        |
| Has a Future Generations Evaluation been completed for this proposal?  | N                  | Not required as this simply represents additional funding to support the Council in delivering its services and against its stated priorities, specifically those that concern providing children and young people the best possible start in life and with lifelong wellbeing.   |             |                    |       |        |       |       |       |  |   |        |  |  |  |        |
| What consultation and engagement has been undertaken to date?          |                    | Ongoing and informal consultation with SLT and Cabinet.   |             |                    |       |        |       |       |       |  |   |        |  |  |  |        |
| Has an option appraisal been undertaken?                               | N/A                |   |             |                    |       |        |       |       |       |  |   |        |  |  |  |        |
| Does this proposal affect other MCC services?                          | N                  | Indirectly and in a beneficial way in providing additional funding to prevent children from being taken into care.  |             |                    |       |        |       |       |       |  |   |        |  |  |  |        |
| Is this proposal dependant on other services?                          | N                  |   |             |                    |       |        |       |       |       |  |   |        |  |  |  |        |
| Will this proposal require any amendments to MCC policy?               | N                  |   |             |                    |       |        |       |       |       |  |   |        |  |  |  |        |
| Will this proposal have any staffing implications?                     | N                  |   |             |                    |       |        |       |       |       |  |   |        |  |  |  |        |
| Will this project have any legal implication for the authority?        | N                  |   |             |                    |       |        |       |       |       |  |   |        |  |  |  |        |
| What is the financial benefit of this proposal?                        |                    | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td></td> <td>0</td> <td>41,000</td> <td></td> <td></td> <td></td> <td>41,000</td> </tr> </tbody> </table>                          | Description | Remainder of 18/19 | 19/20 | 20/21  | 21/22 | 22/23 | Total |  | 0 | 41,000 |  |  |  | 41,000 |
| Description  | Remainder of 18/19 | 19/20   | 20/21       | 21/22              | 22/23 | Total  |       |       |       |  |   |        |  |  |  |        |
|  | 0                  | 41,000  |             |                    |       | 41,000 |       |       |       |  |   |        |  |  |  |        |



|  |   | <table border="1"> <tr> <td>Total saving</td> <td></td> <td><b>41,000</b></td> <td></td> <td></td> <td></td> <td>41,000</td> </tr> </table>   | Total saving  |                    | <b>41,000</b> |   |                   |  | 41,000 |   |   |  |     |              |   |  |   |  |   |  |   |  |
|--|---|---|---|--------------------|---------------|---|-------------------|--|--------|---|---|--|-----|--------------|---|--|---|--|---|--|---|--|
| Total saving   |   | <b>41,000</b>   |   |                    |               | 41,000  |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
|  |   | <b>Additional Comments:</b>   |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
| Will this proposal require revenue or capital investment to implement? | N   | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>   | Investment Description  | Remainder of 18/19 | 19/20         | 20/21   | 21/22             | 22/23  | Total  | Source of funding   |   |  |     |              |   |  |   |  |   |  |   |  |
| Investment Description   | Remainder of 18/19  | 19/20   | 20/21   | 21/22              | 22/23         | Total   | Source of funding |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
|  |   |   |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
|  |   | <b>Additional Comment:</b>  |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
| Has this proposal considered the opportunities for external funding?   | N   |   |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
| Will this proposal have any non-financial impacts?                     | N   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table>   | Ref   | Benefit            | 1             |   | 2                 |  | 3      |   | 4 |  | Ref | Disadvantage | 1 |  | 2 |  | 3 |  | 4 |  |
| Ref  | Benefit   |   |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
| 1  |   |   |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
| 2  |   |   |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
| 3  |   |   |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
| 4  |   |   |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
| Ref  | Disadvantage  |   |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
| 1  |   |   |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
| 2  |   |   |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
| 3  |   |   |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
| 4  |   |   |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
|  |   | <b>Additional Comment:</b><br>As stated above any impact will be beneficial in providing additional funding to prevent children from being taken into care.   |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
| Has this proposal made any assumptions?                                | Y   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>The increase in funding is dependent on WG carrying through and into the Final Local Government Settlement the stated intentions of the First Minister in his letter dated 20<sup>th</sup> November 2018 to Local Authority leaders.</td> </tr> <tr> <td>2</td> <td>The amount to benefit Monmouthshire from the increase has been calculated using the provisional Local Government Settlement information.</td> </tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table>   | Ref   | Assumption         | 1             | The increase in funding is dependent on WG carrying through and into the Final Local Government Settlement the stated intentions of the First Minister in his letter dated 20 <sup>th</sup> November 2018 to Local Authority leaders. | 2                 | The amount to benefit Monmouthshire from the increase has been calculated using the provisional Local Government Settlement information. | 3      |   | 4 |  |     |              |   |  |   |  |   |  |   |  |
| Ref  | Assumption  |   |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
| 1  | The increase in funding is dependent on WG carrying through and into the Final Local Government Settlement the stated intentions of the First Minister in his letter dated 20 <sup>th</sup> November 2018 to Local Authority leaders. |   |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
| 2  | The amount to benefit Monmouthshire from the increase has been calculated using the provisional Local Government Settlement information.  |   |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
| 3  |   |   |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
| 4  |   |   |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
|  |   | <b>Additional Comment</b>   |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
| Has a risk analysis been completed for this proposal?                  | Y   | <b>Main Risks</b> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>That WG do not carry through the commitment made by the First Minister in his letter dated 20<sup>th</sup> November</td> <td>L</td> <td>Mitigation would be in the form of an increased budget shortfall needing to be managed by the Council and further savings proposals needing to be identified.</td> </tr> <tr> <td>2</td> <td>That the amount received is not in line with the amount of similar funding confirmed in 2018/19.</td> <td>L</td> <td>As above</td> </tr> </tbody> </table> | Ref   | Risk               | RAG Rating    | Mitigation  | 1                 | That WG do not carry through the commitment made by the First Minister in his letter dated 20 <sup>th</sup> November                     | L      | Mitigation would be in the form of an increased budget shortfall needing to be managed by the Council and further savings proposals needing to be identified. | 2 | That the amount received is not in line with the amount of similar funding confirmed in 2018/19. | L   | As above     |   |  |   |  |   |  |   |  |
| Ref  | Risk  | RAG Rating  | Mitigation  |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
| 1  | That WG do not carry through the commitment made by the First Minister in his letter dated 20 <sup>th</sup> November  | L   | Mitigation would be in the form of an increased budget shortfall needing to be managed by the Council and further savings proposals needing to be identified. |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
| 2  | That the amount received is not in line with the amount of similar funding confirmed in 2018/19.  | L   | As above  |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |
|  |   | <b>Additional Comment:</b>  |   |                    |               |   |                   |  |        |   |   |  |     |              |   |  |   |  |   |  |   |  |

| What further consultation and engagement will be required for this proposal?                               |                 | <table border="1" data-bbox="624 190 1437 338"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Public</td> <td>Public consultation</td> <td>Pending</td> </tr> <tr> <td>2</td> <td>Elected Members</td> <td>Formal scrutiny</td> <td>Pending</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p data-bbox="624 360 1437 450"><b>Additional Comments:</b></p> | Ref               | Consultee       | Description | Comp/Pending      | 1 | Public | Public consultation | Pending | 2 | Elected Members | Formal scrutiny | Pending |  |  |  |  |
|--|-----------------|--|-------------------|-----------------|-------------|-------------------|---|--------|---------------------|---------|---|-----------------|-----------------|---------|--|--|--|--|
| Ref  | Consultee       | Description  | Comp/Pending      |                 |             |                   |   |        |                     |         |   |                 |                 |         |  |  |  |  |
| 1  | Public          | Public consultation  | Pending           |                 |             |                   |   |        |                     |         |   |                 |                 |         |  |  |  |  |
| 2  | Elected Members | Formal scrutiny  | Pending           |                 |             |                   |   |        |                     |         |   |                 |                 |         |  |  |  |  |
|  |                 |  |                   |                 |             |                   |   |        |                     |         |   |                 |                 |         |  |  |  |  |
| Will this proposal require procurement of goods, services or works?  | N               |  |                   |                 |             |                   |   |        |                     |         |   |                 |                 |         |  |  |  |  |
| Will support services be required for this proposal?   | N               | <table border="1" data-bbox="624 584 1437 674"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p data-bbox="624 696 1437 763"><b>Additional Comment:</b></p>  | Ref               | Support Service | Activity    | Internal/External |   |        |                     |         |   |                 |                 |         |  |  |  |  |
| Ref  | Support Service | Activity   | Internal/External |                 |             |                   |   |        |                     |         |   |                 |                 |         |  |  |  |  |
|  |                 |  |                   |                 |             |                   |   |        |                     |         |   |                 |                 |         |  |  |  |  |
|  |                 |  |                   |                 |             |                   |   |        |                     |         |   |                 |                 |         |  |  |  |  |
| Will this proposal impact on the authorities built assets.<br>E.g. service change, resource amendment etc. | N               |  |                   |                 |             |                   |   |        |                     |         |   |                 |                 |         |  |  |  |  |
| What evidence/data has been gathered to date to inform this Proposal?                                      |                 | <ol style="list-style-type: none"> <li>4. Letter received from the First Minister on the 20<sup>th</sup> November</li> <li>5. Provisional Local Government Settlement data</li> <li>6. Discussion and confirmation with Social Services Finance colleagues</li> </ol>  |                   |                 |             |                   |   |        |                     |         |   |                 |                 |         |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality?    | No              |  |                   |                 |             |                   |   |        |                     |         |   |                 |                 |         |  |  |  |  |
| How will the impact of this proposal be measured?<br>E.g. Budget/Process/Staff/Customer KPI's              |                 | The Final Local Government Settlement is due on the 19 <sup>th</sup> December 2018. This will confirm the amount of core funding that the Council will receive from Welsh Government and determine whether the commitments made by the First Minister have been carried through as anticipated. Any variation will be managed as the authority finalises its budget proposal in the New Year and following the statutory consultation period.                                    |                   |                 |             |                   |   |        |                     |         |   |                 |                 |         |  |  |  |  |

|                |  |                           |               |
|----------------|--|---------------------------|---------------|
| Proposal Title | Increase in SCH directorate Fees & Charges for 2019/20 | Lead/Responsible Officer: | Tyrone Stokes |
| Your Ref No:   | SCH013   | Directorate:              | SCH           |
| Version No:    | 1  | Section:                  | Finance       |
| Date:          | 29/11/18   |                           |               |

| Version | Date     | Changes Made |
|---------|----------|--------------|
| 1       | 29/11/18 |              |
| 2       |          |              |

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

**As part of the Authority's MTFP process and in setting an annual budget, we have reviewed all of our current fees & charges and if there is any scope to increase this for 2019/20.**

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact  |             |                    |       |        |       |       |       |   |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|--------------------|--|-------------|--------------------|-------|--------|-------|-------|-------|---|--|--------|--|--|--|--------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y                  |  |             |                    |       |        |       |       |       |   |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has a Future Generations Evaluation been completed for this proposal?  | Y                  |  |             |                    |       |        |       |       |       |   |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| What consultation and engagement has been undertaken to date?          | N                  | <b>As part of the public consultation on the 2019/20 budget proposal and client groups affected</b>  |             |                    |       |        |       |       |       |   |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has an option appraisal been undertaken?                               | N                  |  |             |                    |       |        |       |       |       |   |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Does this proposal affect other MCC services?                          | N                  |  |             |                    |       |        |       |       |       |   |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Is this proposal dependant on other services?                          | N                  |  |             |                    |       |        |       |       |       |   |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | N                  |  |             |                    |       |        |       |       |       |   |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                     | N                  |  |             |                    |       |        |       |       |       |   |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?        | N                  |  |             |                    |       |        |       |       |       |   |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| What is the financial benefit of this proposal?                        |                    | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Propose to increase certain fees &amp; charges within the SCH directorate</td> <td></td> <td>93,000</td> <td></td> <td></td> <td></td> <td>93,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | Description | Remainder of 18/19 | 19/20 | 20/21  | 21/22 | 22/23 | Total | Propose to increase certain fees & charges within the SCH directorate |  | 93,000 |  |  |  | 93,000 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Description  | Remainder of 18/19 | 19/20  | 20/21       | 21/22              | 22/23 | Total  |       |       |       |   |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Propose to increase certain fees & charges within the SCH directorate  |                    | 93,000   |             |                    |       | 93,000 |       |       |       |   |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                    |  |             |                    |       |        |       |       |       |   |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                    |  |             |                    |       |        |       |       |       |   |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| <b>Additional Comments:</b>  |                    |  |             |                    |       |        |       |       |       |   |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

|  |                    | A full breakdown is shown in the spreadsheet included in this proposal and the amount has been rounded to the nearest £'000   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|--|--------------------|---|--------------|-------|-------|-------|-------------------|--|--|------------------------|--------------------|-------------|--------------|-------|-----------------|-----------------|-------------------|---|--------|---------------------|--------------|---|--|---|--|---|--|---|--|--|--|--|--|
| Will this proposal require revenue or capital investment to implement?       | N                  | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>                              |              |       |       |       |                   |  |  | Investment Description | Remainder of 18/19 | 19/20       | 20/21        | 21/22 | 22/23           | Total           | Source of funding |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Investment Description   | Remainder of 18/19 | 19/20   | 20/21        | 21/22 | 22/23 | Total | Source of funding |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |                    |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |                    |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?         | Y                  |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                           | N                  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <p><b>Additional Comment:</b></p> |              |       |       |       |                   |  |  | Ref                    | Benefit            | 1           |              | 2     |                 | 3               |                   | 4 |        | Ref                 | Disadvantage | 1 |  | 2 |  | 3 |  | 4 |  |  |  |  |  |
| Ref  | Benefit            |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  |                    |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  |                    |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |                    |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |                    |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Disadvantage       |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  |                    |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  |                    |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |                    |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |                    |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has this proposal made any assumptions?                                      | N                  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <p><b>Additional Comment</b></p>  |              |       |       |       |                   |  |  | Ref                    | Assumption         | 1           |              | 2     |                 | 3               |                   | 4 |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Assumption         |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  |                    |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  |                    |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |                    |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |                    |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has a risk analysis been completed for this proposal?                        | N                  | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p><b>Additional Comment:</b></p>  |              |       |       |       |                   |  |  | Ref                    | Risk               | RAG Rating  | Mitigation   |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Risk               | RAG Rating  | Mitigation   |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |                    |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |                    |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| What further consultation and engagement will be required for this proposal? |                    | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Jan 19</td> </tr> <tr> <td>2</td> <td>Public</td> <td>Public Consultation</td> <td>Jan 19</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p>  |              |       |       |       |                   |  |  | Ref                    | Consultee          | Description | Comp/Pending | 1     | Elected Members | Formal Scrutiny | Jan 19            | 2 | Public | Public Consultation | Jan 19       |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Consultee          | Description   | Comp/Pending |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  | Elected Members    | Formal Scrutiny   | Jan 19       |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  | Public             | Public Consultation   | Jan 19       |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |                    |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Will this proposal require procurement of goods, services or works?          | N                  |   |              |       |       |       |                   |  |  |                        |                    |             |              |       |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |

| Will support services be required for this proposal?   | N               | <table border="1" data-bbox="625 190 1439 280"> <thead> <tr> <th data-bbox="625 190 694 224">Ref</th> <th data-bbox="694 190 1021 224">Support Service</th> <th data-bbox="1021 190 1220 224">Activity</th> <th data-bbox="1220 190 1439 224">Internal/External</th> </tr> </thead> <tbody> <tr> <td data-bbox="625 224 694 257"></td> <td data-bbox="694 224 1021 257"></td> <td data-bbox="1021 224 1220 257"></td> <td data-bbox="1220 224 1439 257"></td> </tr> <tr> <td data-bbox="625 257 694 280"></td> <td data-bbox="694 257 1021 280"></td> <td data-bbox="1021 257 1220 280"></td> <td data-bbox="1220 257 1439 280"></td> </tr> </tbody> </table> <div data-bbox="625 309 1439 362" style="border: 1px solid black; padding: 5px;"> <b>Additional Comment:</b> </div> | Ref               | Support Service | Activity | Internal/External |  |  |  |  |  |  |  |  |
|--|-----------------|---|-------------------|-----------------|----------|-------------------|--|--|--|--|--|--|--|--|
| Ref  | Support Service | Activity  | Internal/External |                 |          |                   |  |  |  |  |  |  |  |  |
|  |                 |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
|  |                 |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| Will this proposal impact on the authorities built assets.<br>E.g. service change, resource amendment etc. | N               |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| Will this proposal present any future collaboration opportunities?   | N               |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality?    | N               |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| How will the impact of this proposal be measured?<br>E.g.<br>Budget/Process/Staff/Customer KPI's           |                 | <b>The additional income proposed can be measured through the formal forecast monitoring cycle</b>  |                   |                 |          |                   |  |  |  |  |  |  |  |  |

| Service Area                                | Service being charged for          | Proposed Charges for 2019/20 £:p           | Percentage increase | Increased additional budget income identified for 2019/20 budget setting purposes | Reason why inflationary increase is not being considered   |
|---|------------------------------------|--|---------------------|---|--|
| <b>SOCIAL CARE &amp; HEALTH DIRECTORATE</b> |                                    |  |                     |   |  |
| <b>ADULT SERVICES</b>                       |                                    |  |                     |   |  |
| <b>Community Meals</b>                      | Community Meals & Day centre meals | Remain the same at £4.50                   | 0                   | -   | Remain the same due to a double increase in 2018/19 and M7 forecast has shown a decline in meals purchase, need to stabilise the client base |
| Mardy Park                                  | Catering - Mardy Park              | Pricing follows that of Community meals    | 0                   | -   | Follows pricing of Community meals   |
|   | Mardy Park room hire               | No change as new and limited target market | 0                   | -   | No change as new and limited target market   |

|            |  |  |      |        |  |
|------------|--|--|------|--------|--|
| Overmonnow | Overmonnow Room Hire   | No change as very limited market and same users of site such as small clubs with limited finances  | 0    | -      |  |
|            | Non residential fees   | Based on individual ability to pay as means tested so propose to increase the budget in line with initial Government predicted rise in benefits and SRP of 2.6%. This will increase the current hourly rate from £11.95 to £12.26        | 2.6% | 11,359 |  |
|            | Residential/Nursing Fees which includes Part III own care home being Severn View and Budden Crescent | Based on individual ability to pay as means tested, but increase budget in line with Government proposed rise in benefits and state pension of 2.6%. This will increase our own home charge from its current £523.37 per week to £536.98 | 2.6% | 68,735 |  |

|                      |   |   |   |     |                                    |
|----------------------|---|---|---|-----|------------------------------------|
| Severn View          | Catering - Severn View  | Pricing follows that of Community meals |   | -   | Follows pricing of Community meals |
| <b>Public Health</b> | Fee Income  | Waiting for 2019/20 rates               | Assume 2.4% based on Oct 18 CPI as waiting for 2019/20 fees | 381 |                                    |
|                      | Commercial licences   |   |   | 46  |                                    |
|                      | Commercial Fee Income   |   |   | 597 |                                    |
|                      | Food Safety training  | Proposed £185 level 3 and £48 level 2   |   | -   |                                    |
| Page 288             | Veterinary Inspection Recharge  | no change                               |   | -   |                                    |
|                      | Riding Establishments   |   |   | -   |                                    |
|                      | Petrol Station Permits/Licenses   |   |   | -   |                                    |
|                      | Registration for acupuncture, tattooing and ear piercing                                |   |   | -   |                                    |
|                      | <b>Local Authority Pollution, Prevention and Control</b>                                |   |   |     |                                    |
|                      | Application fee   |   |   |     |                                    |
|                      | Private water supplies (fees set by Council but within max fig defined by EC directive) |   |   |     |                                    |



|                    |                           |   |  |     |  |
|--------------------|---------------------------|---|--|-----|--|
| Trading Standards. | Licences                  | Awaiting review of 2019/20 fees by the TS manager | Assume 2.4% based on Oct 18 CPI as waiting for 2019/20 fees review | 119 |  |
|                    | Fee Income                |   |  | 226 |  |
|                    | <b>Animal Licences</b>    |   |  |     |  |
|                    | Boarding Establishment    |   |  |     |  |
|                    | Dog Breeding              |   |  |     |  |
|                    | Home Boarding             |   |  |     |  |
|                    | Dangerous Wild Animals    |   |  |     |  |
|                    | Pet Shop                  |   |  |     |  |
|                    | <b>Explosive Licences</b> |   |  |     |  |
|                    | New 1 Year                |   |  |     |  |
|                    | Renewal 1 Year            |   |  |     |  |
|                    | New 2 Year                |   |  |     |  |
|                    | Renewal 2 Year            |   |  |     |  |
|                    | New 3 Year                |   |  |     |  |
|                    | Renewal 3 Year            |   |  |     |  |
|                    | New 4 Year                |   |  |     |  |
|                    | Renewal 4 Year            |   |  |     |  |
|                    | New 5 Year                |   |  |     |  |
|                    | Renewal 5 Year            |   |  |     |  |

|                  | Weights & Measures   |   |   |       |  |
|------------------|----------------------|---|---|-------|--|
|                  | Fee per TSO          |   |   |       |  |
|                  | Fee per TO           |   |   |       |  |
| <b>Licensing</b> | Licenses             |   | Assumed 2.4% based on CPI rates at Oct 18 as majority of fees will not be set until 15th January 2019 | 5,000 |  |
|                  | Hackney Licenses     | Charges for 2019/20 will be set by the Licensing Committee on 15th January 2019. To note some fees are either for three and five years so income can fluctuate. |   | -     |  |
|                  | Lottery and Gambling | Awaiting new fees from Central Government   |   | -     |  |
|                  | Licensing            | Awaiting new fees from Central Government   |   | -     |  |

|                   |  |   |  |               |  |
|-------------------|--|---|--|---------------|--|
|                   | Other Licenses   | Charges for 2019/20 will be set by the Licensing Committee on 15th January 2019. To note some fees are either for three and five years so income can fluctuate. |  |               |  |
| <b>Registrars</b> | Service Charge   |   | Some fees will increase so overall for budget 2.4% based on CPI as at Oct 18 | 6,301         |  |
|                   | Registrations - General Income                               |   |  |               |  |
|                   | Approved Venue - Marriage & Civil Partnership                | £394-£504   |  |               |  |
|                   | Old Parlour  | 210   |  |               |  |
|                   | Celebratory Services at approved or other venues             | £380-£490   |  |               |  |
|                   | License for approved venues - New                            | 1,500   |  |               |  |
|                   | License for approved venues - Renewal                        | 1,200   |  |               |  |
|                   | Registrars attendance @ service (Registrar - Superintendent) | 35  |  |               |  |
|                   | <b>SUB TOTAL SOCIAL CARE &amp; PUBLIC PROTECTION</b>         |   |  | <b>92,763</b> |  |

|                |   |                           |                             |
|----------------|---|---------------------------|-----------------------------|
| Proposal Title | Budget savings/ increased income – Development Management | Lead/Responsible Officer: | Philip Thomas               |
| Your Ref No:   | ENT001-ENT002   | Directorate:              | Enterprise                  |
| Version No:    | 1   | Section:                  | Development Management (DM) |
| Date:          | 29/11/18  |                           |                             |

| Version | Date     | Changes Made   |
|---------|----------|--|
| 1       | 29/11/18 | Clarification provided regarding fee increases vs additional workload/income |
| 2       |          |  |

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

**This proposal relates to increased income from some discretionary services we provide for our customers (£13k) and to reduce spending on the cost of advertising planning applications as a result of changes made by WG regarding the publicising of certain types of planning applications £4.5k).**

Please provide the following information to support your proposal

| Question   | Y/N | Comments/Impact   |
|--|-----|---|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y   | Yes, by providing a Planning Service that helps build sustainable and resilient communities that support the well-being of current and future generations. Our discretionary services, referred to in this budget proposal, are designed to reflect what matters to our customers and will help ensure timely, well-considered planning decisions. Press notices are not a meaningful method of community engagement so that change will not be detrimental to our social justice strategy.   |
| Has a Future Generations Evaluation been completed for this proposal?  | Y   | See separate document - No significant adverse impact is identified   |
| What consultation and engagement has been undertaken to date?          |     | Discussions with management team within the Development Management Section and item discussed at the Team meeting held. This has also been discussed and considered at Enterprise DMT, SLT and Cabinet.   |
| Has an option appraisal been undertaken?                               | Y   | The following options were considered in isolation and in combination: <ol style="list-style-type: none"> <li>1) Do nothing. This was discounted as it does not secure any budget saving;</li> <li>2) Increase pre-application fees by 2.5% (with higher increases for pre-purchase and completion certificates). This option was chosen for the reasons given below;</li> <li>3) Increase pre-application fees by more than 2.5%. This option was discounted because it risks deterring use of the pre-application service. The service is beneficial to both the customer and the Authority, and should result in quicker and better outcomes, and we would not wish to prejudice its uptake by over-pricing;</li> <li>4) Increase the discretionary services income line by £10k. This option was considered to be realistic and manageable;</li> <li>5) Increase the discretionary services income line by more than £10k. This option was discounted as too risky. Previous income targets have been missed and a careful balance must be struck between likely emerging work and the potential volatility of the development sector which is almost entirely beyond the Council's control;</li> <li>6) Continue to advertised the named applications in the local press despite regulations no longer requiring this. This was discounted as being an inefficient use of public resources, as expanded upon below;</li> <li>7) Cease advertising the named applications in the local press, resulting in a £4.5k saving. This option has been chosen because</li> </ol> |

|  |                    | <p>the press notices are an ineffective way of making stakeholders aware of schemes that may affect them.</p> <p>Options 2, 4 and 7 were selected in combination to achieve the proposed savings, and are considered to balance customer service, stakeholder interests/access to services and risk with the need to make savings.</p>   |             |                    |       |                |       |       |       |  |   |      |   |   |   |      |  |   |       |  |  |  |       |              |  |                |  |  |  |                |
|--|--------------------|--|-------------|--------------------|-------|----------------|-------|-------|-------|--|---|------|---|---|---|------|--|---|-------|--|--|--|-------|--------------|--|----------------|--|--|--|----------------|
| Does this proposal affect other MCC services?  | N                  | The pre-application service incorporates a multi-disciplinary development team approach, but that service already operates and the proposed fee changes do not adversely affect any other service or users of those services.  |             |                    |       |                |       |       |       |  |   |      |   |   |   |      |  |   |       |  |  |  |       |              |  |                |  |  |  |                |
| Is this proposal dependent on other services?  | Y                  | Our discretionary services need input from other Council services like Highways and Green Infrastructure to make them work effectively for our customers. Those services do get a proportion of the fees DM charge to recover their costs.   |             |                    |       |                |       |       |       |  |   |      |   |   |   |      |  |   |       |  |  |  |       |              |  |                |  |  |  |                |
| Will this proposal require any amendments to MCC policy?                                     | N                  |  |             |                    |       |                |       |       |       |  |   |      |   |   |   |      |  |   |       |  |  |  |       |              |  |                |  |  |  |                |
| Will this proposal have any staffing implications?   | N                  | None, although if income increases significantly from increased use of our discretionary services, including our pre-application advice service, we may need to seek additional staff resource to help with application workload and to ensure we are providing a positive and timely service.   |             |                    |       |                |       |       |       |  |   |      |   |   |   |      |  |   |       |  |  |  |       |              |  |                |  |  |  |                |
| Will this project have any legal implication for the authority?                              | N                  | Legal advice has been sought by another Local Planning Authority regarding the advertising requirements, and this has been shared across Wales.  |             |                    |       |                |       |       |       |  |   |      |   |   |   |      |  |   |       |  |  |  |       |              |  |                |  |  |  |                |
| What is the financial benefit of this proposal?  | £17,500            | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>increased income target from discretionary services including pre-application advice service</td> <td>-</td> <td>£13k</td> <td>-</td> <td>-</td> <td>-</td> <td>£13k</td> </tr> <tr> <td>Reduced costs of advertising in local newspapers</td> <td>-</td> <td>£4.5k</td> <td></td> <td></td> <td></td> <td>£4.5k</td> </tr> <tr> <td><b>Total</b></td> <td></td> <td><b>£17,500</b></td> <td></td> <td></td> <td></td> <td><b>£17,500</b></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> <p>In relation to the increased income target from discretionary services including pre-application advice service, £3k would relate to the pre-application advice service itself and the remainder to other services we provide.</p> <p>The extra income will be secured via:</p> <ul style="list-style-type: none"> <li>- Additional discretionary work resulting in extra income. This will be in part due to new SUDs/SAB regulations;</li> <li>- Increasing pre-application charges by 2.5%;</li> <li>- Increasing the charges for pre-purchase and completion certificates from £120 and £180 to £200 and £250 respectively, to better reflect the level of work and responsibility that they involve. Although this are high proportionate increases, the fee remains low in terms of value to the customer and in relation to other expenses involved in moving house. These are a wholly discretionary service.</li> </ul> <p>Regulations have been amended and as revised no longer require planning applications affecting a Listed Building or within a Conservation Area to be advertised in the local press. These bilingual notices were costly, and this change is expected to save £4.5k per annum. Such applications will be publicised via a site notice and neighbour notification</p> | Description | Remainder of 18/19 | 19/20 | 20/21          | 21/22 | 22/23 | Total | increased income target from discretionary services including pre-application advice service | - | £13k | - | - | - | £13k | Reduced costs of advertising in local newspapers | - | £4.5k |  |  |  | £4.5k | <b>Total</b> |  | <b>£17,500</b> |  |  |  | <b>£17,500</b> |
| Description  | Remainder of 18/19 | 19/20  | 20/21       | 21/22              | 22/23 | Total          |       |       |       |  |   |      |   |   |   |      |  |   |       |  |  |  |       |              |  |                |  |  |  |                |
| increased income target from discretionary services including pre-application advice service | -                  | £13k   | -           | -                  | -     | £13k           |       |       |       |  |   |      |   |   |   |      |  |   |       |  |  |  |       |              |  |                |  |  |  |                |
| Reduced costs of advertising in local newspapers   | -                  | £4.5k  |             |                    |       | £4.5k          |       |       |       |  |   |      |   |   |   |      |  |   |       |  |  |  |       |              |  |                |  |  |  |                |
| <b>Total</b>   |                    | <b>£17,500</b>   |             |                    |       | <b>£17,500</b> |       |       |       |  |   |      |   |   |   |      |  |   |       |  |  |  |       |              |  |                |  |  |  |                |

|  |   | letters. Town/Community Councils and Ward Members will continue to be notified as per the current system.  |  |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
|--|---|--|--|--------------------|------------|--|-------------------|---|-------|--|---|-------------------------------------|-----|--|---|---|---|--|---|--|---|--|--|--|--|--|
| Will this proposal require revenue or capital investment to implement? | N   | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>   | Investment Description                                     | Remainder of 18/19 | 19/20      | 20/21  | 21/22             | 22/23   | Total | Source of funding  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
| Investment Description   | Remainder of 18/19  | 19/20  | 20/21  | 21/22              | 22/23      | Total  | Source of funding |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
|  |   |  |  |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
|  |   |  |  |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   | N   | N/A  |  |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                     | Y   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>It could be argued that certain applications are publicised less widely by not using the local press.</td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/> Press adverts are an inefficient and old fashioned way of publicising matters. Data shows that £1.39m was spent on press notices for planning applications across Wales over the last three years. Readership numbers are falling and the chances of a resident or interested party reading the right newspaper on the right day seem slim. Customers who engage with us consistently refer to having received a letter, seen a site notice, and heard about it from a neighbour or social media. The change to the regulations has been made by Welsh Government: this proposal simply ends a now unnecessary spend.</p> | Ref  | Benefit            | 1          |  | 2                 |   | 3     |  | 4 |                                     | Ref | Disadvantage   | 1 | It could be argued that certain applications are publicised less widely by not using the local press. | 2 |  | 3 |  | 4 |  |  |  |  |  |
| Ref  | Benefit   |  |  |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
| 1  |   |  |  |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
| 2  |   |  |  |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
| 3  |   |  |  |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
| 4  |   |  |  |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
| Ref  | Disadvantage  |  |  |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
| 1  | It could be argued that certain applications are publicised less widely by not using the local press.             |  |  |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
| 2  |   |  |  |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
| 3  |   |  |  |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
| 4  |   |  |  |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
| Has this proposal made any assumptions?                                | Y   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Continued good take up of our pre-application advice service</td> </tr> <tr> <td>2</td> <td>Other services such as highways and Green Infrastructure are resourced to support the 'development team' approach</td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment</b></p> <p>This is based on trends over the last three years that has seen pre-application advice income rise by around 15% year on year. The new sustainable drainage legislation will also emphasise the importance of pre-application advice to all ranges of developer. Customer feedback is that they are willing to engage and pay to do so, provided they receive meaningful advice in a timely manner.</p>   | Ref  | Assumption         | 1          | Continued good take up of our pre-application advice service | 2                 | Other services such as highways and Green Infrastructure are resourced to support the 'development team' approach | 3     |  | 4 |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
| Ref  | Assumption  |  |  |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
| 1  | Continued good take up of our pre-application advice service  |  |  |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
| 2  | Other services such as highways and Green Infrastructure are resourced to support the 'development team' approach |  |  |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
| 3  |   |  |  |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
| 4  |   |  |  |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
| Has a risk analysis been completed for this proposal?                  | Y   | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Reduced take up of our discretionary services</td> <td>A</td> <td>Continued promotion via the team's improved web site offer</td> </tr> <tr> <td>2</td> <td>Economic downturn resulting in less</td> <td>G</td> <td>Regional economic growth, Severn tolls and the nature of</td> </tr> </tbody> </table>   | Ref  | Risk               | RAG Rating | Mitigation   | 1                 | Reduced take up of our discretionary services   | A     | Continued promotion via the team's improved web site offer | 2 | Economic downturn resulting in less | G   | Regional economic growth, Severn tolls and the nature of |   |   |   |  |   |  |   |  |  |  |  |  |
| Ref  | Risk  | RAG Rating   | Mitigation   |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
| 1  | Reduced take up of our discretionary services   | A  | Continued promotion via the team's improved web site offer |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |
| 2  | Economic downturn resulting in less   | G  | Regional economic growth, Severn tolls and the nature of   |                    |            |  |                   |   |       |  |   |                                     |     |  |   |   |   |  |   |  |   |  |  |  |  |  |

|  |                 | development within the County   |                   | the County make it an attractive place to live, so this impact is low likelihood |     |                 |             |                   |  |  |  |  |  |  |  |  |
|--|-----------------|---|-------------------|--|-----|-----------------|-------------|-------------------|--|--|--|--|--|--|--|--|
|  |                 | <b>Additional Comment:</b>  |                   |  |     |                 |             |                   |  |  |  |  |  |  |  |  |
| What further consultation and engagement will be required for this proposal?                               | N               | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>         |                   |  | Ref | Consultee       | Description | Comp/Pending      |  |  |  |  |  |  |  |  |
| Ref  | Consultee       | Description   | Comp/Pending      |  |     |                 |             |                   |  |  |  |  |  |  |  |  |
|  |                 |   |                   |  |     |                 |             |                   |  |  |  |  |  |  |  |  |
|  |                 |   |                   |  |     |                 |             |                   |  |  |  |  |  |  |  |  |
|  |                 | <b>Additional Comments:</b><br>Regular customers will be notified of discretionary fee changes via existing contact groups and fora.  |                   |  |     |                 |             |                   |  |  |  |  |  |  |  |  |
| Will this proposal require procurement of goods, services or works?  | N               |   |                   |  |     |                 |             |                   |  |  |  |  |  |  |  |  |
| Will support services be required for this proposal?   | N               | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> |                   |  | Ref | Support Service | Activity    | Internal/External |  |  |  |  |  |  |  |  |
| Ref  | Support Service | Activity  | Internal/External |  |     |                 |             |                   |  |  |  |  |  |  |  |  |
|  |                 |   |                   |  |     |                 |             |                   |  |  |  |  |  |  |  |  |
|  |                 |   |                   |  |     |                 |             |                   |  |  |  |  |  |  |  |  |
|  |                 | <b>Additional Comment:</b>  |                   |  |     |                 |             |                   |  |  |  |  |  |  |  |  |
| Will this proposal impact on the authority's built assets.<br>E.g. service change, resource amendment etc. | N               |   |                   |  |     |                 |             |                   |  |  |  |  |  |  |  |  |
| Will this proposal present any future collaboration opportunities?   | N               |   |                   |  |     |                 |             |                   |  |  |  |  |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality?    | Y               | Already working on improvements to our web pages with the Digital Team to promote our discretionary services. Other changes such as online payment have just been implemented.  |                   |  |     |                 |             |                   |  |  |  |  |  |  |  |  |
| How will the impact of this proposal be measured?<br>E.g. Budget/Process/Staff/Customer KPI's              |                 | Budget income received; PIs on % of applications approved; stats on uptake of pre-application advice and discretionary services (already measured); ongoing customer satisfaction survey.   |                   |  |     |                 |             |                   |  |  |  |  |  |  |  |  |

|                |  |                           |             |
|----------------|--|---------------------------|-------------|
| Proposal Title | Reusable polypropylene plastic bags for collections of dry recycling at kerbside | Lead/Responsible Officer: | Carl Touhig |
| Your Ref No:   | ENT003   | Directorate:              | Enterprise  |
| Version No:    | 1  | Section:                  | WSS         |
| Date:          | 06/12/18   |                           |             |

| Version | Date       | Changes Made      |
|---------|------------|-------------------|
| 1       | 06/12/2018 | Carl Touhig 06.35 |
| 2       |            |                   |

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

MCC is moving towards greater separation of recycling through the recycling review meaning that glass will be collected separately and the red and purple bags will no longer be collected within a single compartment on the refuse freighter. A change from single use plastic bags for collection of dry recyclate to more durable and reusable polypropylene sacks gives MCC an opportunity to reduce the reliance upon and costs associated with single use plastic bags and increase income from those materials.

This service change and proposal has been considered by the Strong Communities Select committee in December 2018.

**The proposal is to be presented for decision to Cabinet on the 9<sup>th</sup> of January 2019.**

Please provide the following information to support your proposal

| Question   | Y/N | Comments/Impact   |
|--|-----|---|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y   | Council is working towards reducing single use plastics and becoming a Plastic Free County. The change to polypropylene sacks will reduce the usage of single use plastics by 50 tonnes per annum   |
| Has a Future Generations Evaluation been completed for this proposal?  | Y   | WFGA evaluation completed for report  |
| What consultation and engagement has been undertaken to date?          | Y   | <ul style="list-style-type: none"> <li>• Informal consultation with SLT and Cabinet</li> <li>• Resident survey</li> <li>• Informal Cabinet and SLT</li> <li>• Strong Communities Select Committee December 2018</li> </ul>  |
| Has an option appraisal been undertaken?                               | Y   | <p>We have consulted with the public in relation to options for the use of polypropylene bags which was the preferred option.</p> <p>There are many size options available and we will continue to work with the public to ensure the best size bags are provided for use by householders.</p> <p>Following discussion at Strong Communities select, it is proposed that there is a phased approach of roll out of the bags to allow bespoke solutions to be investigated to accommodate problematic collection areas e.g. High street shopping areas with mixed hereditaments (flats above shops with no outdoor storage).</p> |
| Does this proposal affect other MCC services?                          | Y   | Polypropylene bags are likely to be more difficult for hubs to store but should see a significant reduction in residents coming to hubs for replacement single use red and purple bags.   |
| Is this proposal dependant on other services?                          | Y   | Support from hubs in the provision of replacement bags. Full consultation and engagement will ensure that this support is provided.   |
| Will this proposal require any amendments to MCC policy?               | N   |   |
| Will this proposal have any staffing implications?                     | Y   | The new collection rounds were designed with sufficient operational capacity to allow for the additional time that would be required to collect and return caddies and glass  |



|  |                           | boxes. The frontline operatives will have training prior to the implementation of the service change.   |                        |                    |        |                        |                      |                         |       |  |               |        |  |        |        |        |         |                      |  |  |  |  |  |  |  |  |
|--|---------------------------|---|------------------------|--------------------|--------|------------------------|----------------------|-------------------------|-------|--|---------------|--------|--|--------|--------|--------|---------|----------------------|--|--|--|--|--|--|--|--|
| Will this project have any legal implication for the authority?        | N                         |   |                        |                    |        |                        |                      |                         |       |  |               |        |  |        |        |        |         |                      |  |  |  |  |  |  |  |  |
| What is the financial benefit of this proposal?                        |                           | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Roll out of red and purple polyprop bags</td> <td></td> <td>90,000</td> <td></td> <td></td> <td></td> <td>90,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b><br/> Quality of the bags purchased ranges from £1.50 to £2.50 per bag but higher quality bags should reduce replacement costs in subsequent years. Replacement based on 20-30% pa. Bags have been assumed at mid value point £2.00.</p> <p>The Council currently spend £180,000 per annum on single use bags. Total = £540,000 over 3 years.</p> <p>The cost of issuing reusable bags in year 1 would be approximately £170,000. Reusable bags are guaranteed for 3 years. However, assumptions have been made for replacement bags at a rate of 25-30% or 50,000 in year 2 and year 3. Total = £270,000 over 3 years</p> <p><b>Total saving over 3 years = £270,000</b></p> <p><b>In year 1 a cashable saving of £90,000 is proposed</b></p> <p><b>The remaining saving will be used to prudentially borrow to cover the upfront costs of buying the bags.</b></p> | Description            | Remainder of 18/19 | 19/20  | 20/21                  | 21/22                | 22/23                   | Total | Roll out of red and purple polyprop bags |               | 90,000 |  |        |        | 90,000 |         |                      |  |  |  |  |  |  |  |  |
| Description  | Remainder of 18/19        | 19/20   | 20/21                  | 21/22              | 22/23  | Total                  |                      |                         |       |  |               |        |  |        |        |        |         |                      |  |  |  |  |  |  |  |  |
| Roll out of red and purple polyprop bags                               |                           | 90,000  |                        |                    |        | 90,000                 |                      |                         |       |  |               |        |  |        |        |        |         |                      |  |  |  |  |  |  |  |  |
|  |                           |   |                        |                    |        |                        |                      |                         |       |  |               |        |  |        |        |        |         |                      |  |  |  |  |  |  |  |  |
| Will this proposal require revenue or capital investment to implement? | Yes                       | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td>Purchase bags</td> <td></td> <td></td> <td>60,000</td> <td>60,000</td> <td>60,000</td> <td>180,000</td> <td>Prudential borrowing</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> <p>Depending upon the cost of the bags following the procurement exercise, prudential borrowing will be required for the bags and part of the saving will be utilised to enable this.</p> <p>Assumption has been made that Prudential borrowing for the bags will be required rather than a one off capital expenditure.</p> <p>Leaving £90,000 cashable saving</p> <p>This will be firmed up post procurement process – framework mini tender</p>   | Investment Description | Remainder of 18/19 | 19/20  | 20/21                  | 21/22                | 22/23                   | Total | Source of funding                        | Purchase bags |        |  | 60,000 | 60,000 | 60,000 | 180,000 | Prudential borrowing |  |  |  |  |  |  |  |  |
| Investment Description   | Remainder of 18/19        | 19/20   | 20/21                  | 21/22              | 22/23  | Total                  | Source of funding    |                         |       |  |               |        |  |        |        |        |         |                      |  |  |  |  |  |  |  |  |
| Purchase bags  |                           |   | 60,000                 | 60,000             | 60,000 | 180,000                | Prudential borrowing |                         |       |  |               |        |  |        |        |        |         |                      |  |  |  |  |  |  |  |  |
|  |                           |   |                        |                    |        |                        |                      |                         |       |  |               |        |  |        |        |        |         |                      |  |  |  |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   | Yes                       | Yes – Welsh Government have been asked to support through its Collaborative Change Programme  |                        |                    |        |                        |                      |                         |       |  |               |        |  |        |        |        |         |                      |  |  |  |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                     | Yes                       | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>More choice for public</td> </tr> <tr> <td>2</td> <td>More kerbside recycling</td> </tr> <tr> <td>3</td> <td>Better kerbside recycling</td> </tr> </tbody> </table>  | Ref                    | Benefit            | 1      | More choice for public | 2                    | More kerbside recycling | 3     | Better kerbside recycling                |               |        |  |        |        |        |         |                      |  |  |  |  |  |  |  |  |
| Ref  | Benefit                   |   |                        |                    |        |                        |                      |                         |       |  |               |        |  |        |        |        |         |                      |  |  |  |  |  |  |  |  |
| 1  | More choice for public    |   |                        |                    |        |                        |                      |                         |       |  |               |        |  |        |        |        |         |                      |  |  |  |  |  |  |  |  |
| 2  | More kerbside recycling   |   |                        |                    |        |                        |                      |                         |       |  |               |        |  |        |        |        |         |                      |  |  |  |  |  |  |  |  |
| 3  | Better kerbside recycling |   |                        |                    |        |                        |                      |                         |       |  |               |        |  |        |        |        |         |                      |  |  |  |  |  |  |  |  |

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|--|---|--|--|--------------|-------------|---|---|--|-----------------|--|---|---|--------|--|---|-----------------|-----------------|--------|---|--------|---------------------|--------|
| Ref  | Disadvantage  |  |  |              |             |   |   |  |                 |  |   |   |        |  |   |                 |                 |        |   |        |                     |        |
| 1  | Perceptions that Street scene deteriorates after collection as bags and boxes left on streets |  |  |              |             |   |   |  |                 |  |   |   |        |  |   |                 |                 |        |   |        |                     |        |
|  |   |  |  |              |             |   |   |  |                 |  |   |   |        |  |   |                 |                 |        |   |        |                     |        |
| Has this proposal made any assumptions?                                      |   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>One bag (of each colour) per household</td> </tr> <tr> <td>2</td> <td>£2 per bag with replacement rate of 25-30%</td> </tr> <tr> <td>3</td> <td>Prudential borrowing to cover the costs of the bags</td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment</b></p> <p>Survey showed that 90% of residents put out 2 or less bags per week – polyprop bags will hold equivalent of 2.5 bags of material.</p>   | Ref  | Assumption   | 1           | One bag (of each colour) per household  | 2 | £2 per bag with replacement rate of 25-30%   | 3               | Prudential borrowing to cover the costs of the bags  | 4 |   |        |  |   |                 |                 |        |   |        |                     |        |
| Ref  | Assumption  |  |  |              |             |   |   |  |                 |  |   |   |        |  |   |                 |                 |        |   |        |                     |        |
| 1  | One bag (of each colour) per household  |  |  |              |             |   |   |  |                 |  |   |   |        |  |   |                 |                 |        |   |        |                     |        |
| 2  | £2 per bag with replacement rate of 25-30%  |  |  |              |             |   |   |  |                 |  |   |   |        |  |   |                 |                 |        |   |        |                     |        |
| 3  | Prudential borrowing to cover the costs of the bags   |  |  |              |             |   |   |  |                 |  |   |   |        |  |   |                 |                 |        |   |        |                     |        |
| 4  |   |  |  |              |             |   |   |  |                 |  |   |   |        |  |   |                 |                 |        |   |        |                     |        |
| Has a risk analysis been completed for this proposal?                        | Yes   | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Public perception in relation to street scene as a result of bags being left on the street</td> <td>Green</td> <td>We already have green bags, food caddies and glass boxes on the street following collections</td> </tr> <tr> <td>2</td> <td>Phased approach to implementation causes limited income potential</td> <td>Amber</td> <td>Deliver to the main residential areas and work with WRAP to identify best practice for problematic areas and areas with limited external storage and internal storage.<br/><br/>This will allow us to monitor usage and quantify results and create bespoke solutions and manage the potential impact on income.</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/>WRAP – Waste Resources Action Programme</p> | Ref  | Risk         | RAG Rating  | Mitigation  | 1 | Public perception in relation to street scene as a result of bags being left on the street | Green           | We already have green bags, food caddies and glass boxes on the street following collections | 2 | Phased approach to implementation causes limited income potential | Amber  | Deliver to the main residential areas and work with WRAP to identify best practice for problematic areas and areas with limited external storage and internal storage.<br><br>This will allow us to monitor usage and quantify results and create bespoke solutions and manage the potential impact on income. |   |                 |                 |        |   |        |                     |        |
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| 1  | Public perception in relation to street scene as a result of bags being left on the street    | Green  | We already have green bags, food caddies and glass boxes on the street following collections   |              |             |   |   |  |                 |  |   |   |        |  |   |                 |                 |        |   |        |                     |        |
| 2  | Phased approach to implementation causes limited income potential                             | Amber  | Deliver to the main residential areas and work with WRAP to identify best practice for problematic areas and areas with limited external storage and internal storage.<br><br>This will allow us to monitor usage and quantify results and create bespoke solutions and manage the potential impact on income. |              |             |   |   |  |                 |  |   |   |        |  |   |                 |                 |        |   |        |                     |        |
|  |   |  |  |              |             |   |   |  |                 |  |   |   |        |  |   |                 |                 |        |   |        |                     |        |
| What further consultation and engagement will be required for this proposal? |   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Strong Communities Select</td> <td>Report with SCS</td> <td>Dec 18</td> </tr> <tr> <td>2</td> <td>Cabinet</td> <td>Report</td> <td>Jan 19</td> </tr> <tr> <td>3</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Jan 19</td> </tr> <tr> <td>4</td> <td>Public</td> <td>Public consultation</td> <td>Jan 19</td> </tr> </tbody> </table> <p><b>Additional Comments</b></p>  | Ref  | Consultee    | Description | Comp/Pending  | 1 | Strong Communities Select  | Report with SCS | Dec 18   | 2 | Cabinet   | Report | Jan 19   | 3 | Elected Members | Formal Scrutiny | Jan 19 | 4 | Public | Public consultation | Jan 19 |
| Ref  | Consultee   | Description  | Comp/Pending   |              |             |   |   |  |                 |  |   |   |        |  |   |                 |                 |        |   |        |                     |        |
| 1  | Strong Communities Select   | Report with SCS  | Dec 18   |              |             |   |   |  |                 |  |   |   |        |  |   |                 |                 |        |   |        |                     |        |
| 2  | Cabinet   | Report   | Jan 19   |              |             |   |   |  |                 |  |   |   |        |  |   |                 |                 |        |   |        |                     |        |
| 3  | Elected Members   | Formal Scrutiny  | Jan 19   |              |             |   |   |  |                 |  |   |   |        |  |   |                 |                 |        |   |        |                     |        |
| 4  | Public  | Public consultation  | Jan 19   |              |             |   |   |  |                 |  |   |   |        |  |   |                 |                 |        |   |        |                     |        |

|   |                     | <b>The proposal is to be presented for decision to Cabinet on the 9<sup>th</sup> of January 2019.</b>   |                   |                 |          |                   |   |                     |                              |          |  |  |  |  |
|---|---------------------|---|-------------------|-----------------|----------|-------------------|---|---------------------|------------------------------|----------|--|--|--|--|
| Will this proposal require procurement of goods, services or works?                                     | Yes                 | Yes – procurement of new supplier for bags  |                   |                 |          |                   |   |                     |                              |          |  |  |  |  |
| Will support services be required for this proposal?  | Yes                 | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Communications Team</td> <td>Advertising new arrangements</td> <td>Internal</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> | Ref               | Support Service | Activity | Internal/External | 1 | Communications Team | Advertising new arrangements | Internal |  |  |  |  |
| Ref   | Support Service     | Activity  | Internal/External |                 |          |                   |   |                     |                              |          |  |  |  |  |
| 1   | Communications Team | Advertising new arrangements  | Internal          |                 |          |                   |   |                     |                              |          |  |  |  |  |
|   |                     |   |                   |                 |          |                   |   |                     |                              |          |  |  |  |  |
| Will this proposal impact on the authorities built assets. E.g. service change, resource amendment etc. | No                  |   |                   |                 |          |                   |   |                     |                              |          |  |  |  |  |
| Will this proposal present any future collaboration opportunities?                                      | Yes                 | Collaboration with Torfaen and Blaenau Gwent through Heads of Valleys to market dry recyclables and sell to market as regional contract   |                   |                 |          |                   |   |                     |                              |          |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | No                  |   |                   |                 |          |                   |   |                     |                              |          |  |  |  |  |
| How will the impact of this proposal be measured? E.g. Budget/Process/Staff/Customer KPI's              |                     | Proposal will be measured via <ul style="list-style-type: none"> <li>• Revenue budget monitoring process</li> <li>• Customer satisfaction survey</li> <li>• Recycling performance indicators</li> </ul>   |                   |                 |          |                   |   |                     |                              |          |  |  |  |  |

|                |  |                           |             |
|----------------|--|---------------------------|-------------|
| Proposal Title | Recycled plastic bags for food waste caddies | Lead/Responsible Officer: | Carl Touhig |
| Your Ref No:   | ENT004                                       | Directorate:              | Enterprise  |
| Version No:    | 1  | Section:                  | WSS         |
| Date:          | 05/12/18                                     |                           |             |

| Version | Date       | Changes Made      |
|---------|------------|-------------------|
| 1       | 05/12/2018 | Carl Touhig 20.38 |
| 2       |            |                   |

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

MCC signed a new contract for the treatment of Food Waste with Agrivert in April 2018. The contract stipulates that Agrivert must accept food contained in compostable (starch) bags. Whilst the company is obliged to receive food in compostable bags the bags are not composted as a part of this process; they are removed from the food and are sent for Energy from Waste (EfW) for treatment (incineration).

MCC currently supply corn starch bags for food waste collections – the new reprocessor would prefer food to be collected in plastic bags as this increases the food yield and quality. The provision of plastic bags would allow MCC to save money with no diminution in service.

The provision of plastic bags are significantly cheaper than corn starch with corn starch bags currently costing around 1.5p each, and plastic bags range from .06p to 1p per bag.

This service change and proposal has been considered by the Strong Communities Select committee in December 2018.

**The proposal is to be presented for decision to Cabinet on the 9<sup>th</sup> of January 2019.**

Please provide the following information to support your proposal

| Question   | Y/N  | Comments/Impact  |  |                  |                   |             |             |                           |            |                             |  |  |   |                             |                              |   |   |  |
|--|--|--|--|------------------|-------------------|-------------|-------------|---------------------------|------------|-----------------------------|--|--|---|-----------------------------|------------------------------|---|---|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y  | Council is working towards reducing single use plastics and become a Plastic Free County. The change to plastic bags will allow residents to re-use bread bags, frozen food bags, and vegetable bags in their food caddies and reduce reliance on council provision.   |  |                  |                   |             |             |                           |            |                             |  |  |   |                             |                              |   |   |  |
| Has a Future Generations Evaluation been completed for this proposal?  | Y  | WFGA evaluation completed for report (combined with ENT003)  |  |                  |                   |             |             |                           |            |                             |  |  |   |                             |                              |   |   |  |
| What consultation and engagement has been undertaken to date?          |  | <ul style="list-style-type: none"> <li>Site visit to new reprocessor facility with Members November 18</li> <li>Strong Communities Select Dec 18</li> <li>Consultation with Plastic Free Groups January 2019</li> <li>Informal SLT and Cabinet</li> </ul>  |  |                  |                   |             |             |                           |            |                             |  |  |   |                             |                              |   |   |  |
| Has an option appraisal been undertaken?                               | Y  | <p>The options appraisal undertaken and included within the Select and Cabinet report is provided in the table below:</p> <table border="1"> <thead> <tr> <th>Option</th> <th>Impact on Public</th> <th>Impact on Savings</th> <th>Other Notes</th> </tr> </thead> <tbody> <tr> <td>Do nothing.</td> <td>No changes for the public</td> <td>No savings</td> <td>Bags are from waste and EfW</td> </tr> <tr> <td>Continue to supply starch bags but allow residents to use plastic bags</td> <td>No change to public from MCC but wider choice for residents and allows them to reuse other single use plastic bags</td> <td>No savings – mixed message on what the process is</td> <td>Bags are from waste and EfW</td> </tr> <tr> <td>Supply recycled plastic bags</td> <td>Reduces costs, increase capture of food waste, easy for residents</td> <td>Public perception of single use plastics causes backlash.</td> <td>Ensure the concise or are being going to E</td> </tr> </tbody> </table> | Option                                     | Impact on Public | Impact on Savings | Other Notes | Do nothing. | No changes for the public | No savings | Bags are from waste and EfW | Continue to supply starch bags but allow residents to use plastic bags | No change to public from MCC but wider choice for residents and allows them to reuse other single use plastic bags | No savings – mixed message on what the process is | Bags are from waste and EfW | Supply recycled plastic bags | Reduces costs, increase capture of food waste, easy for residents | Public perception of single use plastics causes backlash. | Ensure the concise or are being going to E |
| Option   | Impact on Public   | Impact on Savings  | Other Notes                                |                  |                   |             |             |                           |            |                             |  |  |   |                             |                              |   |   |  |
| Do nothing.  | No changes for the public  | No savings   | Bags are from waste and EfW                |                  |                   |             |             |                           |            |                             |  |  |   |                             |                              |   |   |  |
| Continue to supply starch bags but allow residents to use plastic bags | No change to public from MCC but wider choice for residents and allows them to reuse other single use plastic bags | No savings – mixed message on what the process is  | Bags are from waste and EfW                |                  |                   |             |             |                           |            |                             |  |  |   |                             |                              |   |   |  |
| Supply recycled plastic bags   | Reduces costs, increase capture of food waste, easy for residents  | Public perception of single use plastics causes backlash.  | Ensure the concise or are being going to E |                  |                   |             |             |                           |            |                             |  |  |   |                             |                              |   |   |  |

| Does this proposal affect other MCC services?                          | Y  | Plastic bags would allow us to increase number of bags on roll and this would decrease residents visiting Hubs for replacement bags. Full consultation and engagement with Hubs regarding proposal will ensure that this is managed  |                        |                    |       |                        |                   |                                       |       |                            |   |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |
|--|--|--|------------------------|--------------------|-------|------------------------|-------------------|---------------------------------------|-------|----------------------------|---|--|--|--|--|--------|--|--|--|--|--|--|--|--|--|--|
| Is this proposal dependant on other services?                          | N  | This is a waste service proposal only  |                        |                    |       |                        |                   |                                       |       |                            |   |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | N  | Current Waste Policies are being drafted to incorporate this change  |                        |                    |       |                        |                   |                                       |       |                            |   |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                     | N  | This change is in relation to the bag used for food recycling only and will not have any staff implications  |                        |                    |       |                        |                   |                                       |       |                            |   |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?        | N  | There will not be any foreseen legal implications for the authority  |                        |                    |       |                        |                   |                                       |       |                            |   |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |
| What is the financial benefit of this proposal?                        |  | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>MCC Purchase plastic bags</td> <td></td> <td>30,000</td> <td></td> <td></td> <td></td> <td>30,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b><br/> Heads of Valley have funding for promotion of food waste across the 3 partners Blaenau Gwent and Torfaen. If bags were purchased collaboratively with HoV funding there would be a one off saving of £70,000 in 2019, if this windfall occurs the £70k will be utilised to support and enhance the marketing of the change in service, delivery of the bags and roll out of all of the service changes proposed within Waste and Street Scene. A successful marketing campaign could reduce food waste costs for future years.</p> | Description            | Remainder of 18/19 | 19/20 | 20/21                  | 21/22             | 22/23                                 | Total | MCC Purchase plastic bags  |   | 30,000                                   |  |  |  | 30,000 |  |  |  |  |  |  |  |  |  |  |
| Description  | Remainder of 18/19                       | 19/20  | 20/21                  | 21/22              | 22/23 | Total                  |                   |                                       |       |                            |   |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |
| MCC Purchase plastic bags  |  | 30,000   |                        |                    |       | 30,000                 |                   |                                       |       |                            |   |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |
|  |  |  |                        |                    |       |                        |                   |                                       |       |                            |   |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |
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| Investment Description   | Remainder of 18/19                       | 19/20  | 20/21                  | 21/22              | 22/23 | Total                  | Source of funding |                                       |       |                            |   |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |
|  |  |  |                        |                    |       |                        |                   |                                       |       |                            |   |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |
|  |  |  |                        |                    |       |                        |                   |                                       |       |                            |   |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   | Y  | Potential funding for 20/21 through Heads of Valleys partnership to deliver food waste reduction campaign aligned to Love Food Hate Waste  |                        |                    |       |                        |                   |                                       |       |                            |   |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                     | Y  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>More choice for public</td> </tr> <tr> <td>2</td> <td>More kerbside recycling of food waste</td> </tr> <tr> <td>3</td> <td>Better yield of food waste</td> </tr> <tr> <td>4</td> <td>Reduction in food in black bags residual</td> </tr> </tbody> </table>  | Ref                    | Benefit            | 1     | More choice for public | 2                 | More kerbside recycling of food waste | 3     | Better yield of food waste | 4 | Reduction in food in black bags residual |  |  |  |        |  |  |  |  |  |  |  |  |  |  |
| Ref  | Benefit                                  |  |                        |                    |       |                        |                   |                                       |       |                            |   |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |
| 1  | More choice for public                   |  |                        |                    |       |                        |                   |                                       |       |                            |   |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |
| 2  | More kerbside recycling of food waste    |  |                        |                    |       |                        |                   |                                       |       |                            |   |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |
| 3  | Better yield of food waste               |  |                        |                    |       |                        |                   |                                       |       |                            |   |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |
| 4  | Reduction in food in black bags residual |  |                        |                    |       |                        |                   |                                       |       |                            |   |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |

|  |   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Negative perception of single use plastic bags</td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/> Open and transparent dialogue with residents and plastic free groups on benefits of using recycled plastic bags.<br/> Arrange further visits to reprocessor site for Members and stakeholder groups.</p>                                | Ref               | Disadvantage    | 1           | Negative perception of single use plastic bags  | 2 |  | 3               |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
|--|---|--|-------------------|-----------------|-------------|---|---|--|-----------------|--------|---|---------|--------|--|---|--------|---------------------|--------|---|-----------------|-----------------|--------|
| Ref  | Disadvantage  |  |                   |                 |             |   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
| 1  | Negative perception of single use plastic bags  |  |                   |                 |             |   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
| 2  |   |  |                   |                 |             |   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
| 3  |   |  |                   |                 |             |   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
| Has this proposal made any assumptions?                                      |   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Cost of recycled plastic bags and therefore the saving provided is a prudent estimate</td> </tr> <tr> <td>2</td> <td>Bags would be 90% recycled plastic content</td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment</b></p>  | Ref               | Assumption      | 1           | Cost of recycled plastic bags and therefore the saving provided is a prudent estimate | 2 | Bags would be 90% recycled plastic content | 3               |        | 4 |         |        |  |   |        |                     |        |   |                 |                 |        |
| Ref  | Assumption  |  |                   |                 |             |   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
| 1  | Cost of recycled plastic bags and therefore the saving provided is a prudent estimate |  |                   |                 |             |   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
| 2  | Bags would be 90% recycled plastic content  |  |                   |                 |             |   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
| 3  |   |  |                   |                 |             |   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
| 4  |   |  |                   |                 |             |   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
| Has a risk analysis been completed for this proposal?                        | Yes   | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/> There are risks in relation to each option as listed above in the options appraisal section of the report.</p>   | Ref               | Risk            | RAG Rating  | Mitigation  |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
| Ref  | Risk  | RAG Rating   | Mitigation        |                 |             |   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
|  |   |  |                   |                 |             |   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
|  |   |  |                   |                 |             |   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
| What further consultation and engagement will be required for this proposal? |   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Strong Communities Select</td> <td>Report with SCS</td> <td>Dec 18</td> </tr> <tr> <td>2</td> <td>Cabinet</td> <td>Report</td> <td></td> </tr> <tr> <td>3</td> <td>Public</td> <td>Public consultation</td> <td>Jan 19</td> </tr> <tr> <td>4</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Jan 19</td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> | Ref               | Consultee       | Description | Comp/Pending  | 1 | Strong Communities Select                  | Report with SCS | Dec 18 | 2 | Cabinet | Report |  | 3 | Public | Public consultation | Jan 19 | 4 | Elected Members | Formal Scrutiny | Jan 19 |
| Ref  | Consultee   | Description  | Comp/Pending      |                 |             |   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
| 1  | Strong Communities Select   | Report with SCS  | Dec 18            |                 |             |   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
| 2  | Cabinet   | Report   |                   |                 |             |   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
| 3  | Public  | Public consultation  | Jan 19            |                 |             |   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
| 4  | Elected Members   | Formal Scrutiny  | Jan 19            |                 |             |   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
| Will this proposal require procurement of goods, services or works?          | Y   | Yes – procure new supplier for bags, however it is likely we can use an existing framework and call off from this for the supply for bags.   |                   |                 |             |   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
| Will support services be required for this proposal?                         | N   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/> This change will not require this level of support and the framework is in place and it is minor service change.</p>  | Ref               | Support Service | Activity    | Internal/External   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
| Ref  | Support Service   | Activity   | Internal/External |                 |             |   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
|  |   |  |                   |                 |             |   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |
|  |   |  |                   |                 |             |   |   |  |                 |        |   |         |        |  |   |        |                     |        |   |                 |                 |        |

|  |   |   |
|--|---|---|
|  |   |   |
| Will this proposal impact on the authorities built assets.<br>E.g. service change, resource amendment etc. | N |   |
| Will this proposal present any future collaboration opportunities?   | Y | Collaboration with Torfaen and Blaenau Gwent through Heads of Valleys food waste partnership to look at other waste and recycling streams to reduce costs regionally                          |
| Will this project benefit from digital intervention to increase efficiency or increase service quality?    | N |   |
| How will the impact of this proposal be measured?<br>E.g. Budget/Process/Staff/ Customer KPI's             |   | <p>The proposal will be measured via</p> <ul style="list-style-type: none"> <li>• Budget monitoring process</li> <li>• Customer survey</li> <li>• Recycling Performance Indicators</li> </ul> |

|                |   |                           |             |
|----------------|---|---------------------------|-------------|
| Proposal Title | Day closure of Household Waste Recycling Centres (HWRC) | Lead/Responsible Officer: | Carl Touhig |
| Your Ref No:   | ENT005 + ENT006   | Directorate:              | Enterprise  |
| Version No:    | 1   | Section:                  | WSS         |
| Date:          | 05/12/18  |                           |             |

| Version | Date | Changes Made |
|---------|------|--------------|
| 1       |      |              |
| 2       |      |              |

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

Under the Environmental Protection Act 1990, local authorities have a legislative duty to provide one Civic Amenity Site in the County for the disposal of bulky waste items. MCC have four sites across the County, Five Lanes Caldicot, Llanfoist, Abergavenny, Usk and Mitchel Troy Monmouth. Of the four sites both Llanfoist and Five Lanes offer a modern Household Waste Recycling Centre (HWRC) facility to manage a wide range of materials, which can be recycled at the sites. The sites each open for 70 hrs per week. However the range of materials that are accepted at each site vary as does the suitability and condition of each site.

A number of proposals regarding the service provision at the HWRC's have been presented to Strong Communities Select on the 6<sup>th</sup> of December for recommendation to Council. After consideration of various options, including full closures, it was recommended by the Select Committee that only one of these options should be proposed and that was to consider day closures at the sites. These are day closures (reduction of opening hours through the week) this option will consist of the following closures– Llanfoist 1 day, Troy 2 days, Usk 2 days, Five Lanes 1 day. This offers the most cost effective configuration and avoids weekend closures.

| Site       | Monday    | Tuesday   | Wednesday | Thursday  | Friday    | Saturday  | Sunday    |
|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Llanfoist  | 0800-1800 | Closed    | 0800-1800 | 0800-1800 | 0800-1800 | 0800-1800 | 0800-1800 |
| Troy       | 0800-1800 | 0800-1800 | 0800-1800 | Closed    | Closed    | 0800-1800 | 0800-1800 |
| Usk        | Closed    | Closed    | 0800-1800 | 0800-1800 | 0800-1800 | 0800-1800 | 0800-1800 |
| Five Lanes | 0800-1800 | 0800-1800 | Closed    | 0800-1800 | 0800-1800 | 0800-1800 | 0800-1800 |

Whilst the proposal in the 2019/20 budget is for day closures applied across the County the assessment of options has highlighted significant inconsistencies in the quality of HWRC provision offered at the four sites. To assess the standard and suitability of the existing sites Welsh Government are sponsoring via their advisors WRAP, an independent audit of the sites. The results of this audit will be provided in the 2019/20 financial year. Irrespective of the audit, officers are already aware of operating problems at Troy given the congested nature of the site as well as the need for significant investment required at Usk to remain open. With investment, the site at Usk will remain extremely limited in what it can receive, coupled with being poorly situated in a congested car park and concerns about the adequacy of the drainage system.

Of relevance to the Usk site a decision has been taken to jointly fund with Usk Town Council a wider study that will investigate the priorities for Usk and Woodside residents (including issues such as traffic, parking, supporting retail, leisure facilities etc). The results and outcome of the audit including any findings and recommendations will be incorporated into the results of the study.

Please provide the following information to support your proposal

| Question   | Y/N | Comments/Impact                 |
|--|-----|---------------------------------|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y   | Better use of Council resources |



| Has a Future Generations Evaluation been completed for this proposal? | Y  | FGEA evaluation completed for report   |  |       |       |        |  |  |             |                    |       |         |             |                           |            |              |  |  |   |  |  |                   |  |   |  |  |  |  |  |
|---|--|--|--|-------|-------|--------|--|--|-------------|--------------------|-------|---------|-------------|---------------------------|------------|--------------|--|--|---|--|--|-------------------|--|---|--|--|--|--|--|
| What consultation and engagement has been undertaken to date?         | Y  | <ul style="list-style-type: none"> <li>• Informal consultation with SLT and Cabinet</li> <li>• Resident survey</li> <li>• Strong Communities Select Committee December 2018</li> </ul>   |  |       |       |        |  |  |             |                    |       |         |             |                           |            |              |  |  |   |  |  |                   |  |   |  |  |  |  |  |
| Has an option appraisal been undertaken?                              | Y  | <p>The options appraisal undertaken and included within the Select report is provided in the table below:</p> <table border="1" data-bbox="635 539 1481 1059"> <thead> <tr> <th>Option</th> <th>Benefit</th> <th>Risk</th> <th>Comment</th> </tr> </thead> <tbody> <tr> <td>Do nothing.</td> <td>No changes for the public</td> <td>No savings</td> <td></td> </tr> <tr> <td>Close the sites as proposed by Viridor and set out above</td> <td>Savings achieved without full closures of sites. Impact on residents is limited, easy to advertise and understand.</td> <td>Fly tipping increases. Sites become busier during peak times.</td> <td>Viridor have provided data and these closures offer the greatest saving with no impact on Viridor staff working hours.<br/><br/>Neighbouring authorities have not reported increases in fly tipping following these types of closures.</td> </tr> <tr> <td>Seasonal closures, changes to opening hours, close sites</td> <td>Savings increase.</td> <td>Difficult to advertise, public become confused, increased fly tipping, public backlash, Viridor staff affected financially</td> <td>Full savings in staff costs will not be realised as Viridor overheads on shorter days are the same.</td> </tr> </tbody> </table> |  |       |       |        |  |  | Option      | Benefit            | Risk  | Comment | Do nothing. | No changes for the public | No savings |              | Close the sites as proposed by Viridor and set out above | Savings achieved without full closures of sites. Impact on residents is limited, easy to advertise and understand. | Fly tipping increases. Sites become busier during peak times. | Viridor have provided data and these closures offer the greatest saving with no impact on Viridor staff working hours.<br><br>Neighbouring authorities have not reported increases in fly tipping following these types of closures. | Seasonal closures, changes to opening hours, close sites | Savings increase. | Difficult to advertise, public become confused, increased fly tipping, public backlash, Viridor staff affected financially | Full savings in staff costs will not be realised as Viridor overheads on shorter days are the same. |  |  |  |  |  |
| Option  | Benefit  | Risk   | Comment  |       |       |        |  |  |             |                    |       |         |             |                           |            |              |  |  |   |  |  |                   |  |   |  |  |  |  |  |
| Do nothing.   | No changes for the public  | No savings   |  |       |       |        |  |  |             |                    |       |         |             |                           |            |              |  |  |   |  |  |                   |  |   |  |  |  |  |  |
| Close the sites as proposed by Viridor and set out above              | Savings achieved without full closures of sites. Impact on residents is limited, easy to advertise and understand. | Fly tipping increases. Sites become busier during peak times.  | Viridor have provided data and these closures offer the greatest saving with no impact on Viridor staff working hours.<br><br>Neighbouring authorities have not reported increases in fly tipping following these types of closures. |       |       |        |  |  |             |                    |       |         |             |                           |            |              |  |  |   |  |  |                   |  |   |  |  |  |  |  |
| Seasonal closures, changes to opening hours, close sites              | Savings increase.  | Difficult to advertise, public become confused, increased fly tipping, public backlash, Viridor staff affected financially   | Full savings in staff costs will not be realised as Viridor overheads on shorter days are the same.  |       |       |        |  |  |             |                    |       |         |             |                           |            |              |  |  |   |  |  |                   |  |   |  |  |  |  |  |
| Does this proposal affect other MCC services?                         | Y  | Contact centre may see an increase in calls but we will provide full details of all site opening times on our website  |  |       |       |        |  |  |             |                    |       |         |             |                           |            |              |  |  |   |  |  |                   |  |   |  |  |  |  |  |
| Is this proposal dependant on other services?                         | N  | N/A  |  |       |       |        |  |  |             |                    |       |         |             |                           |            |              |  |  |   |  |  |                   |  |   |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?              | N  | Current policies for HWRC sites will be updated to reflect the changes, if approved.   |  |       |       |        |  |  |             |                    |       |         |             |                           |            |              |  |  |   |  |  |                   |  |   |  |  |  |  |  |
| Will this proposal have any staffing implications?                    | N  | The implications will not be to MCC staff but there is an impact upon those employed by the contractor that manages this service on behalf of MCC.   |  |       |       |        |  |  |             |                    |       |         |             |                           |            |              |  |  |   |  |  |                   |  |   |  |  |  |  |  |
| Will this project have any legal implication for the authority?       | N  | We are meeting our statutory obligation so no legal implications   |  |       |       |        |  |  |             |                    |       |         |             |                           |            |              |  |  |   |  |  |                   |  |   |  |  |  |  |  |
| What is the financial benefit of this proposal?                       |  | <table border="1" data-bbox="584 1644 1398 1776"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Day Closures</td> <td></td> <td>72,000</td> <td></td> <td></td> <td></td> <td>72,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments</b></p> <p>Day Closures:<br/> If day closures are agreed and implemented from March 1<sup>st</sup>, the full reduction in costs could be achieved in 2019/20. It is recommended that 2 months' notice should be provided for day closures. The saving proposed is based upon costs provided by the contractor Viridor. Any adjustments to service provision have already been discussed with the contractor and indications of the financial impact are shown in the mandate. However following approval by Council officers must then formally inform the contractor who will then launch into formal staff</p>   |  |       |       |        |  |  | Description | Remainder of 18/19 | 19/20 | 20/21   | 21/22       | 22/23                     | Total      | Day Closures |  | 72,000   |   |  |  | 72,000            |  |   |  |  |  |  |  |
| Description   | Remainder of 18/19   | 19/20  | 20/21  | 21/22 | 22/23 | Total  |  |  |             |                    |       |         |             |                           |            |              |  |  |   |  |  |                   |  |   |  |  |  |  |  |
| Day Closures  |  | 72,000   |  |       |       | 72,000 |  |  |             |                    |       |         |             |                           |            |              |  |  |   |  |  |                   |  |   |  |  |  |  |  |
|   |  |  |  |       |       |        |  |  |             |                    |       |         |             |                           |            |              |  |  |   |  |  |                   |  |   |  |  |  |  |  |

|  |   | consultation. Realistically any change to service such as day closures will not be implemented until April 2019 at best.  |                        |                    |            |                         |                   |       |       |                   |   |  |     |              |   |   |   |                                |   |  |
|--|---|---|------------------------|--------------------|------------|-------------------------|-------------------|-------|-------|-------------------|---|--|-----|--------------|---|---|---|--------------------------------|---|--|
| Will this proposal require revenue or capital investment to implement? | Y   | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/>New signage at the sites will be required.</p>  | Investment Description | Remainder of 18/19 | 19/20      | 20/21                   | 21/22             | 22/23 | Total | Source of funding |   |  |     |              |   |   |   |                                |   |  |
| Investment Description   | Remainder of 18/19                            | 19/20   | 20/21                  | 21/22              | 22/23      | Total                   | Source of funding |       |       |                   |   |  |     |              |   |   |   |                                |   |  |
|  |   |   |                        |                    |            |                         |                   |       |       |                   |   |  |     |              |   |   |   |                                |   |  |
| Has this proposal considered the opportunities for external funding?   | Yes   | Neighbouring authorities have been asked to support costs of cross border waste over past 2 years.  |                        |                    |            |                         |                   |       |       |                   |   |  |     |              |   |   |   |                                |   |  |
| Will this proposal have any non-financial impacts?                     | Yes   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>More kerbside recycling</td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Residents will not have same level of service</td> </tr> <tr> <td>2</td> <td>Potential fly tipping increase</td> </tr> <tr> <td>3</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/>Authorities that have implemented day closures have not reported increased fly tipping but as more councils implement restrictions this remains a risk.</p> | Ref                    | Benefit            | 1          | More kerbside recycling | 2                 |       | 3     |                   | 4 |  | Ref | Disadvantage | 1 | Residents will not have same level of service | 2 | Potential fly tipping increase | 3 |  |
| Ref  | Benefit                                       |   |                        |                    |            |                         |                   |       |       |                   |   |  |     |              |   |   |   |                                |   |  |
| 1  | More kerbside recycling                       |   |                        |                    |            |                         |                   |       |       |                   |   |  |     |              |   |   |   |                                |   |  |
| 2  |   |   |                        |                    |            |                         |                   |       |       |                   |   |  |     |              |   |   |   |                                |   |  |
| 3  |   |   |                        |                    |            |                         |                   |       |       |                   |   |  |     |              |   |   |   |                                |   |  |
| 4  |   |   |                        |                    |            |                         |                   |       |       |                   |   |  |     |              |   |   |   |                                |   |  |
| Ref  | Disadvantage                                  |   |                        |                    |            |                         |                   |       |       |                   |   |  |     |              |   |   |   |                                |   |  |
| 1  | Residents will not have same level of service |   |                        |                    |            |                         |                   |       |       |                   |   |  |     |              |   |   |   |                                |   |  |
| 2  | Potential fly tipping increase                |   |                        |                    |            |                         |                   |       |       |                   |   |  |     |              |   |   |   |                                |   |  |
| 3  |   |   |                        |                    |            |                         |                   |       |       |                   |   |  |     |              |   |   |   |                                |   |  |
| Has this proposal made any assumptions?                                | Yes   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/>A number of assumptions have to be made with regard to the implications of reducing opening hours at sites. The savings proposed are indicative and based upon the staffing levels required at each site.</p>   | Ref                    | Assumption         | 1          |                         | 2                 |       |       |                   |   |  |     |              |   |   |   |                                |   |  |
| Ref  | Assumption                                    |   |                        |                    |            |                         |                   |       |       |                   |   |  |     |              |   |   |   |                                |   |  |
| 1  |   |   |                        |                    |            |                         |                   |       |       |                   |   |  |     |              |   |   |   |                                |   |  |
| 2  |   |   |                        |                    |            |                         |                   |       |       |                   |   |  |     |              |   |   |   |                                |   |  |
| Has a risk analysis been completed for this proposal?                  | Yes   | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/>Please see notes within the options appraisal for a list of the risks</p>  | Ref                    | Risk               | RAG Rating | Mitigation              |                   |       |       |                   |   |  |     |              |   |   |   |                                |   |  |
| Ref  | Risk  | RAG Rating  | Mitigation             |                    |            |                         |                   |       |       |                   |   |  |     |              |   |   |   |                                |   |  |
|  |   |   |                        |                    |            |                         |                   |       |       |                   |   |  |     |              |   |   |   |                                |   |  |
|  |   |   |                        |                    |            |                         |                   |       |       |                   |   |  |     |              |   |   |   |                                |   |  |

| What further consultation and engagement will be required for this proposal?                            |                           | <table border="1" data-bbox="584 311 1399 598"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Strong Communities Select</td> <td>Report with SCS</td> <td>Dec 18</td> </tr> <tr> <td>2</td> <td>Cabinet</td> <td>Report</td> <td>Dec 18</td> </tr> <tr> <td>3</td> <td>Public</td> <td>Public consultation</td> <td>Jan 19</td> </tr> <tr> <td>4</td> <td>Elected Members</td> <td>Formal scrutiny</td> <td>Jan 19</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p data-bbox="584 622 1399 707"><b>Additional Comments:</b></p> | Ref               | Consultee       | Description | Comp/Pending      | 1 | Strong Communities Select | Report with SCS | Dec 18 | 2 | Cabinet | Report | Dec 18 | 3 | Public | Public consultation | Jan 19 | 4 | Elected Members | Formal scrutiny | Jan 19 |  |  |  |  |  |  |  |  |
|---|---------------------------|--|-------------------|-----------------|-------------|-------------------|---|---------------------------|-----------------|--------|---|---------|--------|--------|---|--------|---------------------|--------|---|-----------------|-----------------|--------|--|--|--|--|--|--|--|--|
| Ref   | Consultee                 | Description  | Comp/Pending      |                 |             |                   |   |                           |                 |        |   |         |        |        |   |        |                     |        |   |                 |                 |        |  |  |  |  |  |  |  |  |
| 1   | Strong Communities Select | Report with SCS  | Dec 18            |                 |             |                   |   |                           |                 |        |   |         |        |        |   |        |                     |        |   |                 |                 |        |  |  |  |  |  |  |  |  |
| 2   | Cabinet                   | Report   | Dec 18            |                 |             |                   |   |                           |                 |        |   |         |        |        |   |        |                     |        |   |                 |                 |        |  |  |  |  |  |  |  |  |
| 3   | Public                    | Public consultation  | Jan 19            |                 |             |                   |   |                           |                 |        |   |         |        |        |   |        |                     |        |   |                 |                 |        |  |  |  |  |  |  |  |  |
| 4   | Elected Members           | Formal scrutiny  | Jan 19            |                 |             |                   |   |                           |                 |        |   |         |        |        |   |        |                     |        |   |                 |                 |        |  |  |  |  |  |  |  |  |
|   |                           |  |                   |                 |             |                   |   |                           |                 |        |   |         |        |        |   |        |                     |        |   |                 |                 |        |  |  |  |  |  |  |  |  |
|   |                           |  |                   |                 |             |                   |   |                           |                 |        |   |         |        |        |   |        |                     |        |   |                 |                 |        |  |  |  |  |  |  |  |  |
| Will this proposal require procurement of goods, services or works?                                     | Y                         | Signage will be required at each site to update on any changes to opening hours  |                   |                 |             |                   |   |                           |                 |        |   |         |        |        |   |        |                     |        |   |                 |                 |        |  |  |  |  |  |  |  |  |
| Will support services be required for this proposal?  | N                         | <table border="1" data-bbox="584 848 1399 965"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p data-bbox="584 992 1399 1050"><b>Additional Comment:</b></p>  | Ref               | Support Service | Activity    | Internal/External |   |                           |                 |        |   |         |        |        |   |        |                     |        |   |                 |                 |        |  |  |  |  |  |  |  |  |
| Ref   | Support Service           | Activity   | Internal/External |                 |             |                   |   |                           |                 |        |   |         |        |        |   |        |                     |        |   |                 |                 |        |  |  |  |  |  |  |  |  |
|   |                           |  |                   |                 |             |                   |   |                           |                 |        |   |         |        |        |   |        |                     |        |   |                 |                 |        |  |  |  |  |  |  |  |  |
|   |                           |  |                   |                 |             |                   |   |                           |                 |        |   |         |        |        |   |        |                     |        |   |                 |                 |        |  |  |  |  |  |  |  |  |
|   |                           |  |                   |                 |             |                   |   |                           |                 |        |   |         |        |        |   |        |                     |        |   |                 |                 |        |  |  |  |  |  |  |  |  |
| Will this proposal impact on the authorities built assets. E.g. service change, resource amendment etc. | N                         |  |                   |                 |             |                   |   |                           |                 |        |   |         |        |        |   |        |                     |        |   |                 |                 |        |  |  |  |  |  |  |  |  |
| Will this proposal present any future collaboration opportunities?                                      | No                        |  |                   |                 |             |                   |   |                           |                 |        |   |         |        |        |   |        |                     |        |   |                 |                 |        |  |  |  |  |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | No                        |  |                   |                 |             |                   |   |                           |                 |        |   |         |        |        |   |        |                     |        |   |                 |                 |        |  |  |  |  |  |  |  |  |
| How will the impact of this proposal be measured? E.g. Budget/Process/Staff/Customer KPI's              |                           | <ul data-bbox="584 1503 951 1561" style="list-style-type: none"> <li>• Budget management process</li> <li>• Customer surveys</li> </ul>  |                   |                 |             |                   |   |                           |                 |        |   |         |        |        |   |        |                     |        |   |                 |                 |        |  |  |  |  |  |  |  |  |

|                |  |                           |             |
|----------------|--|---------------------------|-------------|
| Proposal Title | Resident Permits for use of household waste recycling centres (HWRC) | Lead/Responsible Officer: | Carl Touhig |
| Your Ref No:   | ENT008   | Directorate:              | Enterprise  |
| Version No:    | 1  | Section:                  | WSS         |
| Date:          | 05/12/18   |                           |             |

| Version | Date       | Changes Made      |
|---------|------------|-------------------|
| 1       | 05/12/2018 | Carl Touhig 20.34 |
| 2       |            |                   |

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

Local Authorities across Wales are introducing new mechanisms within their HWRC's that change the service provision or introduce intervention schemes to increase recycling. The changes within neighbouring Local Authority areas (both in England and Wales) has increased the amount of cross border waste entering the sites within MCC.

A number of proposals regarding the service provision at the HWRC's have been presented to Strong Communities Select on the 6<sup>th</sup> of December for recommendation to Council. Within this report the implementation of a permit system was proposed and supported by the Committee.

It is proposed that a resident permit scheme for using the HWRCs is introduced to reduce cross border waste. During surveys on HWRCs in August and September 2018, 15% of people gave an out of county postcode as their address. In a second survey, residents were asked if they would support a permit scheme for use of the HWRCs and only 31% of over 1700 respondents disagreed.

Please provide the following information to support your proposal

| Question   | Y/N | Comments/Impact  |   |  |   |
|--|-----|--|---|--|---|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y   | Better use of Council Resources  |   |  |   |
| Has a Future Generations Evaluation been completed for this proposal?  | Y   | FGE evaluation completed for report  |   |  |   |
| What consultation and engagement has been undertaken to date?          |     | <ul style="list-style-type: none"> <li>Resident survey</li> <li>Informal consultation with SLT and Cabinet</li> <li>Strong Communities Select December 2018</li> </ul>                                   |   |  |   |
| Has an option appraisal been undertaken?                               | Y   | Option   | Benefit   | Risk   | Comments  |
|  |     | Do Nothing   | No change for the public.   | Cross border waste tonnages continue to grow.  | MCC residents are negatively impacted with extended waiting times on site and additional closures for skip movements      |
|  |     | Ask residents to bring a form of identity to sites on each visit   | No additional cost to MCC in administering permits.                                     | Difficult to check every vehicle effectively. Stopping every car will slow down throughput and increase waiting times on site. | Would need two forms of ID e.g. Utility bill, driving license to ensure MCC resident                                      |
|  |     | Issue permits to every household   | Permits are easily visible to site staff. Only residents in MCC will receive the permit | Residents pass permits on to friends and family outside of county. Residents lose permits and increase in admin                | Lost permits can be reissued through MCS process. Residents can bring 2 forms of ID whilst waiting for replacement permit |
| Does this proposal affect other MCC services?                          | N   | This is a standalone change to the operations at the HWRC's, we will ensure training is provided to the contact centre and hub staff on the scheme so that they are able to provide advice to residents. |   |  |   |

| Is this proposal dependant on other services?                          | N  |   |                        |                    |       |  |                   |   |       |                                     |   |        |        |              |   |  |   |  |  |  |  |  |  |  |  |  |
|--|--|---|------------------------|--------------------|-------|--|-------------------|---|-------|-------------------------------------|---|--------|--------|--------------|---|--|---|--|--|--|--|--|--|--|--|--|
| Will this proposal require any amendments to MCC policy?               | Y  | WSS Policies are currently being drafted and will include updates in relation to the permit scheme.   |                        |                    |       |  |                   |   |       |                                     |   |        |        |              |   |  |   |  |  |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                     | N  | This change will not affect any staff but the staff at the HWRC sites will need to check permits and we have informed the contractor that this change may be coming.  |                        |                    |       |  |                   |   |       |                                     |   |        |        |              |   |  |   |  |  |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?        | N  |   |                        |                    |       |  |                   |   |       |                                     |   |        |        |              |   |  |   |  |  |  |  |  |  |  |  |  |
| What is the financial benefit of this proposal?                        |  | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Reduced costs of cross border waste</td> <td></td> <td>30,000</td> <td>50,000</td> <td></td> <td></td> <td>80,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> <p>Savings are based on 15% cross border waste = 3000tpa<br/> Average cost per tonne treatment £50 = £150k<br/> Costs to promote, implement and operate the scheme in year 1 will be higher than in subsequent years. These estimates will be tightened up in when we move into budget setting process next year.<br/> £30k saving achievable in 2019/20 with an additional £50k saving potentially achievable in 20/21.</p> | Description            | Remainder of 18/19 | 19/20 | 20/21  | 21/22             | 22/23   | Total | Reduced costs of cross border waste |   | 30,000 | 50,000 |              |   | 80,000   |   |  |  |  |  |  |  |  |  |  |
| Description  | Remainder of 18/19   | 19/20   | 20/21                  | 21/22              | 22/23 | Total  |                   |   |       |                                     |   |        |        |              |   |  |   |  |  |  |  |  |  |  |  |  |
| Reduced costs of cross border waste                                    |  | 30,000  | 50,000                 |                    |       | 80,000   |                   |   |       |                                     |   |        |        |              |   |  |   |  |  |  |  |  |  |  |  |  |
|  |  |   |                        |                    |       |  |                   |   |       |                                     |   |        |        |              |   |  |   |  |  |  |  |  |  |  |  |  |
| Will this proposal require revenue or capital investment to implement? | No   | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> <p>No – self funding</p>   | Investment Description | Remainder of 18/19 | 19/20 | 20/21  | 21/22             | 22/23   | Total | Source of funding                   |   |        |        |              |   |  |   |  |  |  |  |  |  |  |  |  |
| Investment Description   | Remainder of 18/19   | 19/20   | 20/21                  | 21/22              | 22/23 | Total  | Source of funding |   |       |                                     |   |        |        |              |   |  |   |  |  |  |  |  |  |  |  |  |
|  |  |   |                        |                    |       |  |                   |   |       |                                     |   |        |        |              |   |  |   |  |  |  |  |  |  |  |  |  |
|  |  |   |                        |                    |       |  |                   |   |       |                                     |   |        |        |              |   |  |   |  |  |  |  |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   | Yes  | Neighbouring authorities have been asked to support costs of cross border waste over past 2 years   |                        |                    |       |  |                   |   |       |                                     |   |        |        |              |   |  |   |  |  |  |  |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                     | Yes  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Reduced waiting times at Monmouthshire sites for residents</td> </tr> <tr> <td>2</td> <td>Reduction in closures for skip movements on Troy site</td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Residents from neighbouring authorities will need to travel further to dispose of their waste and may increase fly tipping</td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> <p>Authorities that have implemented permit schemes have not reported increased fly tipping but as more councils implement restrictions this remains</p>    | Ref                    | Benefit            | 1     | Reduced waiting times at Monmouthshire sites for residents | 2                 | Reduction in closures for skip movements on Troy site | 3     |                                     | 4 |        | Ref    | Disadvantage | 1 | Residents from neighbouring authorities will need to travel further to dispose of their waste and may increase fly tipping | 2 |  |  |  |  |  |  |  |  |  |
| Ref  | Benefit  |   |                        |                    |       |  |                   |   |       |                                     |   |        |        |              |   |  |   |  |  |  |  |  |  |  |  |  |
| 1  | Reduced waiting times at Monmouthshire sites for residents   |   |                        |                    |       |  |                   |   |       |                                     |   |        |        |              |   |  |   |  |  |  |  |  |  |  |  |  |
| 2  | Reduction in closures for skip movements on Troy site  |   |                        |                    |       |  |                   |   |       |                                     |   |        |        |              |   |  |   |  |  |  |  |  |  |  |  |  |
| 3  |  |   |                        |                    |       |  |                   |   |       |                                     |   |        |        |              |   |  |   |  |  |  |  |  |  |  |  |  |
| 4  |  |   |                        |                    |       |  |                   |   |       |                                     |   |        |        |              |   |  |   |  |  |  |  |  |  |  |  |  |
| Ref  | Disadvantage   |   |                        |                    |       |  |                   |   |       |                                     |   |        |        |              |   |  |   |  |  |  |  |  |  |  |  |  |
| 1  | Residents from neighbouring authorities will need to travel further to dispose of their waste and may increase fly tipping |   |                        |                    |       |  |                   |   |       |                                     |   |        |        |              |   |  |   |  |  |  |  |  |  |  |  |  |
| 2  |  |   |                        |                    |       |  |                   |   |       |                                     |   |        |        |              |   |  |   |  |  |  |  |  |  |  |  |  |
|  |  |   |                        |                    |       |  |                   |   |       |                                     |   |        |        |              |   |  |   |  |  |  |  |  |  |  |  |  |

| Has this proposal made any assumptions?   |   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Survey identified 15% of site users as out of county – no compositional analysis of waste or weights has been undertaken and this assumption is based on average cost of disposal and tonnage</td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table><br><table border="1"> <tr> <td><b>Additional Comment</b></td> </tr> </table>  | Ref               | Assumption      | 1           | Survey identified 15% of site users as out of county – no compositional analysis of waste or weights has been undertaken and this assumption is based on average cost of disposal and tonnage | 2 |                           | 3               |        | 4 |         | <b>Additional Comment</b> |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
|---|---|--|-------------------|-----------------|-------------|---|---|---------------------------|-----------------|--------|---|---------|---------------------------|--------|---|-----------------|-----------------|--------|---|--------|---------------------|--------|--|--|--|--|--|--|--|--|-----------------------------|
| Ref   | Assumption  |  |                   |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
| 1   | Survey identified 15% of site users as out of county – no compositional analysis of waste or weights has been undertaken and this assumption is based on average cost of disposal and tonnage |  |                   |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
| 2   |   |  |                   |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
| 3   |   |  |                   |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
| 4   |   |  |                   |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
| <b>Additional Comment</b>   |   |  |                   |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
| Has a risk analysis been completed for this proposal?   |   | <b>Main Risks</b> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table><br><table border="1"> <tr> <td><b>Additional Comment:</b><br/>Please see options analysis above which details the risks associated with each option</td> </tr> </table>  | Ref               | Risk            | RAG Rating  | Mitigation  |   |                           |                 |        |   |         |                           |        | <b>Additional Comment:</b><br>Please see options analysis above which details the risks associated with each option |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
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|   |   |  |                   |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
|   |   |  |                   |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
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| Ref   | Consultee   | Description  | Comp/Pending      |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
| 1   | Strong Communities Select   | Report with SCS  | Dec 18            |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
| 2   | Cabinet   | Report   | Dec 18            |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
| 3   | Elected Members   | Formal Scrutiny  | Jan 19            |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
| 4   | Public  | Public consultation  | Jan 19            |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
|   |   |  |                   |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
|   |   |  |                   |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
| <b>Additional Comments:</b>   |   |  |                   |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
| Will this proposal require procurement of goods, services or works?   | Yes   | Yes – resident permits can be supplied by existing garden waste permit provider.   |                   |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
| Will support services be required for this proposal?  |   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table><br><table border="1"> <tr> <td><b>Additional Comment:</b></td> </tr> </table>  | Ref               | Support Service | Activity    | Internal/External   |   |                           |                 |        |   |         |                           |        | <b>Additional Comment:</b>  |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
| Ref   | Support Service   | Activity   | Internal/External |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
|   |   |  |                   |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
|   |   |  |                   |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
| <b>Additional Comment:</b>  |   |  |                   |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
| Will this proposal impact on the authorities built assets. E.g. service change, resource amendment etc.             | No  |  |                   |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
| Will this proposal present any future collaboration opportunities?  | No  |  |                   |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |
| Will this project benefit from digital intervention to increase efficiency or increase service quality?             | Yes   | Permit replacements will be an automated process through MCS   |                   |                 |             |   |   |                           |                 |        |   |         |                           |        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |                             |

|   |  |   |
|---|--|---|
| How will the impact of this proposal be measured?<br>E.g.<br>Budget/Process/Staff/Customer<br>KPI's |  | <ul style="list-style-type: none"><li>• Tonnage based data from sites</li><li>• Budget savings monitoring</li><li>• Customer satisfaction surveys</li></ul> |
|---|--|---|

|                |                                   |                           |               |
|----------------|-----------------------------------|---------------------------|---------------|
| Proposal Title | Waste – Freeze Head of Waste Post | Lead/Responsible Officer: | Roger Hoggins |
| Your Ref No:   | ENT009                            | Directorate:              | ENT           |
| Version No:    | 1                                 | Section:                  | OPS           |
| Date:          | 03/12/2018                        |                           |               |

| Version | Date | Changes Made |
|---------|------|--------------|
| 1       |      |              |
| 2       |      |              |

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

Included in the 18-19 MTFP was a one-off £40k (net) saving relating to the freezing of the Head of Waste post. As it was one-off in nature the budget is due to be returned for 19/20 but it has been decided that this will not be needed in 19/20 so the saving can be continued.

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact   |             |                    |       |           |       |       |       |                                |  |         |  |  |  |         |                             |  |           |  |  |  |           |
|--|--------------------|---|-------------|--------------------|-------|-----------|-------|-------|-------|--------------------------------|--|---------|--|--|--|---------|-----------------------------|--|-----------|--|--|--|-----------|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y                  | The proposal contributes additional core funding to the MTFP and that will ultimately assist the Council in delivering the priorities as set out in the Corporate Plan  |             |                    |       |           |       |       |       |                                |  |         |  |  |  |         |                             |  |           |  |  |  |           |
| Has a Future Generations Evaluation been completed for this proposal?  | N                  | N/A – a Future Generations Evaluation is not required for this proposal   |             |                    |       |           |       |       |       |                                |  |         |  |  |  |         |                             |  |           |  |  |  |           |
| What consultation and engagement has been undertaken to date?          | Y                  | Informal SLT and Cabinet  |             |                    |       |           |       |       |       |                                |  |         |  |  |  |         |                             |  |           |  |  |  |           |
| Has an option appraisal been undertaken?                               | Y                  | Consideration has been given to the capacity within WSS and the structure within the service area and the options have been considered prior to proposing this saving.  |             |                    |       |           |       |       |       |                                |  |         |  |  |  |         |                             |  |           |  |  |  |           |
| Does this proposal affect other MCC services?                          | N                  |   |             |                    |       |           |       |       |       |                                |  |         |  |  |  |         |                             |  |           |  |  |  |           |
| Is this proposal dependant on other services?                          | N                  |   |             |                    |       |           |       |       |       |                                |  |         |  |  |  |         |                             |  |           |  |  |  |           |
| Will this proposal require any amendments to MCC policy?               | N                  |   |             |                    |       |           |       |       |       |                                |  |         |  |  |  |         |                             |  |           |  |  |  |           |
| Will this proposal have any staffing implications?                     | Y                  | Staff resources have been rearranged to manage the reduction in post.   |             |                    |       |           |       |       |       |                                |  |         |  |  |  |         |                             |  |           |  |  |  |           |
| Will this project have any legal implication for the authority?        | N                  |   |             |                    |       |           |       |       |       |                                |  |         |  |  |  |         |                             |  |           |  |  |  |           |
| What is the financial benefit of this proposal?                        |                    | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>One-off Budget saving returned</td> <td></td> <td>£40,000</td> <td></td> <td></td> <td></td> <td>£40,000</td> </tr> <tr> <td>Continuation of post freeze</td> <td></td> <td>- £40,000</td> <td></td> <td></td> <td></td> <td>- £40,000</td> </tr> </tbody> </table> | Description | Remainder of 18/19 | 19/20 | 20/21     | 21/22 | 22/23 | Total | One-off Budget saving returned |  | £40,000 |  |  |  | £40,000 | Continuation of post freeze |  | - £40,000 |  |  |  | - £40,000 |
| Description  | Remainder of 18/19 | 19/20   | 20/21       | 21/22              | 22/23 | Total     |       |       |       |                                |  |         |  |  |  |         |                             |  |           |  |  |  |           |
| One-off Budget saving returned   |                    | £40,000   |             |                    |       | £40,000   |       |       |       |                                |  |         |  |  |  |         |                             |  |           |  |  |  |           |
| Continuation of post freeze  |                    | - £40,000   |             |                    |       | - £40,000 |       |       |       |                                |  |         |  |  |  |         |                             |  |           |  |  |  |           |



|  |  | <table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table> <p><b>Additional Comments:</b></p>   |   |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|--|--|---|---|--------------------|------------|--|-------------------|--|-------|---|---|--|-----|--------------|---|--|---|--|---|--|---|--|--|--|--|--|
|  |  |   |   |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Will this proposal require revenue or capital investment to implement? | N  | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Investment Description  | Remainder of 18/19 | 19/20      | 20/21  | 21/22             | 22/23  | Total | Source of funding   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Investment Description   | Remainder of 18/19   | 19/20   | 20/21   | 21/22              | 22/23      | Total  | Source of funding |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |  |   |   |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |  |   |   |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   | Y  | Funding and support from WRAP (Waste Resources Action Programme) and Welsh Government is continually sought to support to service area.   |   |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                     | N  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>   | Ref   | Benefit            | 1          |  | 2                 |  | 3     |   | 4 |  | Ref | Disadvantage | 1 |  | 2 |  | 3 |  | 4 |  |  |  |  |  |
| Ref  | Benefit  |   |   |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  |  |   |   |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  |  |   |   |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |  |   |   |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |  |   |   |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Disadvantage   |   |   |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  |  |   |   |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  |  |   |   |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |  |   |   |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |  |   |   |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has this proposal made any assumptions?                                | Yes  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>That the capacity within the service area is sufficient to manage the service changes forthcoming in this area</td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment</b></p>  | Ref   | Assumption         | 1          | That the capacity within the service area is sufficient to manage the service changes forthcoming in this area | 2                 |  | 3     |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Assumption   |   |   |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  | That the capacity within the service area is sufficient to manage the service changes forthcoming in this area   |   |   |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  |  |   |   |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |  |   |   |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has a risk analysis been completed for this proposal?                  | Yes  | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td></td> <td>This places pressure on the remaining staff particularly during a time of major change in service delivery but given the financial pressure upon the authority overall and Operations in particular the loss of the post seems prudent given that no staff are placed at risk as a result.</td> <td></td> <td>Regular meetings with staff members to ensure they are managing change and pressures.</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> | Ref   | Risk               | RAG Rating | Mitigation   |                   | This places pressure on the remaining staff particularly during a time of major change in service delivery but given the financial pressure upon the authority overall and Operations in particular the loss of the post seems prudent given that no staff are placed at risk as a result. |       | Regular meetings with staff members to ensure they are managing change and pressures. |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Risk   | RAG Rating  | Mitigation  |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  | This places pressure on the remaining staff particularly during a time of major change in service delivery but given the financial pressure upon the authority overall and Operations in particular the loss of the post seems prudent given that no staff are placed at risk as a result. |   | Regular meetings with staff members to ensure they are managing change and pressures. |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |  |   |   |                    |            |  |                   |  |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |

| What further consultation and engagement will be required for this proposal?                               |                 | <table border="1" data-bbox="624 309 1437 454"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Public</td> <td>Public consultation</td> <td>Jan 19</td> </tr> <tr> <td>2</td> <td>Elected Members</td> <td>Formal scrutiny</td> <td>Jan 19</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <div data-bbox="624 483 1437 566" style="border: 1px solid black; padding: 5px;"> <b>Additional Comments:</b> </div> | Ref               | Consultee       | Description | Comp/Pending      | 1 | Public | Public consultation | Jan 19 | 2 | Elected Members | Formal scrutiny | Jan 19 |  |  |  |  |
|--|-----------------|---|-------------------|-----------------|-------------|-------------------|---|--------|---------------------|--------|---|-----------------|-----------------|--------|--|--|--|--|
| Ref  | Consultee       | Description   | Comp/Pending      |                 |             |                   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| 1  | Public          | Public consultation   | Jan 19            |                 |             |                   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| 2  | Elected Members | Formal scrutiny   | Jan 19            |                 |             |                   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
|  |                 |   |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| Will this proposal require procurement of goods, services or works?  | N               |   |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| Will support services be required for this proposal?   | N               | <table border="1" data-bbox="624 705 1437 797"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <div data-bbox="624 824 1437 907" style="border: 1px solid black; padding: 5px;"> <b>Additional Comment:</b> </div>  | Ref               | Support Service | Activity    | Internal/External |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| Ref  | Support Service | Activity  | Internal/External |                 |             |                   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
|  |                 |   |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
|  |                 |   |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| Will this proposal impact on the authorities built assets.<br>E.g. service change, resource amendment etc. | N               |   |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| Will this proposal present any future collaboration opportunities?   | Y               | Continued discussions with partners to explore opportunities for joint working in order to maintain service resilience and quality  |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality?    | N               |   |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| How will the impact of this proposal be measured?<br>E.g. Budget/Process/Staff/Customer KPI's              | Y               | Proposal will be measured via the budget management process   |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |  |  |  |  |

|                |                           |                           |               |
|----------------|---------------------------|---------------------------|---------------|
| Proposal Title | Car Park Saving Proposals | Lead/Responsible Officer: | Roger Hoggins |
| Your Ref No:   | ENT010-ENT017             | Directorate:              | ENT           |
| Version No:    | 1                         | Section:                  | OPS           |
| Date:          | 30/11/2018                |                           |               |

| Version | Date | Changes Made |
|---------|------|--------------|
| 1       |      |              |
| 2       |      |              |

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

This proposal sets out a number of changes to the current Car Parking charges which are set out below:

|        |   |       |
|--------|---|-------|
| ENT010 | OPS - Car Parks - Increase in charges - 10% (short stay car parks to increase to £1.50 for up to 2 hours) | (90)  |
| ENT011 | OPS - Car Parks - Charging for Blue Badge Holders but with concession – first hour free                   | (45)  |
| ENT012 | OPS - Car Parks - Remove Xmas free parking (town councils to be offered opportunity to pick up subsidy).  | (20)  |
| ENT014 | OPS - Car Parks - Identifying additional car parking sites. Severn Tunnel Junction (requires investment)  | (15)  |
| ENT017 | OPS - Charging for HGVs overnight in Abergavenny Bus Station  | (2.0) |
| ENT015 | OPS - Car Parks - changing charging times 08.00-18:00   | (3)   |
| ENT016 | OPS - Car Parks - Charging On a Sunday - single flat fee £1 all day                                       | (40)  |

There are specific proposals relating to the car parking service summarised above. It is important to note that the funding generated is reinvested into services such as car park management and maintenance, traffic management, public transport, road safety, highway management/maintenance; services that would otherwise be under greater financial pressure. The Council has adopted priorities that include promoting sustainable transport (supported by WG in a review of sustainable fuel alternatives (electricity and hydrogen)), sustaining and improving rural transport. Members are also anxious to improve traffic management and infrastructure to improve town centre retail offers. The car park income contributes to supporting such services that are otherwise under further financial pressure through the corporate budget setting exercise.

This consultation exercise proposes a 10% increase to charges with a new minimum of £1.50 in short stay car parks. During 2019/20 the authority will also undertake a wider review of its charging strategy. The car park charging regime will form part of that review and officers will be asked to examine if MCC charges, fees, fines etc. support the Council's priorities (referred to in para 3.8 of the covering report) and offer sufficient flexibility to reflect demand in each car park and town. This will include considering car parks that are currently provided free of charge.

Please provide the following information to support your proposal

| Question   | Y/N | Comments/Impact  |
|--|-----|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y   | The proposal contributes additional income that will ultimately assist the Council in delivering the priorities as set out in the Corporate Plan |
| Has a Future Generations Evaluation been completed for this proposal?  | Y   |  |
| What consultation and engagement has been undertaken to date?          |     | SLT, Cabinet informally, Enterprise DMT  |

| Has an option appraisal been undertaken?                               | Y                          | Inherent in any review of service provision and budget impact is appraisal of options. This schedule above are those proposals that are being offered for further scrutiny and assessment as part of the budget setting process   |                        |                    |       |                            |                   |                         |       |                         |                |          |     |  |  |  |  |  |         |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|----------------------------|---|------------------------|--------------------|-------|----------------------------|-------------------|-------------------------|-------|-------------------------|----------------|----------|-----|--|--|--|--|--|---------|--|----|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Does this proposal affect other MCC services?                          | N                          | Other than funding from car parking is used to support traffic management, car park maintenance, public transport, highway management etc.  |                        |                    |       |                            |                   |                         |       |                         |                |          |     |  |  |  |  |  |         |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Is this proposal dependant on other services?                          | N                          | N/A   |                        |                    |       |                            |                   |                         |       |                         |                |          |     |  |  |  |  |  |         |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | Y                          | A new charging regime will have to be adopted by the council and a new car parking order consulted upon and implemented for some aspects within the mandate   |                        |                    |       |                            |                   |                         |       |                         |                |          |     |  |  |  |  |  |         |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                     | Y                          | Extra staffing to introduce the infrastructure for new car parks and legal support to prepare and manage new car parking order  |                        |                    |       |                            |                   |                         |       |                         |                |          |     |  |  |  |  |  |         |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?        | Y                          | New car parking order required – drafting, consultation, decision, advertising, implementation  |                        |                    |       |                            |                   |                         |       |                         |                |          |     |  |  |  |  |  |         |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |
| What is the financial benefit of this proposal?                        | £215,000                   | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>See brief summary above</td> <td></td> <td>£215,000</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> <p>Assumes financial impact continues year on year.</p> <p>Full financial year benefit is estimated at £215k. However, implementation requires a new car park order and installation costs to be found. The car park order and installation is likely to take up to 6 months so in the first year (2019/20) it may prove difficult to achieve the full income benefit</p> | Description            | Remainder of 18/19 | 19/20 | 20/21                      | 21/22             | 22/23                   | Total | See brief summary above |                | £215,000 |     |  |  |  |  |  |         |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Description  | Remainder of 18/19         | 19/20   | 20/21                  | 21/22              | 22/23 | Total                      |                   |                         |       |                         |                |          |     |  |  |  |  |  |         |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |
| See brief summary above  |                            | £215,000  |                        |                    |       |                            |                   |                         |       |                         |                |          |     |  |  |  |  |  |         |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                            |   |                        |                    |       |                            |                   |                         |       |                         |                |          |     |  |  |  |  |  |         |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                            |   |                        |                    |       |                            |                   |                         |       |                         |                |          |     |  |  |  |  |  |         |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require revenue or capital investment to implement? | Y                          | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td>Build/machines</td> <td></td> <td>100</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>revenue</td> <td></td> <td>35</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> <p>Capital investment to create car parks, introduce equipment and ongoing revenue implication of car park maintenance and cash collection etc. A bid has been made for £100k from Local Transport Fund Grant but should this be unsuccessful then funding will be sought through prudential borrowing.</p> | Investment Description | Remainder of 18/19 | 19/20 | 20/21                      | 21/22             | 22/23                   | Total | Source of funding       | Build/machines |          | 100 |  |  |  |  |  | revenue |  | 35 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Investment Description   | Remainder of 18/19         | 19/20   | 20/21                  | 21/22              | 22/23 | Total                      | Source of funding |                         |       |                         |                |          |     |  |  |  |  |  |         |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Build/machines   |                            | 100   |                        |                    |       |                            |                   |                         |       |                         |                |          |     |  |  |  |  |  |         |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |
| revenue  |                            | 35  |                        |                    |       |                            |                   |                         |       |                         |                |          |     |  |  |  |  |  |         |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                            |   |                        |                    |       |                            |                   |                         |       |                         |                |          |     |  |  |  |  |  |         |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   | Y                          | Yes, any opportunity for grant funding is explored  |                        |                    |       |                            |                   |                         |       |                         |                |          |     |  |  |  |  |  |         |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                     | Y                          | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Better car park management</td> </tr> <tr> <td>2</td> <td>Improved parking access</td> </tr> </tbody> </table>   | Ref                    | Benefit            | 1     | Better car park management | 2                 | Improved parking access |       |                         |                |          |     |  |  |  |  |  |         |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Benefit                    |   |                        |                    |       |                            |                   |                         |       |                         |                |          |     |  |  |  |  |  |         |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  | Better car park management |   |                        |                    |       |                            |                   |                         |       |                         |                |          |     |  |  |  |  |  |         |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  | Improved parking access    |   |                        |                    |       |                            |                   |                         |       |                         |                |          |     |  |  |  |  |  |         |  |    |  |  |  |  |  |  |  |  |  |  |  |  |  |

|  |   | <table border="1"> <tr> <td>3</td> <td>Improved rail commuter experience</td> </tr> <tr> <td>4</td> <td></td> </tr> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Risk of a loss of custom in towns</td> </tr> <tr> <td>2</td> <td>Reduced rail commuting</td> </tr> <tr> <td>3</td> <td>Traffic congestion/parking in and around towns, stations etc.</td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table><br><p><b>Additional Comment:</b></p>  | 3  | Improved rail commuter experience | 4           |   | Ref | Disadvantage                         | 1                                  | Risk of a loss of custom in towns | 2 | Reduced rail commuting                 | 3   | Traffic congestion/parking in and around towns, stations etc. | 4 |                                   |   |                     |   |   |   |                                 |  |  |  |  |
|--|---|---|--|-----------------------------------|-------------|---|-----|--------------------------------------|------------------------------------|-----------------------------------|---|--|---|---|---|-----------------------------------|---|---------------------|---|---|---|---------------------------------|--|--|--|--|
| 3  | Improved rail commuter experience                             |   |  |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| 4  |   |   |  |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| Ref  | Disadvantage  |   |  |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| 1  | Risk of a loss of custom in towns                             |   |  |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| 2  | Reduced rail commuting  |   |  |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| 3  | Traffic congestion/parking in and around towns, stations etc. |   |  |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| 4  |   |   |  |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| Has this proposal made any assumptions?                                      | Y   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Assumes current custom levels do not drop</td> </tr> <tr> <td>2</td> <td>50% occupation in new car parks</td> </tr> <tr> <td>3</td> <td>Implementation from Oct 2019</td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table><br><p><b>Additional Comment:</b></p>  | Ref  | Assumption                        | 1           | Assumes current custom levels do not drop | 2   | 50% occupation in new car parks      | 3                                  | Implementation from Oct 2019      | 4 |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| Ref  | Assumption  |   |  |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| 1  | Assumes current custom levels do not drop                     |   |  |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| 2  | 50% occupation in new car parks                               |   |  |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| 3  | Implementation from Oct 2019                                  |   |  |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| 4  |   |   |  |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| Has a risk analysis been completed for this proposal?                        | Y   | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Reduced custom due to price increase</td> <td>A</td> <td>Costs remain reasonable</td> </tr> <tr> <td>2</td> <td>Motorists parking in residential areas</td> <td>A</td> <td>Traffic orders to manage on street parking</td> </tr> <tr> <td>3</td> <td>Lack of understanding of strategy</td> <td>A</td> <td>Clear communication</td> </tr> <tr> <td>4</td> <td>Speed of car park development and new car park orders</td> <td>A</td> <td>Extra staff resource to deliver</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table><br><p><b>Additional Comment:</b></p> | Ref  | Risk                              | RAG Rating  | Mitigation                                | 1   | Reduced custom due to price increase | A                                  | Costs remain reasonable           | 2 | Motorists parking in residential areas | A   | Traffic orders to manage on street parking                    | 3 | Lack of understanding of strategy | A | Clear communication | 4 | Speed of car park development and new car park orders | A | Extra staff resource to deliver |  |  |  |  |
| Ref  | Risk  | RAG Rating  | Mitigation                                 |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| 1  | Reduced custom due to price increase                          | A   | Costs remain reasonable                    |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| 2  | Motorists parking in residential areas                        | A   | Traffic orders to manage on street parking |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| 3  | Lack of understanding of strategy                             | A   | Clear communication                        |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| 4  | Speed of car park development and new car park orders         | A   | Extra staff resource to deliver            |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
|  |   |   |  |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| What further consultation and engagement will be required for this proposal? | Y   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Public car park order</td> <td>Required to change car park regime</td> <td>Pending</td> </tr> <tr> <td>2</td> <td>Notice to increase charges</td> <td>Where a charge exists then the charge may be changed without consultation but does require notice</td> <td>Pending</td> </tr> </tbody> </table><br><p><b>Additional Comments:</b></p>   | Ref  | Consultee                         | Description | Comp/Pending                              | 1   | Public car park order                | Required to change car park regime | Pending                           | 2 | Notice to increase charges             | Where a charge exists then the charge may be changed without consultation but does require notice | Pending   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| Ref  | Consultee   | Description   | Comp/Pending                               |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| 1  | Public car park order   | Required to change car park regime  | Pending                                    |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| 2  | Notice to increase charges                                    | Where a charge exists then the charge may be changed without consultation but does require notice   | Pending                                    |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |
| Will this proposal require procurement of goods, services or works?          | Y   | Engineering works to create car parks and purchase of equipment   |  |                                   |             |   |     |                                      |                                    |                                   |   |  |   |   |   |                                   |   |                     |   |   |   |                                 |  |  |  |  |

| Will support services be required for this proposal?   | Y               | <table border="1" data-bbox="624 253 1366 400"> <thead> <tr> <th data-bbox="624 253 691 282">Ref</th> <th data-bbox="694 253 971 282">Support Service</th> <th data-bbox="975 253 1144 282">Activity</th> <th data-bbox="1147 253 1366 282">Internal/External</th> </tr> </thead> <tbody> <tr> <td data-bbox="624 286 691 315">1</td> <td data-bbox="694 286 971 315">Legal</td> <td data-bbox="975 286 1144 315"></td> <td data-bbox="1147 286 1366 315"></td> </tr> <tr> <td data-bbox="624 320 691 349">2</td> <td data-bbox="694 320 971 349">Accountancy</td> <td data-bbox="975 320 1144 349"></td> <td data-bbox="1147 320 1366 349"></td> </tr> <tr> <td data-bbox="624 353 691 383">3</td> <td data-bbox="694 353 971 383">IT</td> <td data-bbox="975 353 1144 383"></td> <td data-bbox="1147 353 1366 383"></td> </tr> <tr> <td data-bbox="624 387 691 416"></td> <td data-bbox="694 387 971 416"></td> <td data-bbox="975 387 1144 416"></td> <td data-bbox="1147 387 1366 416"></td> </tr> </tbody> </table> <p data-bbox="624 427 1437 483"><b>Additional Comment:</b></p> | Ref               | Support Service | Activity | Internal/External | 1 | Legal |  |  | 2 | Accountancy |  |  | 3 | IT |  |  |  |  |  |  |
|--|-----------------|---|-------------------|-----------------|----------|-------------------|---|-------|--|--|---|-------------|--|--|---|----|--|--|--|--|--|--|
| Ref  | Support Service | Activity  | Internal/External |                 |          |                   |   |       |  |  |   |             |  |  |   |    |  |  |  |  |  |  |
| 1  | Legal           |   |                   |                 |          |                   |   |       |  |  |   |             |  |  |   |    |  |  |  |  |  |  |
| 2  | Accountancy     |   |                   |                 |          |                   |   |       |  |  |   |             |  |  |   |    |  |  |  |  |  |  |
| 3  | IT              |   |                   |                 |          |                   |   |       |  |  |   |             |  |  |   |    |  |  |  |  |  |  |
|  |                 |   |                   |                 |          |                   |   |       |  |  |   |             |  |  |   |    |  |  |  |  |  |  |
| Will this proposal impact on the authorities built assets.<br>E.g. service change, resource amendment etc. | Y               | Alternative use of open spaces  |                   |                 |          |                   |   |       |  |  |   |             |  |  |   |    |  |  |  |  |  |  |
| Will this proposal present any future collaboration opportunities?   | N               | N/A   |                   |                 |          |                   |   |       |  |  |   |             |  |  |   |    |  |  |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality?    | Y               | Better car park machines will help manage the service more effectively  |                   |                 |          |                   |   |       |  |  |   |             |  |  |   |    |  |  |  |  |  |  |
| How will the impact of this proposal be measured?<br>E.g. Budget/Process/Staff/Customer KPI's              | Y               | Budget, customer feedback   |                   |                 |          |                   |   |       |  |  |   |             |  |  |   |    |  |  |  |  |  |  |

|                |                                       |                           |               |
|----------------|---------------------------------------|---------------------------|---------------|
| Proposal Title | Releasing of Surplus Pay Award budget | Lead/Responsible Officer: | Roger Hoggins |
| Your Ref No:   | ENT017                                | Directorate:              | ENT           |
| Version No:    | 1                                     | Section:                  | OPS           |
| Date:          | 29/11/2018                            |                           |               |

| Version | Date | Changes Made |
|---------|------|--------------|
| 1       |      |              |
| 2       |      |              |

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

Proposal relates to unused pay award pressure budget that was given to Operation in 18-19 to cover the 2% pay award increase. The full amount was not required so the remaining saving can be released back into the MTFP as a budget saving for 19/20.

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact  |             |                    |       |        |       |       |       |                         |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|--------------------|--|-------------|--------------------|-------|--------|-------|-------|-------|-------------------------|--|--------|--|--|--|--------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y                  | The proposal contributes additional funding that will ultimately assist the Council in delivering the priorities as set out in the Corporate Plan.   |             |                    |       |        |       |       |       |                         |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has a Future Generations Evaluation been completed for this proposal?  | Yes                | Please find attached FGE   |             |                    |       |        |       |       |       |                         |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| What consultation and engagement has been undertaken to date?          | Y                  | Consultation with DMT and SLT to consider the savings required and proposal provided.  |             |                    |       |        |       |       |       |                         |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has an option appraisal been undertaken?                               | N                  | This proposal relates to unused pay award and therefore an options appraisal has not been completed  |             |                    |       |        |       |       |       |                         |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Does this proposal affect other MCC services?                          | N                  |  |             |                    |       |        |       |       |       |                         |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Is this proposal dependant on other services?                          | N                  |  |             |                    |       |        |       |       |       |                         |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | N                  |  |             |                    |       |        |       |       |       |                         |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                     | N                  |  |             |                    |       |        |       |       |       |                         |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?        | N                  |  |             |                    |       |        |       |       |       |                         |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| What is the financial benefit of this proposal?                        | £30,000            | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Release of spare budget</td> <td></td> <td>30,000</td> <td></td> <td></td> <td></td> <td>30,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | Description | Remainder of 18/19 | 19/20 | 20/21  | 21/22 | 22/23 | Total | Release of spare budget |  | 30,000 |  |  |  | 30,000 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Description  | Remainder of 18/19 | 19/20  | 20/21       | 21/22              | 22/23 | Total  |       |       |       |                         |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Release of spare budget  |                    | 30,000   |             |                    |       | 30,000 |       |       |       |                         |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                    |  |             |                    |       |        |       |       |       |                         |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                    |  |             |                    |       |        |       |       |       |                         |  |        |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

|  |   | <b>Additional Comments:</b>  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|---|--|------------------------|--------------------|------------|---|-------------------|-------|-------|-------------------|---|--|-----|--------------|---|--|---|--|---|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Will this proposal require revenue or capital investment to implement? | No  | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p><b>Additional Comment:</b></p> | Investment Description | Remainder of 18/19 | 19/20      | 20/21   | 21/22             | 22/23 | Total | Source of funding |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Investment Description   | Remainder of 18/19  | 19/20  | 20/21                  | 21/22              | 22/23      | Total   | Source of funding |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |   |  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |   |  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |   |  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   | N/A   |  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                     | No  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <p><b>Additional Comment:</b></p>                                    | Ref                    | Benefit            | 1          |   | 2                 |       | 3     |                   | 4 |  | Ref | Disadvantage | 1 |  | 2 |  | 3 |  | 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Benefit   |  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  |   |  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  |   |  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3  |   |  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4  |   |  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Disadvantage  |  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  |   |  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  |   |  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3  |   |  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4  |   |  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal made any assumptions?                                |   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>That the pay award is not required in 2018/19 and can be released back to the MTFP in 2019/20</td> </tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <p><b>Additional Comment</b></p>   | Ref                    | Assumption         | 1          | That the pay award is not required in 2018/19 and can be released back to the MTFP in 2019/20 | 2                 |       | 3     |                   | 4 |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Assumption  |  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  | That the pay award is not required in 2018/19 and can be released back to the MTFP in 2019/20 |  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  |   |  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3  |   |  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4  |   |  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has a risk analysis been completed for this proposal?                  | N   | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table>   | Ref                    | Risk               | RAG Rating | Mitigation  |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Risk  | RAG Rating   | Mitigation             |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |   |  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |   |  |                        |                    |            |   |                   |       |       |                   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |



|   |                 | <p><b>Additional Comment:</b></p> <p>There are no identified risks as part of this proposal. The pay award has been implemented for 2018/19.</p>   |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |
|---|-----------------|--|-------------------|-----------------|-------------|-------------------|--|--|--|--|--|--|--|--|--|--|--|--|
| What further consultation and engagement will be required for this proposal?                            | N               | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> <p>No further consultation is required at this stage</p> | Ref               | Consultee       | Description | Comp/Pending      |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref   | Consultee       | Description  | Comp/Pending      |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                 |  |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                 |  |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                 |  |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require procurement of goods, services or works?                                     | No              |  |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |
| Will support services be required for this proposal?  | No              | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>   | Ref               | Support Service | Activity    | Internal/External |  |  |  |  |  |  |  |  |  |  |  |  |
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|   |                 |  |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                 |  |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |
|   |                 |  |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal impact on the authorities built assets. E.g. service change, resource amendment etc. | No              |  |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal present any future collaboration opportunities?                                      | No              |  |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | No              |  |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |
| How will the impact of this proposal be measured? E.g. Budget/Process/Staff/Customer KPI's              | Budget          | The budget will be monitored throughout 2019/20  |                   |                 |             |                   |  |  |  |  |  |  |  |  |  |  |  |  |

|                |   |                           |                    |
|----------------|---|---------------------------|--------------------|
| Proposal Title | HIGHWAYS OPERATIONS : INCREASE TURNOVER TO SUPPORT REVENUE BUDGET | Lead/Responsible Officer: | STEVE LANE         |
| Your Ref No:   | ENT019  | Directorate:              | ENTERPRISE         |
| Version No:    | 1   | Section:                  | HIGHWAY OPERATIONS |
| Date:          | 28/11/18  |                           |                    |

| Version | Date        | Changes Made |
|---------|-------------|--------------|
| 1       | November 18 |              |
| 2       |             |              |

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

**INCREASE TURNOVER WITHIN HIGHWAY OPERATION ACTIVITY TO GENERATE SURPLUSES.**

These will be achieved through various clients but will consist of MCC capital, MCC grant and external clients such as public bodies. It will mean that Highways Operations will eventually increase its workforce to take on more capital and grant work that is presently turned down. The benefit to the revenue account is generated by extra overhead recovery which contributes to the revenue income figure

Please provide the following information to support your proposal

| Question   | Y/N | Comments/Impact   |
|--|-----|---|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y   | The proposal contributes additional budget that will ultimately assist the Council in delivering the priorities as set out in the Corporate Plan  |
| Has a Future Generations Evaluation been completed for this proposal?  | Y   | See separate document   |
| What consultation and engagement has been undertaken to date?          |     | Informal consultation with SLT and Cabinet  |
| Has an option appraisal been undertaken?                               | Y   | Development of existing strategy – since 2011 MCC Highways Operations has been increasing its turnover, outside of its revenue budget. MCC Capital work has enabled turnover to remain steady, whilst revenue budget has reduced by over 50%. The ongoing, successful strategy is to develop more opportunities to increase surplus through undertaking low risk capital work for MCC partners such as Town and Community Councils and other public bodies. |
| Does this proposal affect other MCC services?                          | Y   | Developing existing working relationships – we currently work for MCC Property Services, Highways Traffic and Development, Town and Community Councils and BBNPA in a limited way, using both Capital and grant monies.. The focus will be to work more closely with clients and develop additional surplus by undertaking work within our engineering capability.  |
| Is this proposal dependant on other services?                          | Y   | Other services areas within the authority will be consulted and engaged regarding the potential for Highways Operations to be the default provider for any requirements in the future.  |
| Will this proposal require any amendments to MCC policy?               | N   |   |
| Will this proposal have any staffing implications?                     | N   | Not currently but will depend on future workloads   |

| Will this project have any legal implication for the authority?        | N   |   |                        |                    |       |  |                           |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|---|---|------------------------|--------------------|-------|--|---------------------------|--|-------|-------------------|------------------|---------|-------|--------------|---|--|---|---|---|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|
| What is the financial benefit of this proposal?                        | £50,000   | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Increased income</td> <td></td> <td>£50,000</td> <td></td> <td></td> <td></td> <td>£50,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b><br/>Ambitious target which is achievable. Actual value of works undertaken will be greater than £50k. This figure indicates the additional fixed overhead recovery (over and above the existing) to create a net revenue budget.</p>   | Description            | Remainder of 18/19 | 19/20 | 20/21  | 21/22                     | 22/23                                  | Total | Increased income  |                  | £50,000 |       |              |   | £50,000                                      |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Description  | Remainder of 18/19  | 19/20   | 20/21                  | 21/22              | 22/23 | Total  |                           |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Increased income   |   | £50,000   |                        |                    |       | £50,000  |                           |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |   |   |                        |                    |       |  |                           |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |   |   |                        |                    |       |  |                           |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require revenue or capital investment to implement? | Y   | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td>Capital projects</td> <td></td> <td>£500k</td> <td></td> <td></td> <td></td> <td></td> <td>Capital budgets and grant</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/>This figure is the target additional turnover, (16/17) that we hope to undertake. It does not require additional Capital input, but requires us to be successful in undertaking the work.</p> | Investment Description | Remainder of 18/19 | 19/20 | 20/21  | 21/22                     | 22/23                                  | Total | Source of funding | Capital projects |         | £500k |              |   |  |   | Capital budgets and grant   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Investment Description   | Remainder of 18/19  | 19/20   | 20/21                  | 21/22              | 22/23 | Total  | Source of funding         |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Capital projects   |   | £500k   |                        |                    |       |  | Capital budgets and grant |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |   |   |                        |                    |       |  |                           |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |   |   |                        |                    |       |  |                           |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   | N   |   |                        |                    |       |  |                           |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                     | Y   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Potential to provide more resource in revenue area</td> </tr> <tr> <td>2</td> <td>Additional employment for road workers</td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Potential to remove resource in revenue area</td> </tr> <tr> <td>2</td> <td>Relies completely on sufficient work being in the capital programme or from grants of a type that Highway Ops are capable of undertaking.</td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>      | Ref                    | Benefit            | 1     | Potential to provide more resource in revenue area | 2                         | Additional employment for road workers | 3     |                   | 4                |         | Ref   | Disadvantage | 1 | Potential to remove resource in revenue area | 2 | Relies completely on sufficient work being in the capital programme or from grants of a type that Highway Ops are capable of undertaking. | 3 |  | 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Benefit   |   |                        |                    |       |  |                           |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  | Potential to provide more resource in revenue area  |   |                        |                    |       |  |                           |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  | Additional employment for road workers  |   |                        |                    |       |  |                           |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3  |   |   |                        |                    |       |  |                           |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4  |   |   |                        |                    |       |  |                           |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Disadvantage  |   |                        |                    |       |  |                           |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  | Potential to remove resource in revenue area  |   |                        |                    |       |  |                           |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  | Relies completely on sufficient work being in the capital programme or from grants of a type that Highway Ops are capable of undertaking. |   |                        |                    |       |  |                           |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3  |   |   |                        |                    |       |  |                           |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4  |   |   |                        |                    |       |  |                           |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal made any assumptions?                                | Y   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> </tr> </tbody> </table>  | Ref                    | Assumption         |       |  |                           |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Assumption  |   |                        |                    |       |  |                           |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |   |   |                        |                    |       |  |                           |  |       |                   |                  |         |       |              |   |  |   |   |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |

|   |  | <table border="1"> <tr> <td>1</td> <td>That suitable capital grant and budget is available year on year to fund the assumption. If the capital budget goes to alternative projects then this benefit falls.</td> </tr> <tr> <td>2</td> <td></td> </tr> </table> <p><b>Additional Comment</b></p>  | 1   | That suitable capital grant and budget is available year on year to fund the assumption. If the capital budget goes to alternative projects then this benefit falls. | 2           |                   |   |  |                              |   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
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| 1   | That suitable capital grant and budget is available year on year to fund the assumption. If the capital budget goes to alternative projects then this benefit falls. |   |   |  |             |                   |   |  |                              |   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| 2   |  |   |   |  |             |                   |   |  |                              |   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| Has a risk analysis been completed for this proposal?   | Y  | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Lack of suitable capital budget or grant</td> <td>amber</td> <td>None – reduce workforce and adjust budget accordingly</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/>Extension of existing long standing mandates / ambition to increase revenue streams and surpluses</p>             | Ref   | Risk   | RAG Rating  | Mitigation        | 1 | Lack of suitable capital budget or grant | amber                        | None – reduce workforce and adjust budget accordingly |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| Ref   | Risk   | RAG Rating  | Mitigation  |  |             |                   |   |  |                              |   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| 1   | Lack of suitable capital budget or grant   | amber   | None – reduce workforce and adjust budget accordingly |  |             |                   |   |  |                              |   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
|   |  |   |   |  |             |                   |   |  |                              |   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| What further consultation and engagement will be required for this proposal?                            |  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>MCC Front line services</td> <td>Additional service provision</td> <td>Jan 19</td> </tr> <tr> <td>2</td> <td>Public</td> <td>Public consultation</td> <td>Jan 19</td> </tr> <tr> <td>3</td> <td>Elected Members</td> <td>Formal scrutiny</td> <td>Jan 19</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> | Ref   | Consultee  | Description | Comp/Pending      | 1 | MCC Front line services                  | Additional service provision | Jan 19  | 2 | Public | Public consultation | Jan 19 | 3 | Elected Members | Formal scrutiny | Jan 19 |  |  |  |  |
| Ref   | Consultee  | Description   | Comp/Pending  |  |             |                   |   |  |                              |   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| 1   | MCC Front line services  | Additional service provision  | Jan 19  |  |             |                   |   |  |                              |   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| 2   | Public   | Public consultation   | Jan 19  |  |             |                   |   |  |                              |   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| 3   | Elected Members  | Formal scrutiny   | Jan 19  |  |             |                   |   |  |                              |   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
|   |  |   |   |  |             |                   |   |  |                              |   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| Will this proposal require procurement of goods, services or works?                                     | N  | Additional workload will inevitably require purchasing materials, sub contract etc.   |   |  |             |                   |   |  |                              |   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| Will support services be required for this proposal?  | Y  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/>Additional workload will require support from HR, payroll, accounts etc. but no additional support resources are built into the proposal</p>                               | Ref   | Support Service  | Activity    | Internal/External |   |  |                              |   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| Ref   | Support Service  | Activity  | Internal/External                                     |  |             |                   |   |  |                              |   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
|   |  |   |   |  |             |                   |   |  |                              |   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
|   |  |   |   |  |             |                   |   |  |                              |   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
|   |  |   |   |  |             |                   |   |  |                              |   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| Will this proposal impact on the authorities built assets. E.g. service change, resource amendment etc. | N  |   |   |  |             |                   |   |  |                              |   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| Will this proposal present any future collaboration opportunities?                                      | Y  | Predominantly within MCC but also with neighbouring authorities and other public sector organisations   |   |  |             |                   |   |  |                              |   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | Y  | Opportunities being explored with the assistance of the Digital Programme Office  |   |  |             |                   |   |  |                              |   |   |        |                     |        |   |                 |                 |        |  |  |  |  |
| How will the impact of this proposal be measured? E.g. Budget/Process/Staff/Customer KPI's              |  | Demonstrated by increased turnover on baseline 17/18. This will be measured via the revenue budget monitoring process   |   |  |             |                   |   |  |                              |   |   |        |                     |        |   |                 |                 |        |  |  |  |  |

|                |  |                           |                    |
|----------------|--|---------------------------|--------------------|
| Proposal Title | HIGHWAYS OPERATIONS :<br>REVIEW OF DISPOSING OF ARISINGS | Lead/Responsible Officer: | STEVE LANE         |
| Your Ref No:   | ENT020   | Directorate:              | ENTERPRISE         |
| Version No:    | 1  | Section:                  | HIGHWAY OPERATIONS |
| Date:          | 28/11/18   |                           |                    |

| Version | Date        | Changes Made |
|---------|-------------|--------------|
| 1       | November 18 |              |
|         |             |              |

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

Investigation and implementation of new ways to deal with waste generated from highway work. The proposal seeks to find a private sector partner to partner with and by so doing to increase our recycling figures (highways arising – mostly mechanical sweeper arising's but some other products that the plant can handle) and also to reduce our costs for managing highways waste.

Possible arrangement would be for MCC to purchase processing equipment with the private sector partner operating and generating additional custom for our mutual financial benefit.

Any such joint agreement/partnership would require a legal contract to protect the Council's position/investment but early exploratory talks suggest that the scheme is feasible.

Please provide the following information to support your proposal

| Question   | Y/N | Comments/Impact  |
|--|-----|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y   | Improved recycling rate providing environmental benefits to the county   |
| Has a Future Generations Evaluation been completed for this proposal?  | Y   | See separate document  |
| What consultation and engagement has been undertaken to date?          | Y   | Early meetings with a potential partner organisation<br>Informal consultation with SLT and Cabinet   |
| Has an option appraisal been undertaken?                               | Y   | The technology and practical elements have been worked through with potential partner company. The structuring of the partnership with regard financials is being worked through as options at present.                  |
| Does this proposal affect other MCC services?                          | N   | N/A  |
| Is this proposal dependant on other services?                          | N   | N/A  |
| Will this proposal require any amendments to MCC policy?               | N   | N/A  |
| Will this proposal have any staffing implications?                     | N   | <b>Not with MCC</b> – the proposal requires MCC to fund a Capital investment in equipment. This equipment will be operated by the partnering business.   |
| Will this project have any legal implication for the authority?        | Y   | <b>Depending upon the model taken forward there will be a requirement for legal advice and subsequently a binding contract. This is why we are taking forward a few options at this stage for further investigation.</b> |

| What is the financial benefit of this proposal?                        |                                 | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Reduced cost</td> <td></td> <td>£25,000</td> <td></td> <td></td> <td></td> <td>£25,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p>   | Description            | Remainder of 18/19 | 19/20 | 20/21                           | 21/22             | 22/23 | Total | Reduced cost      |                    | £25,000 |       |  |   | £25,000 |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|---------------------------------|--|------------------------|--------------------|-------|---------------------------------|-------------------|-------|-------|-------------------|--------------------|---------|-------|--|---|---------|--|---------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Description  | Remainder of 18/19              | 19/20  | 20/21                  | 21/22              | 22/23 | Total                           |                   |       |       |                   |                    |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Reduced cost   |                                 | £25,000  |                        |                    |       | £25,000                         |                   |       |       |                   |                    |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                                 |  |                        |                    |       |                                 |                   |       |       |                   |                    |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                                 |  |                        |                    |       |                                 |                   |       |       |                   |                    |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require revenue or capital investment to implement? | Y                               | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td>Capital investment</td> <td></td> <td>£700k</td> <td></td> <td></td> <td></td> <td></td> <td>Capital</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/> Options are being considered and a number of avenues remain open. Investment may eventually come from revenue or substantial Capital may be required.</p> <p>Nothing is yet agreed but one option indicates a capital investment by MCC to be recovered by reduced service costs invested into prudential borrowing but with a net benefit still being achieved</p> | Investment Description | Remainder of 18/19 | 19/20 | 20/21                           | 21/22             | 22/23 | Total | Source of funding | Capital investment |         | £700k |  |   |         |  | Capital |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Investment Description   | Remainder of 18/19              | 19/20  | 20/21                  | 21/22              | 22/23 | Total                           | Source of funding |       |       |                   |                    |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Capital investment   |                                 | £700k  |                        |                    |       |                                 | Capital           |       |       |                   |                    |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                                 |  |                        |                    |       |                                 |                   |       |       |                   |                    |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                                 |  |                        |                    |       |                                 |                   |       |       |                   |                    |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   | Y                               | The model in which MCC provide the Capital funding, the partnering business supply the operating knowledge and customer base is the one that allows MCC to benefit from the cost reductions this process enables   |                        |                    |       |                                 |                   |       |       |                   |                    |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                     | Y                               | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Increased recycling performance</td> </tr> <tr> <td>2</td> <td></td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>   | Ref                    | Benefit            | 1     | Increased recycling performance | 2                 |       | Ref   | Disadvantage      | 1                  |         | 2     |  | 3 |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Benefit                         |  |                        |                    |       |                                 |                   |       |       |                   |                    |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  | Increased recycling performance |  |                        |                    |       |                                 |                   |       |       |                   |                    |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  |                                 |  |                        |                    |       |                                 |                   |       |       |                   |                    |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Disadvantage                    |  |                        |                    |       |                                 |                   |       |       |                   |                    |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  |                                 |  |                        |                    |       |                                 |                   |       |       |                   |                    |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  |                                 |  |                        |                    |       |                                 |                   |       |       |                   |                    |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3  |                                 |  |                        |                    |       |                                 |                   |       |       |                   |                    |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal made any assumptions?                                | N                               | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment</b></p> <p>No assumptions have been made at this stage regarding the contract and joint venture, as options are currently being considered.</p>   | Ref                    | Assumption         | 1     |                                 | 2                 |       | 3     |                   | 4                  |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Assumption                      |  |                        |                    |       |                                 |                   |       |       |                   |                    |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  |                                 |  |                        |                    |       |                                 |                   |       |       |                   |                    |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  |                                 |  |                        |                    |       |                                 |                   |       |       |                   |                    |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3  |                                 |  |                        |                    |       |                                 |                   |       |       |                   |                    |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4  |                                 |  |                        |                    |       |                                 |                   |       |       |                   |                    |         |       |  |   |         |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

| Has a risk analysis been completed for this proposal?   | Y   | <p><b>Main Risks</b></p> <table border="1" data-bbox="624 282 1441 479"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>That the options being considered do not come into fruition and the income is not achieved.</td> <td>Green</td> <td>All options are being considered and work continues to be progressed.</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Ref   | Risk            | RAG Rating  | Mitigation        | 1 | That the options being considered do not come into fruition and the income is not achieved. | Green            | All options are being considered and work continues to be progressed. |   |                              |                         |                 |   |                      |  |             |   |                 |                 |        |   |        |                     |        |  |  |  |  |
|---|---|--|---|-----------------|-------------|-------------------|---|---|------------------|---|---|------------------------------|-------------------------|-----------------|---|----------------------|--|-------------|---|-----------------|-----------------|--------|---|--------|---------------------|--------|--|--|--|--|
| Ref   | Risk  | RAG Rating   | Mitigation  |                 |             |                   |   |   |                  |   |   |                              |                         |                 |   |                      |  |             |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| 1   | That the options being considered do not come into fruition and the income is not achieved. | Green  | All options are being considered and work continues to be progressed. |                 |             |                   |   |   |                  |   |   |                              |                         |                 |   |                      |  |             |   |                 |                 |        |   |        |                     |        |  |  |  |  |
|   |   |  |   |                 |             |                   |   |   |                  |   |   |                              |                         |                 |   |                      |  |             |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| What further consultation and engagement will be required for this proposal?                            | Y   | <table border="1" data-bbox="624 651 1441 909"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td><b>Internal legal</b></td> <td>Build a contract</td> <td>underway</td> </tr> <tr> <td>2</td> <td>Accountancy</td> <td>Review business savings</td> <td>underway</td> </tr> <tr> <td>3</td> <td>Due diligence</td> <td>Viability/suitability of partner company</td> <td>underway</td> </tr> <tr> <td>4</td> <td>Elected Members</td> <td>Formal scrutiny</td> <td>Jan 19</td> </tr> <tr> <td>5</td> <td>Public</td> <td>Public consultation</td> <td>Jan 19</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p><b>Additional Comments:</b><br/>         Consultations will be targeted at internal operational considerations or depending on solution taken forward with existing stakeholders in this project</p> | Ref   | Consultee       | Description | Comp/Pending      | 1 | <b>Internal legal</b>   | Build a contract | underway  | 2 | Accountancy                  | Review business savings | underway        | 3 | Due diligence        | Viability/suitability of partner company | underway    | 4 | Elected Members | Formal scrutiny | Jan 19 | 5 | Public | Public consultation | Jan 19 |  |  |  |  |
| Ref   | Consultee   | Description  | Comp/Pending  |                 |             |                   |   |   |                  |   |   |                              |                         |                 |   |                      |  |             |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| 1   | <b>Internal legal</b>   | Build a contract   | underway  |                 |             |                   |   |   |                  |   |   |                              |                         |                 |   |                      |  |             |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| 2   | Accountancy   | Review business savings  | underway  |                 |             |                   |   |   |                  |   |   |                              |                         |                 |   |                      |  |             |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| 3   | Due diligence   | Viability/suitability of partner company   | underway  |                 |             |                   |   |   |                  |   |   |                              |                         |                 |   |                      |  |             |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| 4   | Elected Members   | Formal scrutiny  | Jan 19  |                 |             |                   |   |   |                  |   |   |                              |                         |                 |   |                      |  |             |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| 5   | Public  | Public consultation  | Jan 19  |                 |             |                   |   |   |                  |   |   |                              |                         |                 |   |                      |  |             |   |                 |                 |        |   |        |                     |        |  |  |  |  |
|   |   |  |   |                 |             |                   |   |   |                  |   |   |                              |                         |                 |   |                      |  |             |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Will this proposal require procurement of goods, services or works?                                     | Y   | Depending on option taken forward it might require investment in plant and equipment and MCC's contribution to the joint arrangement.  |   |                 |             |                   |   |   |                  |   |   |                              |                         |                 |   |                      |  |             |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Will support services be required for this proposal?  | Y   | <table border="1" data-bbox="624 1245 1441 1417"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td>1</td> <td><b>Legal</b></td> <td> </td> <td><b>both</b></td> </tr> <tr> <td>2</td> <td><b>Corporate Procurement</b></td> <td> </td> <td><b>internal</b></td> </tr> <tr> <td>3</td> <td><b>Due diligence</b></td> <td> </td> <td><b>both</b></td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/>         Depending on which option taken forward support will be minor or significant</p>  | Ref   | Support Service | Activity    | Internal/External | 1 | <b>Legal</b>  |                  | <b>both</b>   | 2 | <b>Corporate Procurement</b> |                         | <b>internal</b> | 3 | <b>Due diligence</b> |  | <b>both</b> |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Ref   | Support Service   | Activity   | Internal/External   |                 |             |                   |   |   |                  |   |   |                              |                         |                 |   |                      |  |             |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| 1   | <b>Legal</b>  |  | <b>both</b>   |                 |             |                   |   |   |                  |   |   |                              |                         |                 |   |                      |  |             |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| 2   | <b>Corporate Procurement</b>  |  | <b>internal</b>   |                 |             |                   |   |   |                  |   |   |                              |                         |                 |   |                      |  |             |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| 3   | <b>Due diligence</b>  |  | <b>both</b>   |                 |             |                   |   |   |                  |   |   |                              |                         |                 |   |                      |  |             |   |                 |                 |        |   |        |                     |        |  |  |  |  |
|   |   |  |   |                 |             |                   |   |   |                  |   |   |                              |                         |                 |   |                      |  |             |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Will this proposal impact on the authorities built assets. E.g. service change, resource amendment etc. | N   | Capital investment will be written down over duration of partnership. Operational needs will be provided by partnering company away from MCC   |   |                 |             |                   |   |   |                  |   |   |                              |                         |                 |   |                      |  |             |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Will this proposal present any future collaboration opportunities?                                      | Y   | Will depend on which option taken forward  |   |                 |             |                   |   |   |                  |   |   |                              |                         |                 |   |                      |  |             |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | N   |  |   |                 |             |                   |   |   |                  |   |   |                              |                         |                 |   |                      |  |             |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| How will the impact of this proposal be measured? E.g. Budget/Process/Staff/Customer KPI's              |   | Demonstrated by Cash savings on baseline 16/17, which will be measured via the revenue budget monitoring process   |   |                 |             |                   |   |   |                  |   |   |                              |                         |                 |   |                      |  |             |   |                 |                 |        |   |        |                     |        |  |  |  |  |

|                |  |                           |             |
|----------------|--|---------------------------|-------------|
| Proposal Title | Street Lighting – Rearranging of Salix Loans | Lead/Responsible Officer: | Gareth Sage |
| Your Ref No:   | ENT021                                       | Directorate:              | ENT         |
| Version No:    | 1  | Section:                  | OPS         |
| Date:          | 29/11/2018                                   |                           |             |

| Version | Date | Changes Made |
|---------|------|--------------|
| 1       |      |              |
| 2       |      |              |

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

Over the past 3 years MCC have carried out a LED lamp replacement programme within Street Lighting. The funding for this work has come in the form of 2 interest free SALIX loans via Welsh Government which are being repaid over an 8 and 10 year period with the Street lighting budget being stripped by the equivalent annual repayment cost.

The proposal is to extend the repayment out to 15 years to spread the loan over the life of the asset, this will release budget back into the service that can be offered up as a saving. MCC will still repay the loans back to WG over the agreed period but the service budget will benefit from the loan being stretched. Our Treasury team have indicated there will be a small amount of interest to reflect the short term loans that will have to be taken out centrally to cover the shortfall in repayments (due to the extended timescale) but these have been factored into the saving.

Please provide the following information to support your proposal

| Question   | Y/N | Comments/Impact  |
|--|-----|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y   | This proposal focuses upon the rearrangement of SALIX loans. The improvement to street lighting via LED lamps will enable the reduction of energy costs.<br><br>The proposal contributes additional funding that will ultimately assist the Council in delivering the priorities as set out in the Corporate Plan. |
| Has a Future Generations Evaluation been completed for this proposal?  | Y   | See separate document  |
| What consultation and engagement has been undertaken to date?          | Y   | Consultation with SLT and informal Cabinet   |
| Has an option appraisal been undertaken?                               | Y   | Consideration has been given to the most appropriate repayment model and the proposal presented provides the best saving.  |
| Does this proposal affect other MCC services?                          | No  |  |
| Is this proposal dependant on other services?                          | No  |  |
| Will this proposal require any amendments to MCC policy?               | No  |  |
| Will this proposal have any staffing implications?                     | No  |  |
| Will this project have any legal implication for the authority?        | Yes | MCC must comply with the terms and conditions of the SALIX loans.  |



| What is the financial benefit of this proposal?                        |  | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Realign Salix Loan Repayment</td> <td></td> <td>£38,000</td> <td></td> <td></td> <td></td> <td>£38,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> | Description            | Remainder of 18/19 | 19/20 | 20/21                                      | 21/22             | 22/23 | Total | Realign Salix Loan Repayment |   | £38,000 |     |              |   | £38,000 |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|--|--|------------------------|--------------------|-------|--|-------------------|-------|-------|------------------------------|---|---------|-----|--------------|---|---------|---|--|---|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Description  | Remainder of 18/19                         | 19/20  | 20/21                  | 21/22              | 22/23 | Total                                      |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Realign Salix Loan Repayment   |  | £38,000  |                        |                    |       | £38,000                                    |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require revenue or capital investment to implement? | No   | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>   | Investment Description | Remainder of 18/19 | 19/20 | 20/21                                      | 21/22             | 22/23 | Total | Source of funding            |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Investment Description   | Remainder of 18/19                         | 19/20  | 20/21                  | 21/22              | 22/23 | Total                                      | Source of funding |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   | N/A  |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                     | No   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Ref                    | Benefit            | 1     |  | 2                 |       | 3     |                              | 4 |         | Ref | Disadvantage | 1 |         | 2 |  | 3 |  | 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Benefit                                    |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  |  |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  |  |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3  |  |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4  |  |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Disadvantage                               |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  |  |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  |  |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3  |  |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4  |  |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal made any assumptions?                                | Yes  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Assumed the life of asset will be 15 years</td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table>  | Ref                    | Assumption         | 1     | Assumed the life of asset will be 15 years | 2                 |       | 3     |                              | 4 |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Assumption                                 |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  | Assumed the life of asset will be 15 years |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  |  |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3  |  |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4  |  |  |                        |                    |       |  |                   |       |       |                              |   |         |     |              |   |         |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

|   |                 | <p><b>Additional Comment</b></p> <p>The expected life is between 20-30 years, we have based our assumption on a prudent figure of 15 years.</p>   |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
|---|-----------------|---|-------------------|-----------------|-------------|-------------------|---|-----------------|-----------------|--------|---|--------|---------------------|--------|--|--|--|--|--|--|--|--|
| Has a risk analysis been completed for this proposal?   | No              | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>   | Ref               | Risk            | RAG Rating  | Mitigation        |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| Ref   | Risk            | RAG Rating  | Mitigation        |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| What further consultation and engagement will be required for this proposal?                            | None            | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Jan 19</td> </tr> <tr> <td>2</td> <td>Public</td> <td>Public consultation</td> <td>Jan 19</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> | Ref               | Consultee       | Description | Comp/Pending      | 1 | Elected Members | Formal Scrutiny | Jan 19 | 2 | Public | Public consultation | Jan 19 |  |  |  |  |  |  |  |  |
| Ref   | Consultee       | Description   | Comp/Pending      |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| 1   | Elected Members | Formal Scrutiny   | Jan 19            |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| 2   | Public          | Public consultation   | Jan 19            |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| Will this proposal require procurement of goods, services or works?                                     | No              |   |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| Will support services be required for this proposal?  | No              | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>   | Ref               | Support Service | Activity    | Internal/External | 1 |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| Ref   | Support Service | Activity  | Internal/External |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| 1   |                 |   |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| Will this proposal impact on the authorities built assets. E.g. service change, resource amendment etc. | No              |   |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| Will this proposal present any future collaboration opportunities?                                      | No              |   |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | No              |   |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| How will the impact of this proposal be measured? E.g. Budget/Process/Staff/Customer KPI's              |                 | Proposal will be measured via the revenue budget monitoring process   |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |

|                |                         |                           |                                      |
|----------------|-------------------------|---------------------------|--------------------------------------|
| Proposal Title | DPS Retendering Savings | Lead/Responsible Officer: | Richard Cope                         |
| Your Ref No:   | ENT022                  | Directorate:              | Enterprise                           |
| Version No:    | 1                       | Section:                  | Operations /Passenger Transport Unit |
| Date:          | 30.11.18                |                           |                                      |

| Version | Date     | Changes Made |
|---------|----------|--------------|
| 1       | 30.11.18 |              |
| 2       |          |              |

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

To realise the retendering savings on a full year spend from the DPS retendering carried out during 2018/19. To follow on with this and have a rolling programme of route optimisation to ensure that best value is obtained from the tender.

Please provide the following information to support your proposal

| Question   | Y/N       | Comments/Impact   |             |           |       |       |       |       |       |                 |  |  |  |  |  |  |
|--|-----------|---|-------------|-----------|-------|-------|-------|-------|-------|-----------------|--|--|--|--|--|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y         | Transport is one of the corporate priorities set out in the 22 for 22 and achieving best value from our fleet is essential to this success.   |             |           |       |       |       |       |       |                 |  |  |  |  |  |  |
| Has a Future Generations Evaluation been completed for this proposal?  | Y         | See separate document   |             |           |       |       |       |       |       |                 |  |  |  |  |  |  |
| What consultation and engagement has been undertaken to date?          | Y         | <ul style="list-style-type: none"> <li>Meet the Operator Day was held before the retender and assistance in showing operators how they could register onto the DPS framework.</li> <li>Engagement with the providers and operators continues.</li> <li>Informal consultation with SLT and Cabinet</li> </ul>  |             |           |       |       |       |       |       |                 |  |  |  |  |  |  |
| Has an option appraisal been undertaken?                               | Y         | Route optimisation was undertaken before the retender. The tender was evaluated by option appraisal with all options available to the authority. Personal transport budgets were considered, the tender costs were also evaluated and comparison of in house provision which had been costed by finance colleagues and external provision was considered along with availability of operators and personnel |             |           |       |       |       |       |       |                 |  |  |  |  |  |  |
| Does this proposal affect other MCC services?                          | Y         | Education services and social services could be affected by the proposals if the provision that has been procured is not suitable. In house provision within transport may also be affected by changes to services if some are externalised.  |             |           |       |       |       |       |       |                 |  |  |  |  |  |  |
| Is this proposal dependant on other services?                          | Y         | The savings will only be achieved if education numbers are as forecast. Extra pupils especially on ALN contracts will impact negatively upon the saving if more contracts are required.   |             |           |       |       |       |       |       |                 |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | N         |   |             |           |       |       |       |       |       |                 |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                     | N         |   |             |           |       |       |       |       |       |                 |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?        | Y         | Ongoing contract management and monitoring of the suppliers to ensure they comply with the contract and their legal obligations   |             |           |       |       |       |       |       |                 |  |  |  |  |  |  |
| What is the financial benefit of this proposal?                        | £330,000  | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td colspan="7" style="text-align: center;">Page 309 of 309</td> </tr> </tbody> </table>   | Description | Remainder | 19/20 | 20/21 | 21/22 | 22/23 | Total | Page 309 of 309 |  |  |  |  |  |  |
| Description  | Remainder | 19/20   | 20/21       | 21/22     | 22/23 | Total |       |       |       |                 |  |  |  |  |  |  |
| Page 309 of 309  |           |   |             |           |       |       |       |       |       |                 |  |  |  |  |  |  |

|  |  | <table border="1"> <tr> <td>Full Year Savings</td> <td></td> <td>330K</td> <td></td> <td></td> <td></td> <td></td> <td>330,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>   | Full Year Savings      |                    | 330K       |  |                   |  |       | 330,000  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|--|---|------------------------|--------------------|------------|--|-------------------|--|-------|--|---|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Full Year Savings  |  | 330K  |                        |                    |            |  | 330,000           |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |   |                        |                    |            |  |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  | <b>Additional Comments:</b><br>   |                        |                    |            |  |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require revenue or capital investment to implement? | No   | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>  | Investment Description | Remainder of 18/19 | 19/20      | 20/21  | 21/22             | 22/23  | Total | Source of funding  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Investment Description   | Remainder of 18/19   | 19/20   | 20/21                  | 21/22              | 22/23      | Total  | Source of funding |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |   |                        |                    |            |  |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |   |                        |                    |            |  |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  | <b>Additional Comment:</b><br>  |                        |                    |            |  |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   | No   |   |                        |                    |            |  |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                     | Yes  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Route optimisation will benefit carbon reduction by less vehicles on the road.</td> </tr> <tr> <td>2</td> <td></td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Amalgamation of routes may make some journeys longer for some pupils</td> </tr> <tr> <td>2</td> <td></td> </tr> </tbody> </table> | Ref                    | Benefit            | 1          | Route optimisation will benefit carbon reduction by less vehicles on the road. | 2                 |  | Ref   | Disadvantage   | 1 | Amalgamation of routes may make some journeys longer for some pupils | 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Benefit  |   |                        |                    |            |  |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  | Route optimisation will benefit carbon reduction by less vehicles on the road.   |   |                        |                    |            |  |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  |  |   |                        |                    |            |  |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Disadvantage   |   |                        |                    |            |  |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  | Amalgamation of routes may make some journeys longer for some pupils   |   |                        |                    |            |  |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  |  |   |                        |                    |            |  |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  | <b>Additional Comment:</b><br>  |                        |                    |            |  |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal made any assumptions?                                | Yes  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>That no large increase in pupils or ALN requests will occur.</td> </tr> <tr> <td>2</td> <td>Route optimisation is sustainable if behavioural difficulties occur with pupils who have been amalgamated on one route</td> </tr> <tr> <td>3</td> <td>Timings of routes do not impact on pupil's journeys to school.</td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table>               | Ref                    | Assumption         | 1          | That no large increase in pupils or ALN requests will occur.                   | 2                 | Route optimisation is sustainable if behavioural difficulties occur with pupils who have been amalgamated on one route | 3     | Timings of routes do not impact on pupil's journeys to school. | 4 |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Assumption   |   |                        |                    |            |  |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  | That no large increase in pupils or ALN requests will occur.   |   |                        |                    |            |  |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  | Route optimisation is sustainable if behavioural difficulties occur with pupils who have been amalgamated on one route |   |                        |                    |            |  |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3  | Timings of routes do not impact on pupil's journeys to school.   |   |                        |                    |            |  |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4  |  |   |                        |                    |            |  |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  | <b>Additional Comment</b><br><p>Any large increase or increase in ALN pupils may mean adding extra contract costs.</p> <p>The optimising of routes can sometime bring unforeseen circumstances with pupils not being able to travel together especially for ALN pupils. Some journey times may increase and this will need to be monitored over a period to ensure it is not unreasonable in line with the Learner travel wales guidance.</p>   |                        |                    |            |  |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has a risk analysis been completed for this proposal?                  | Yes  | <b>Main Risks</b><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>   | Ref                    | Risk               | RAG Rating | Mitigation   |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Risk   | RAG Rating  | Mitigation             |                    |            |  |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |   |                        |                    |            |  |                   |  |       |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |

|   |                      | <table border="1"> <tr> <td>1</td> <td>Additional contracts</td> <td>Amber</td> <td>Look to work with education to reduce the number of single occupancy vehicles and distances travelled for pupils</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table>  | 1  | Additional contracts | Amber           | Look to work with education to reduce the number of single occupancy vehicles and distances travelled for pupils |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
|---|----------------------|--|--|----------------------|-----------------|--|-------------------|---|--------|-------------------|---------|---|-----------------|-----------------|---------|--|--|--|--|
| 1   | Additional contracts | Amber  | Look to work with education to reduce the number of single occupancy vehicles and distances travelled for pupils |                      |                 |  |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
|   |                      |  |  |                      |                 |  |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
|   |                      | <p><b>Additional Comment:</b></p> <p>Work on a new ALN policy is ongoing and more in county provision for ALN pupils is sought to reduce travelling costs and time outside of the county</p>   |  |                      |                 |  |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
| What further consultation and engagement will be required for this proposal?                            |                      | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Public</td> <td>Public Engagement</td> <td>Pending</td> </tr> <tr> <td>2</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Pending</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> |  | Ref                  | Consultee       | Description  | Comp/Pending      | 1 | Public | Public Engagement | Pending | 2 | Elected Members | Formal Scrutiny | Pending |  |  |  |  |
| Ref   | Consultee            | Description  | Comp/Pending   |                      |                 |  |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
| 1   | Public               | Public Engagement  | Pending  |                      |                 |  |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
| 2   | Elected Members      | Formal Scrutiny  | Pending  |                      |                 |  |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
|   |                      |  |  |                      |                 |  |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
| Will this proposal require procurement of goods, services or works?                                     | Yes                  | The proposal will require the procurement of taxi, minibus and coach operators to carry out the Home to school contract routes and social services transport routes for children's services.   |  |                      |                 |  |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
| Will support services be required for this proposal?  | No                   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  |  | Ref                  | Support Service | Activity   | Internal/External |   |        |                   |         |   |                 |                 |         |  |  |  |  |
| Ref   | Support Service      | Activity   | Internal/External  |                      |                 |  |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
|   |                      |  |  |                      |                 |  |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
|   |                      |  |  |                      |                 |  |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
| Will this proposal impact on the authorities built assets. E.g. service change, resource amendment etc. | No                   |  |  |                      |                 |  |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
| Will this proposal present any future collaboration opportunities?                                      | Yes                  | The DPS has been collaborated with Newport, Torfaen and Blaenau Gwent Councils   |  |                      |                 |  |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | Yes                  | Electronic tendering is already in place   |  |                      |                 |  |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
| How will the impact of this proposal be measured? E.g. Budget/Process/Staff/Customer KPI's              |                      | <ul style="list-style-type: none"> <li>The impact will be measured via quarterly capital and revenue budget monitoring process.</li> <li>Customer experience and complaints will be monitored throughout the year.</li> </ul>  |  |                      |                 |  |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |

|                |  |                           |                                      |
|----------------|--|---------------------------|--------------------------------------|
| Proposal Title | Community and Partnership Development – Budget Savings | Lead/Responsible Officer: | Cath Fallon                          |
| Your Ref No:   | ENT023   | Directorate:              | Enterprise                           |
| Version No:    | 1  | Section:                  | Enterprise and Community Development |
| Date:          | 19 <sup>th</sup> November 2018                         |                           |                                      |

| Version | Date                           | Changes Made |
|---------|--------------------------------|--------------|
| 1       | 19 <sup>th</sup> November 2018 |              |
| 2       |                                |              |

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

Forecasted under spend 2018/19 and subsequent saving 2019 onwards due to a vacant post and a decrease in spend against supplies and services.

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact  |             |                    |       |        |       |       |       |                                     |        |        |  |  |  |        |
|--|--------------------|--|-------------|--------------------|-------|--------|-------|-------|-------|-------------------------------------|--------|--------|--|--|--|--------|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y                  | Does not affect on-going delivery  |             |                    |       |        |       |       |       |                                     |        |        |  |  |  |        |
| Has a Future Generations Evaluation been completed for this proposal?  | Y                  | See separate document  |             |                    |       |        |       |       |       |                                     |        |        |  |  |  |        |
| What consultation and engagement has been undertaken to date?          | Y                  | Team have been consulted however as this saving will not impact delivery or staff numbers no issues have arisen.<br><br>Informal consultation also undertaken with SLT and Cabinet   |             |                    |       |        |       |       |       |                                     |        |        |  |  |  |        |
| Has an option appraisal been undertaken?                               | Y                  | Budget analysis has been undertaken.   |             |                    |       |        |       |       |       |                                     |        |        |  |  |  |        |
| Does this proposal affect other MCC services?                          | N                  |  |             |                    |       |        |       |       |       |                                     |        |        |  |  |  |        |
| Is this proposal dependant on other services?                          | N                  |  |             |                    |       |        |       |       |       |                                     |        |        |  |  |  |        |
| Will this proposal require any amendments to MCC policy?               | N                  |  |             |                    |       |        |       |       |       |                                     |        |        |  |  |  |        |
| Will this proposal have any staffing implications?                     | N                  |  |             |                    |       |        |       |       |       |                                     |        |        |  |  |  |        |
| Will this project have any legal implication for the authority?        | N                  |  |             |                    |       |        |       |       |       |                                     |        |        |  |  |  |        |
| What is the financial benefit of this proposal?                        |                    | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Reduction in services budget by 50%</td> <td>10,000</td> <td>10,000</td> <td></td> <td></td> <td></td> <td>10,000</td> </tr> </tbody> </table> | Description | Remainder of 18/19 | 19/20 | 20/21  | 21/22 | 22/23 | Total | Reduction in services budget by 50% | 10,000 | 10,000 |  |  |  | 10,000 |
| Description  | Remainder of 18/19 | 19/20  | 20/21       | 21/22              | 22/23 | Total  |       |       |       |                                     |        |        |  |  |  |        |
| Reduction in services budget by 50%                                    | 10,000             | 10,000   |             |                    |       | 10,000 |       |       |       |                                     |        |        |  |  |  |        |

|  |  | <table border="1"> <tr> <td>from £20k to £10k</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Underspend in salary due to non-recruitment to post</td> <td>50,000</td> <td>20,000</td> <td></td> <td></td> <td></td> <td></td> <td>20,000</td> </tr> <tr> <td><b>Total</b></td> <td><b>60,000</b></td> <td><b>30,000</b></td> <td></td> <td></td> <td></td> <td></td> <td><b>30,000</b></td> </tr> </table> <p><b>Additional Comments:</b></p> | from £20k to £10k      |                    |            |  |                   |   |       |                   | Underspend in salary due to non-recruitment to post | 50,000 | 20,000 |  |  |  |  | 20,000 | <b>Total</b> | <b>60,000</b> | <b>30,000</b> |  |  |  |  | <b>30,000</b> |
|--|--|--|------------------------|--------------------|------------|--|-------------------|---|-------|-------------------|---|--------|--------|--|--|--|--|--------|--------------|---------------|---------------|--|--|--|--|---------------|
| from £20k to £10k  |  |  |                        |                    |            |  |                   |   |       |                   |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
| Underspend in salary due to non-recruitment to post                    | 50,000   | 20,000   |                        |                    |            |  | 20,000            |   |       |                   |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
| <b>Total</b>   | <b>60,000</b>  | <b>30,000</b>  |                        |                    |            |  | <b>30,000</b>     |   |       |                   |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
| Will this proposal require revenue or capital investment to implement? | N  | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>                       | Investment Description | Remainder of 18/19 | 19/20      | 20/21  | 21/22             | 22/23   | Total | Source of funding |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
| Investment Description   | Remainder of 18/19   | 19/20  | 20/21                  | 21/22              | 22/23      | Total  | Source of funding |   |       |                   |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
|  |  |  |                        |                    |            |  |                   |   |       |                   |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
|  |  |  |                        |                    |            |  |                   |   |       |                   |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
| Has this proposal considered the opportunities for external funding?   | N  | N/A  |                        |                    |            |  |                   |   |       |                   |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
| Will this proposal have any non-financial impacts?                     | N  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Ref                    | Benefit            | 1          |  | 2                 |   | Ref   | Disadvantage      | 1   |        | 2      |  |  |  |  |        |              |               |               |  |  |  |  |               |
| Ref  | Benefit  |  |                        |                    |            |  |                   |   |       |                   |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
| 1  |  |  |                        |                    |            |  |                   |   |       |                   |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
| 2  |  |  |                        |                    |            |  |                   |   |       |                   |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
| Ref  | Disadvantage   |  |                        |                    |            |  |                   |   |       |                   |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
| 1  |  |  |                        |                    |            |  |                   |   |       |                   |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
| 2  |  |  |                        |                    |            |  |                   |   |       |                   |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
| Has this proposal made any assumptions?                                | Y  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Historic underspend on service budget heading therefore long term impact minimal</td> </tr> <tr> <td>2</td> <td>Team are functioning effectively without the post so long term impact minimal</td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment</b></p>  | Ref                    | Assumption         | 1          | Historic underspend on service budget heading therefore long term impact minimal | 2                 | Team are functioning effectively without the post so long term impact minimal | 3     |                   | 4   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
| Ref  | Assumption   |  |                        |                    |            |  |                   |   |       |                   |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
| 1  | Historic underspend on service budget heading therefore long term impact minimal |  |                        |                    |            |  |                   |   |       |                   |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
| 2  | Team are functioning effectively without the post so long term impact minimal    |  |                        |                    |            |  |                   |   |       |                   |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
| 3  |  |  |                        |                    |            |  |                   |   |       |                   |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
| 4  |  |  |                        |                    |            |  |                   |   |       |                   |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
| Has a risk analysis been completed for this proposal?                  | Y  | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>  | Ref                    | Risk               | RAG Rating | Mitigation   |                   |   |       |                   |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
| Ref  | Risk   | RAG Rating   | Mitigation             |                    |            |  |                   |   |       |                   |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |
|  |  |  |                        |                    |            |  |                   |   |       |                   |   |        |        |  |  |  |  |        |              |               |               |  |  |  |  |               |

|   |  | <table border="1"> <tr> <td>1</td> <td>Historic data implies 50% of service budget no longer required</td> <td>G</td> <td></td> </tr> <tr> <td>2</td> <td>Service delivery implies post no longer required</td> <td>G</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table> <p><b>Additional Comment:</b></p>  | 1                 | Historic data implies 50% of service budget no longer required | G           |                   | 2 | Service delivery implies post no longer required | G               |        |   |        |                     |        |  |  |  |  |  |  |  |  |
|---|--|---|-------------------|--|-------------|-------------------|---|--|-----------------|--------|---|--------|---------------------|--------|--|--|--|--|--|--|--|--|
| 1   | Historic data implies 50% of service budget no longer required | G   |                   |  |             |                   |   |  |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| 2   | Service delivery implies post no longer required               | G   |                   |  |             |                   |   |  |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
|   |  |   |                   |  |             |                   |   |  |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| What further consultation and engagement will be required for this proposal?                            |  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Jan 19</td> </tr> <tr> <td>2</td> <td>Public</td> <td>Public consultation</td> <td>Jan 19</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> | Ref               | Consultee  | Description | Comp/Pending      | 1 | Elected Members                                  | Formal Scrutiny | Jan 19 | 2 | Public | Public consultation | Jan 19 |  |  |  |  |  |  |  |  |
| Ref   | Consultee  | Description   | Comp/Pending      |  |             |                   |   |  |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| 1   | Elected Members  | Formal Scrutiny   | Jan 19            |  |             |                   |   |  |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| 2   | Public   | Public consultation   | Jan 19            |  |             |                   |   |  |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
|   |  |   |                   |  |             |                   |   |  |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
|   |  |   |                   |  |             |                   |   |  |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| Will this proposal require procurement of goods, services or works?                                     | N  |   |                   |  |             |                   |   |  |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| Will support services be required for this proposal?  | N  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>   | Ref               | Support Service  | Activity    | Internal/External |   |  |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| Ref   | Support Service  | Activity  | Internal/External |  |             |                   |   |  |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
|   |  |   |                   |  |             |                   |   |  |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
|   |  |   |                   |  |             |                   |   |  |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| Will this proposal impact on the authorities built assets. E.g. service change, resource amendment etc. | N  |   |                   |  |             |                   |   |  |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| Will this proposal present any future collaboration opportunities?                                      | N  |   |                   |  |             |                   |   |  |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | N  |   |                   |  |             |                   |   |  |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |
| How will the impact of this proposal be measured?<br>E.g.<br>Budget/Process/Staff/Customer KPI's        |  | Proposal will be monitored via budget monitoring process and service business plan  |                   |  |             |                   |   |  |                 |        |   |        |                     |        |  |  |  |  |  |  |  |  |



|                |  |                           |              |
|----------------|--|---------------------------|--------------|
| Proposal Title | MonLife – Alternative Delivery Model for TLCY Services | Lead/Responsible Officer: | Ian Saunders |
| Your Ref No:   | ENT024   | Directorate:              | Enterprise   |
| Version No:    | 1  | Section:                  | TLCY         |
| Date:          | 29/11/18   |                           |              |

| Version | Date     | Changes Made |
|---------|----------|--------------|
| 1       | 29/11/18 |              |
| 2       |          |              |

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

Work has been ongoing since later 2015, to develop an alternative delivery model for TLCY services. Various reports including the development of a five case business model as well as business plans have been presented to Select Committees, Cabinet and Council. On 29 January 2018, the Council's Cabinet Committee approved the recommendation from the five case business model for the establishment of an ADM as the best means of enabling a sustainable and resilient future for Tourism, Leisure, Culture and Youth services.

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact   |             |                    |        |         |       |       |       |         |   |         |        |        |        |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|--------------------|---|-------------|--------------------|--------|---------|-------|-------|-------|---------|---|---------|--------|--------|--------|---------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y                  | MonLife aims and objectives align to Public Service Board priorities from the Well-being Plan and Assessments   |             |                    |        |         |       |       |       |         |   |         |        |        |        |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has a Future Generations Evaluation been completed for this proposal?  | Y                  | See separate document.<br><br>FG Evaluations also completed for all reports that have been submitted to Select, Cabinet and Council   |             |                    |        |         |       |       |       |         |   |         |        |        |        |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| What consultation and engagement has been undertaken to date?          | Y                  | Considerable – schedule can be provided if required   |             |                    |        |         |       |       |       |         |   |         |        |        |        |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has an option appraisal been undertaken?                               | Y                  | Five case business model and business plan  |             |                    |        |         |       |       |       |         |   |         |        |        |        |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Does this proposal affect other MCC services?                          | Y                  | Has an impact on some support services as MonLife may wish to deliver them itself over time   |             |                    |        |         |       |       |       |         |   |         |        |        |        |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Is this proposal dependant on other services?                          | N                  |   |             |                    |        |         |       |       |       |         |   |         |        |        |        |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | Y                  | Transfer of services to another body  |             |                    |        |         |       |       |       |         |   |         |        |        |        |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                     | Y                  | Possible TUPE implications  |             |                    |        |         |       |       |       |         |   |         |        |        |        |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?        | Y                  | Legal agreements required between MonLife and MCC such as service contract, grant agreement, service level agreements   |             |                    |        |         |       |       |       |         |   |         |        |        |        |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| What is the financial benefit of this proposal?                        | £331,000           | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>ADM (k)</td> <td>0</td> <td>331,000</td> <td>31,000</td> <td>46,000</td> <td>22,000</td> <td>430,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | Description | Remainder of 18/19 | 19/20  | 20/21   | 21/22 | 22/23 | Total | ADM (k) | 0 | 331,000 | 31,000 | 46,000 | 22,000 | 430,000 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Description  | Remainder of 18/19 | 19/20   | 20/21       | 21/22              | 22/23  | Total   |       |       |       |         |   |         |        |        |        |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ADM (k)  | 0                  | 331,000   | 31,000      | 46,000             | 22,000 | 430,000 |       |       |       |         |   |         |        |        |        |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                    |   |             |                    |        |         |       |       |       |         |   |         |        |        |        |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                    |   |             |                    |        |         |       |       |       |         |   |         |        |        |        |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

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|--|--|---|------------------------|--------------------|-------|-------------------------------|-------------------|-----------------------------|-------|--|---|--|-----|--------------|---|--|---|--|---|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
|  |  |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require revenue or capital investment to implement? | Y                                      | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p><b>Additional Comment:</b><br/> There are various income pipelines included within the model requiring capital investment, which MonLife would fund directly. The investment costs have been built into the business plan along with the capital repayments (please see business plan for more information)</p> | Investment Description | Remainder of 18/19 | 19/20 | 20/21                         | 21/22             | 22/23                       | Total | Source of funding                      |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Investment Description   | Remainder of 18/19                     | 19/20   | 20/21                  | 21/22              | 22/23 | Total                         | Source of funding |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   | Y                                      | The business case explores this in detail and identifies potential future funders that otherwise would not apply to a local authority   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                     | Y                                      | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr><td>1</td><td>Maintain existing services</td></tr> <tr><td>2</td><td>Growth of existing services</td></tr> <tr><td>3</td><td>Contribute to maintenance of buildings</td></tr> <tr><td>4</td><td></td></tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <p><b>Additional Comment:</b><br/> Please see Business case and business plan for further information</p>  | Ref                    | Benefit            | 1     | Maintain existing services    | 2                 | Growth of existing services | 3     | Contribute to maintenance of buildings | 4 |  | Ref | Disadvantage | 1 |  | 2 |  | 3 |  | 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Benefit                                |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  | Maintain existing services             |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  | Growth of existing services            |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3  | Contribute to maintenance of buildings |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4  |  |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Disadvantage                           |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  |  |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  |  |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3  |  |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4  |  |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal made any assumptions?                                | Y                                      | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr><td>1</td><td>Access to NNDR charity relief</td></tr> <tr><td>2</td><td>Access to gift aid</td></tr> <tr><td>3</td><td>Access to other charitable funding</td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <p><b>Additional Comment</b></p>   | Ref                    | Assumption         | 1     | Access to NNDR charity relief | 2                 | Access to gift aid          | 3     | Access to other charitable funding     | 4 |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref  | Assumption                             |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1  | Access to NNDR charity relief          |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  | Access to gift aid                     |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3  | Access to other charitable funding     |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4  |  |   |                        |                    |       |                               |                   |                             |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

|   |                             | Please see Business case and business plan for further information   |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
|---|-----------------------------|--|-------------------|-----------------|-------------|-------------------|---|--------|---------------------|--------|---|-----------------|-----------------|--------|---|-----------------------------|--|---------|---|------------|--|---------|---|-------------------|--|---------|--|--|--|--|
| Has a risk analysis been completed for this proposal?   | Y                           | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table> <p><b>Additional Comment:</b><br/>Please see business case and business plan for more information and separate risk register</p>  | Ref               | Risk            | RAG Rating  | Mitigation        |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
| Ref   | Risk                        | RAG Rating   | Mitigation        |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
|   |                             |  |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
|   |                             |  |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
|   |                             |  |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
|   |                             |  |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
|   |                             |  |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
| What further consultation and engagement will be required for this proposal?                            | Y                           | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Public</td> <td>Public consultation</td> <td>Jan 19</td> </tr> <tr> <td>2</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Jan 19</td> </tr> <tr> <td>3</td> <td>Town and Community Councils</td> <td> </td> <td>Ongoing</td> </tr> <tr> <td>4</td> <td>TLCY Staff</td> <td> </td> <td>Ongoing</td> </tr> <tr> <td>5</td> <td>External partners</td> <td> </td> <td>Ongoing</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> | Ref               | Consultee       | Description | Comp/Pending      | 1 | Public | Public consultation | Jan 19 | 2 | Elected Members | Formal Scrutiny | Jan 19 | 3 | Town and Community Councils |  | Ongoing | 4 | TLCY Staff |  | Ongoing | 5 | External partners |  | Ongoing |  |  |  |  |
| Ref   | Consultee                   | Description  | Comp/Pending      |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
| 1   | Public                      | Public consultation  | Jan 19            |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
| 2   | Elected Members             | Formal Scrutiny  | Jan 19            |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
| 3   | Town and Community Councils |  | Ongoing           |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
| 4   | TLCY Staff                  |  | Ongoing           |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
| 5   | External partners           |  | Ongoing           |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
|   |                             |  |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
| Will this proposal require procurement of goods, services or works?                                     | Y                           | Continuing support from external legal team / consultants regarding compliance and value for money options   |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
| Will support services be required for this proposal?  | Y                           | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table> <p><b>Additional Comment:</b><br/>All core services delivered within existing budget</p>   | Ref               | Support Service | Activity    | Internal/External |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
| Ref   | Support Service             | Activity   | Internal/External |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
|   |                             |  |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
|   |                             |  |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
|   |                             |  |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
|   |                             |  |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
|   |                             |  |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
|   |                             |  |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |
| Will this proposal impact on the authorities built assets. E.g. service change, resource amendment etc. | Y                           | MonLife will lease assets from MCC at peppercorn rent but MCC would retain the maintenance responsibility  |                   |                 |             |                   |   |        |                     |        |   |                 |                 |        |   |                             |  |         |   |            |  |         |   |                   |  |         |  |  |  |  |

|   |   |  |
|---|---|--|
| Will this proposal present any future collaboration opportunities?                                      | Y | Please see business case and business plan for more information      |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | Y | Please see business case and business plan for more information      |
| How will the impact of this proposal be measured?<br>E.g.<br>Budget/Process/Staff/Customer KPI's        | Y | Please see separate performance and evaluation framework for MonLife |

|                |   |                           |                  |
|----------------|---|---------------------------|------------------|
| Proposal Title | Enterprise Directorate Discretionary Fee Increase | Lead/Responsible Officer: | Frances Williams |
| Your Ref No:   | ENT025  | Directorate:              | ENT              |
| Version No:    | 1   | Section:                  | ENT              |
| Date:          | 29/11/2018  |                           |                  |

| Version | Date | Changes Made |
|---------|------|--------------|
| 1       |      |              |
| 2       |      |              |

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

Increased income as a result of discretionary fee increases across the Enterprise Directorate (including TLCY). Budget saving to be put forward of £85,934.

ENT £26,551 – various increases  
 TLCY £59,383 – 2.5% inflationary increase

Full details can be found on the attached spreadsheet extract.

Please provide the following information to support your proposal

| Question   | Y/N | Comments/Impact  |
|--|-----|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y   | <b>The proposal contributes additional income that will ultimately assist the Council in delivering the priorities as set out in the Corporate Plan.</b> |
| Has a Future Generations Evaluation been completed for this proposal?  | Y   | <b>See separate document</b>   |
| What consultation and engagement has been undertaken to date?          |     | <b>Early consultation with SLT and informal Cabinet</b>  |
| Has an option appraisal been undertaken?                               | N   |  |
| Does this proposal affect other MCC services?                          | N   |  |
| Is this proposal dependant on other services?                          | N   |  |
| Will this proposal require any amendments to MCC policy?               | N   |  |
| Will this proposal have any staffing implications?                     | N   |  |
| Will this project have any legal implication for the authority?        | N   |  |

| What is the financial benefit of this proposal?                           | £85,934  | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Tourism, Leisure, Culture and Youth Services - Discretionary Fee Increase</td> <td></td> <td>£59,383</td> <td></td> <td></td> <td></td> <td>£59,383</td> </tr> <tr> <td>Enterprise Directorate – Discretionary Fee Increase</td> <td></td> <td>£26,551</td> <td></td> <td></td> <td></td> <td>£26,551</td> </tr> <tr> <td><b>Total</b></td> <td></td> <td><b>£85,934</b></td> <td></td> <td></td> <td></td> <td><b>£85,934</b></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> <p>Full details can be found in the attached spreadsheet extract</p> | Description            | Remainder of 18/19 | 19/20 | 20/21  | 21/22             | 22/23 | Total | Tourism, Leisure, Culture and Youth Services - Discretionary Fee Increase |   | £59,383 |     |              |   | £59,383   | Enterprise Directorate – Discretionary Fee Increase |  | £26,551 |  |   |  | £26,551 | <b>Total</b> |  | <b>£85,934</b> |  |  |  | <b>£85,934</b> |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|---|--|---|------------------------|--------------------|-------|--|-------------------|-------|-------|---|---|---------|-----|--------------|---|---|---|--|---------|--|---|--|---------|--------------|--|----------------|--|--|--|----------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Description   | Remainder of 18/19   | 19/20   | 20/21                  | 21/22              | 22/23 | Total  |                   |       |       |   |   |         |     |              |   |   |   |  |         |  |   |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Tourism, Leisure, Culture and Youth Services - Discretionary Fee Increase |  | £59,383   |                        |                    |       | £59,383  |                   |       |       |   |   |         |     |              |   |   |   |  |         |  |   |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Enterprise Directorate – Discretionary Fee Increase                       |  | £26,551   |                        |                    |       | £26,551  |                   |       |       |   |   |         |     |              |   |   |   |  |         |  |   |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| <b>Total</b>  |  | <b>£85,934</b>  |                        |                    |       | <b>£85,934</b>   |                   |       |       |   |   |         |     |              |   |   |   |  |         |  |   |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |  |   |                        |                    |       |  |                   |       |       |   |   |         |     |              |   |   |   |  |         |  |   |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |  |   |                        |                    |       |  |                   |       |       |   |   |         |     |              |   |   |   |  |         |  |   |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require revenue or capital investment to implement?    | N  | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Investment Description | Remainder of 18/19 | 19/20 | 20/21  | 21/22             | 22/23 | Total | Source of funding   |   |         |     |              |   |   |   |  |         |  |   |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Investment Description  | Remainder of 18/19   | 19/20   | 20/21                  | 21/22              | 22/23 | Total  | Source of funding |       |       |   |   |         |     |              |   |   |   |  |         |  |   |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |  |   |                        |                    |       |  |                   |       |       |   |   |         |     |              |   |   |   |  |         |  |   |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |  |   |                        |                    |       |  |                   |       |       |   |   |         |     |              |   |   |   |  |         |  |   |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?      | Y  | All opportunities for external funding are continuously monitored to mitigate the level of fee increase required.   |                        |                    |       |  |                   |       |       |   |   |         |     |              |   |   |   |  |         |  |   |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                        | Yes  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Fee increase have been kept to a minimum to limit impact on customers. This has resulted in greater attention at innovative and efficient service delivery to ensure services are affordable and sustainable</td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Increased costs will be incurred by customers – Impact will be considered through the consultation and engagement process</td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> <p>See attached spreadsheet for breakdown of all fee increases</p>   | Ref                    | Benefit            | 1     | Fee increase have been kept to a minimum to limit impact on customers. This has resulted in greater attention at innovative and efficient service delivery to ensure services are affordable and sustainable | 2                 |       | 3     |   | 4 |         | Ref | Disadvantage | 1 | Increased costs will be incurred by customers – Impact will be considered through the consultation and engagement process | 2   |  | 3       |  | 4 |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref   | Benefit  |   |                        |                    |       |  |                   |       |       |   |   |         |     |              |   |   |   |  |         |  |   |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1   | Fee increase have been kept to a minimum to limit impact on customers. This has resulted in greater attention at innovative and efficient service delivery to ensure services are affordable and sustainable |   |                        |                    |       |  |                   |       |       |   |   |         |     |              |   |   |   |  |         |  |   |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2   |  |   |                        |                    |       |  |                   |       |       |   |   |         |     |              |   |   |   |  |         |  |   |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3   |  |   |                        |                    |       |  |                   |       |       |   |   |         |     |              |   |   |   |  |         |  |   |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4   |  |   |                        |                    |       |  |                   |       |       |   |   |         |     |              |   |   |   |  |         |  |   |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ref   | Disadvantage   |   |                        |                    |       |  |                   |       |       |   |   |         |     |              |   |   |   |  |         |  |   |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1   | Increased costs will be incurred by customers – Impact will be considered through the consultation and engagement process  |   |                        |                    |       |  |                   |       |       |   |   |         |     |              |   |   |   |  |         |  |   |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2   |  |   |                        |                    |       |  |                   |       |       |   |   |         |     |              |   |   |   |  |         |  |   |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3   |  |   |                        |                    |       |  |                   |       |       |   |   |         |     |              |   |   |   |  |         |  |   |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4   |  |   |                        |                    |       |  |                   |       |       |   |   |         |     |              |   |   |   |  |         |  |   |  |         |              |  |                |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

| Has this proposal made any assumptions?   | N               | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table><br><table border="1"> <tr> <td><b>Additional Comment</b></td> </tr> </table>  | Ref               | Assumption      | 1           |                   | 2 |        | 3   |         | 4 |                 | <b>Additional Comment</b> |         |                            |  |  |  |                             |
|---|-----------------|---|-------------------|-----------------|-------------|-------------------|---|--------|-----|---------|---|-----------------|---------------------------|---------|----------------------------|--|--|--|-----------------------------|
| Ref   | Assumption      |   |                   |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
| 1   |                 |   |                   |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
| 2   |                 |   |                   |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
| 3   |                 |   |                   |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
| 4   |                 |   |                   |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
| <b>Additional Comment</b>   |                 |   |                   |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
| Has a risk analysis been completed for this proposal?   | N               | <b>Main Risks</b> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table><br><table border="1"> <tr> <td><b>Additional Comment:</b></td> </tr> </table>   | Ref               | Risk            | RAG Rating  | Mitigation        |   |        |     |         |   |                 |                           |         | <b>Additional Comment:</b> |  |  |  |                             |
| Ref   | Risk            | RAG Rating  | Mitigation        |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
|   |                 |   |                   |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
|   |                 |   |                   |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
| <b>Additional Comment:</b>  |                 |   |                   |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
| What further consultation and engagement will be required for this proposal?                            | Yes             | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td></td> <td>Public</td> <td>TBC</td> <td>Pending</td> </tr> <tr> <td></td> <td>Elected Members</td> <td>Scrutiny Process</td> <td>Pending</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table><br><table border="1"> <tr> <td><b>Additional Comments:</b></td> </tr> </table> | Ref               | Consultee       | Description | Comp/Pending      |   | Public | TBC | Pending |   | Elected Members | Scrutiny Process          | Pending |                            |  |  |  | <b>Additional Comments:</b> |
| Ref   | Consultee       | Description   | Comp/Pending      |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
|   | Public          | TBC   | Pending           |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
|   | Elected Members | Scrutiny Process  | Pending           |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
|   |                 |   |                   |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
| <b>Additional Comments:</b>   |                 |   |                   |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
| Will this proposal require procurement of goods, services or works?                                     | N               |   |                   |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
| Will support services be required for this proposal?  | N               | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table><br><table border="1"> <tr> <td><b>Additional Comment:</b></td> </tr> <tr> <td>Proposal will be delivered via core services</td> </tr> </table>                                  | Ref               | Support Service | Activity    | Internal/External |   |        |     |         |   |                 |                           |         | <b>Additional Comment:</b> | Proposal will be delivered via core services |  |  |                             |
| Ref   | Support Service | Activity  | Internal/External |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
|   |                 |   |                   |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
|   |                 |   |                   |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
| <b>Additional Comment:</b>  |                 |   |                   |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
| Proposal will be delivered via core services  |                 |   |                   |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
| Will this proposal impact on the authorities built assets. E.g. service change, resource amendment etc. | N               |   |                   |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
| Will this proposal present any future collaboration opportunities?                                      | Y               | Collaboration with local authorities is constantly being explored to find opportunities to improve service quality, resilience and value for money of service delivery.   |                   |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | Y               | Various digital interventions have been made across the directorate's services in order to improve customer experience and improve efficiency. This has allowed services to become more cost effective and limit the need for greater increases to fees and charges.  |                   |                 |             |                   |   |        |     |         |   |                 |                           |         |                            |  |  |  |                             |

|   |  |  |
|---|--|--|
| How will the impact of this proposal be measured?<br>E.g.<br>Budget/Process/Staff/Customer<br>KPI's |  | Impact of this increase will be measured via the revenue budget monitoring process and business plan key performance indicators. |
|---|--|--|



| Service Area                  | Service being charged for                  | Proposed Charges for 2019/20<br>£:p  | Percentage<br>Increase | Increased additional budget<br>income identified for 2019/20<br>budget setting purposes | Reason why inflationary increase is not being<br>considered   |
|-------------------------------|--|--|------------------------|---|---|
| <b>ENTERPRISE DIRECTORATE</b> |  |  |                        |   |   |
| Traffic & Road Safety         | Road Closures                              | £1,950.00  | 2.63%                  | £1,225  | Inflationary increase   |
|                               |  |  |                        | £0  |   |
| Streetworks                   | Scaffolding Licence                        | £76.00   | 10%                    | £795  | within market rates   |
|                               | Skip Licence                               | £76.00   | 10%                    | £808  | within market rates   |
|                               | Section 50 Licence                         | £415.00  | 0%                     | £0  |   |
|                               | FPN & RASWA Fees                           | Various  | 0%                     | £0  |   |
| Highways Development          | Street Name & Numbering                    | £50.00   | 25%                    | £6,099  | better reflects service charge  |
|                               | Highways Inspection Fees/278 fees/external |  | 0%                     | £0  |   |
|                               | Dropped Kerbs                              | £125.00  | 10%                    | £500  | better reflects service charge  |
|                               | Land Search Income                         | £40.00   | 33%                    | £763  | better reflects service charge  |
| Floods & SUDS                 | Ordinary Watercourse Inspection Fee        | £50.00   | 0%                     | £500  | Set by Statute  |
|                               |  |  | 0%                     | £0  | Note -further saving included in budget savings mandates for Highway Ops to increase workload and hence turnover to create net revenue benefit (£50k) over and above this entry. Increased charges for these services are not considered realistic based upon 18/19 forecast. |
| Highways Ops                  | External Works, advertising, nhs gritting. | Various  |                        |   |   |
| Car Parking                   | Charges                                    | £1.50 - 2 hr. stay, £1.90 - 3 hr. stay, £2.40 - 4 hr. stay, £4.80 all day. £3.60 daily charge Tuesday only at Byefield Lane. Over stay £6.00 |                        | 0.00  | Move to minimum charge of £1.50 and other increases of around 10% added into savings. The revised car park charge options are described in mandate ENT010-017 so additional income is shown in the car park mandate rather than here (avoiding 'double accounting').          |
|                               |  | £25/£50  |                        | 0.00  | From April this fee will be out of our control due to the implementation of CPE. The fee is proposed to be £50 reduce to £25  |
|                               |  | £60.00   |                        | 0.00  | Not increasing this fee as at top end of range based upon other councils.   |
|                               |  | £60.00   |                        | 0.00  | Not increasing this fee as at top end of range based upon other councils.   |

|          |              |   |                                   |      |  |
|----------|--------------|---|-----------------------------------|------|--|
|          |              | £430 pa. £220 6 months or £110 3 months   | General 10% uplift across service | 0.00 | Increase of 10% proposed in budget mandate ENT010 - 017 but not presumed for season tickets. These charges have previously been agreed but not yet applied so a further increase is not proposed at this time. |
|          |              | £540 pa. £275 6 months or £138 3 months   |                                   |      | Increase of 10% proposed in budget mandate ENT010 - 017 but not presumed for season tickets. These charges have previously been agreed but not yet applied so a further increase is not proposed at this time. |
|          |              | £1,500 per visit depending on what it will be used for.                           |                                   | 0.00 | The budget for this is not being achieved  |
|          |              | Various   |                                   | 0.00 | This depends on the level of income recovered by our recovery service  |
|          |              | Various   |                                   | 0.00 |  |
|          |              |   |                                   |      |  |
| Catering | School Meals | £2.50   | 2%                                | 0.00 | Proposal to link school meal charge to RPI in coming years. The budget is not adjusted as this may initially cause a dip in custom in 19/20 but assumption is it will recover.                                 |
| Cleaning |              | Various   | 0%                                |      | No negotiations entered into local authorities to agree an increase.   |
| Waste    | Sale of Bags | £18 per bag   | 0%                                | 800  | Undergoing service review and current thinking is that price increase will lose customers.   |
|          |              | £2.56 each  | 0%                                | 0    | Undergoing service review and current thinking is that price increase will lose customers.   |
|          |              | £0.62p each   | 0%                                | 0    | Undergoing service review and current thinking is that price increase will lose customers.   |
|          | Trade Bins   | £11.67 to £23.13 for coll & disp chg, but £7.59 to £15.38 for just collection chg | 0%                                | 0    | This range of charge reflects the different bin sizes available to customers. There is significant competition for commercial waste mgt in MCC so no increase is viable without loss of custom.                |

|                     |   |  |       |        |   |
|---------------------|---|--|-------|--------|---|
|                     | Trade Notes                                 |  |       | 1,000  | Every year a trade waste customer must provide information about their waste arising for which there is a charge.   |
|                     |   | £28.50   | 10%   |        |   |
|                     | Waste Disposal                              |  |       | 0      | This is recharge to Blaenau Gwent CBC to compensate MCC for their residents using MCC HWRC's (Lanfoist in particular). Ultimately BGCBC declined to pay so it is not feasible to propose an increase. The budget pressure arising as a result of this money not being forthcoming is included in the budget pressures mandate list so is not accounted for here (to avoid the risk of 'double accounting'). |
|                     |   |  | 0%    |        |   |
|                     | Town and Community Charges                  | Various- dependant on agreement  |       | 0      | Although MCC will put a 2.5% increase on what we chg the Town CC, we will not increase the income budget of £121k as we are not achieving the current budget. This is net income anticipated from carrying out more chargeable wrks for local councils butthis has not been achieved.   |
|                     |   |  | 2.50% |        |   |
| Transport           | Private MOTs                                | £54.85 for a Car MOT - Price Fixed centrally. Prices increase depending on size of vehicle           | 2.50% | 200.00 |   |
| Grounds Maintenance | External Income                             | Various depends on size and type of contract   | 0%    | 0      | Not meeting target in 18-19 so keep it as is for now. This is works undertaken on behalf of housing associations, other public bodies (police, health) but financial pressure in these areas make any increase unrealistic  |
| Passenger Transport | Private Hire                                | Various - depends upon the length of the hire and the number of drivers, hire times and fuel prices. | 0%    | 0      | The Passenger Transport Unit has been subject to major review during 18/19 and there are no plans to extend the hire service in 19/20. Custom is currently falling and it is proving difficult to service lettings in some instances. So any increase is considered unrealistic   |
| Borough Theatre     | Admission, Refreshments, Room/Facility Hire | Various - depends upon type of show, length of hire etc....  | 2%    | 4,029  | Increase to cover standard 2% pay award.  |
| Events Team         | Event Management                            | Various - depends on time required.  | 0%    | 0      | Increase already built into business plan for 19/20   |

|                             |                                   |                                       |      |               |  |
|-----------------------------|-----------------------------------|---------------------------------------|------|---------------|--|
| Planning & Housing          | Building Control Fees             | Various                               | 2.5% | 9,833         | Based on demand not individual price increase due to trading reserve being in a surplus the actual fees are to remain at 18-19 prices to keep reserve levels in line with legislation. The additional budget will instead be met via increased workload.   |
|                             | High Hedge Determinations         | Maximum allowable £320 per inspection | 0.0% | 0             | Already set at the maximum allowed by Welsh Government regulations   |
|                             | Development Management            | Various                               | 2.5% | 0.00          | The £17.5k saving put forward by Development Management already includes the 2.5% increase for pre-application fees, with a higher fee increase for pre-purchase and completion certificates. No additional budget is shown here to avoid double-counting. |
|                             | Careline Alarms non business      | £4.50 per week per client             | 0%   | 0.00          | Increasing the weekly cost and/or installation costs for Careline customers will reduce customer take-up and may result in some existing customers ending their contracts.   |
|                             | Careline Installation Charges     | £40 per installation est. of 200      | 0%   | 0.00          |  |
|                             | Disabled Facility Grant Admin Fee | £950 per grant                        | 0%   | 0.00          | This income is a fixed amount per capital grant awarded, the more this increases the less money there is in the capital scheme to award as grants, all of which is funded by the Council. An increase would be self-defeating.                             |
|                             |                                   |                                       | 0%   |               |  |
| <b>Sub-Total ENTERPRISE</b> |                                   |                                       |      | <b>26,551</b> |  |

| Service Area                          | Service being charged for                 | Proposed Charges for 2019/20 £:p                      | Percentage Increase | Increased additional budget income identified for 2019/20 budget setting purposes | Reason why inflationary increase is not being considered |
|---------------------------------------|---|---|---------------------|---|--|
| <b>TOURISM, LEISURE &amp; CULTURE</b> |   |   |                     |   |  |
| Leisure Sites                         | Sporting Equipment                        | Range from £1.40 - £29.25 depending on item purchased | 2.5%                | 399   |  |
|                                       | Swimming Badges                           | Range from £3.10 - £8.85                              | 2.5%                | 112   |  |
|                                       | Children's Clothing Resale                |   | 0.0%                | 0   |  |
|                                       | Cafeteria                                 | Range from 40p - £9.25                                | 2.5%                | 2,199   |  |
|                                       | Vending                                   | Range from 35p - £3.90                                | 2.5%                | 2,180   |  |
|                                       | Swimming Lessons                          | Range from £0 - £256.25                               | 2.5%                | 8,920   |  |
|                                       | Swimming Lesson 1-2-1                     | 1:1 Lessons £15.60 - £19.90                           | 2.5%                | 266   |  |
|                                       | Sport classes with Instruction            | Range from 0p - £102.50                               | 2.5%                | 2,445   |  |
|                                       | Swimming Pool Usage - No Instruction      | Range from £0 - £63.05                                | 2.5%                | 3,551   |  |
|                                       | Casual Bookings                           | Range from £5.85 - £44.70                             | 2.5%                | 1,022   |  |
|                                       | Schools Out                               | Range from £5.85 - £44.70                             | 2.5%                | 57  |  |
|                                       | Block Bookings Non Sports Hall            | Range from £4.20 - £46.10                             | 2.5%                | 3,580   |  |
|                                       | Outside Facility Hire (no block bookings) | Range from £4.20 - £46.10                             | 2.5%                | 2,364   |  |
|                                       | Sports Hall Hire (no block bookings)      | Range from £5.85 - £44.70                             | 2.5%                | 2,149   |  |
|                                       | Hire of Facilities                        | Range from £4.50 - £52.00                             | 2.5%                | 1,093   |  |
| Hire of Swimming Pool                 | Range from £4.50 - £52.00                 | 2.5%  | 280                 |   |  |
| Lettings (Room Only)                  | Range from £14.15 - £25.40                | 2.5%  | 2,311               |   |  |
| Advertising                           | Range from £40.85 - £115.90               | 2.5%  | 83                  |   |  |
| Sauna                                 | Range from £1.05 - £18.25                 | 2.5%  | 79                  |   |  |

|                        |                                 |   |      |        |  |  |
|------------------------|---------------------------------|---|------|--------|--|--|
| <b>Leisure Fitness</b> | Advance (Sale of Equipment)     | Range from £2.05 - £13.85   | 2.5% | 254    |  |  |
|                        | Personal Instruction            | Range from Op - £51.25  | 2.5% | 125    |  |  |
|                        |                                 |   |      | 19,504 |  |  |
|                        | Fitness Suite membership        | Range from Op - £357.05   | 2.5% |        |  |  |
|                        | Advance Courses                 | Range from Op - £51.25  | 2.5% | 2,955  |  |  |
|                        | Fit4Life                        | Range from Op - £51.25  | 2.5% | 3,078  |  |  |
|                        |                                 |   | 0    |        |  |  |
| <b>Leisure General</b> | Sports Classes with Instruction | Range from Op - £102.50   | 2.5% | 379    |  |  |
|                        | Raglan CRC Lettings             | Range from £13.80 - £24.80  | 0.0% | 0      |  |  |
|                        |                                 |   |      | 0      |  |  |
| <b>Shirehall</b>       | Hiring                          | Range from £70-£4000  | 0.0% | 0      |  |  |
|                        | Rents                           | Range from £70-£4000  | 0.0% | 0      |  |  |
|                        |                                 | x250% for every good resold   |      | 0      |  |  |
|                        | Sale of goods & equipment       |   | 0.0% |        | No planned increase - We are continuously reviewing our fees and charges for hire and sales to ensure they are competitive.  |  |
|                        | Catering                        | Range from £3.75-£12.00   | 0.0% | 0      |  |  |
|                        | Admission Charges               | Range from £1.00-£50  | 0.0% | 0      |  |  |
| Market Rents           | SLA with Monmouth TC            | 0.0%  | 0    |        |  |  |
|                        |                                 |   | 0    |        |  |  |
|                        |                                 |   | 0    |        |  |  |
| <b>Countryside</b>     | Rights of Way Orders            | Recovery of Actual Costs  | 0.0% | 0      |  |  |
|                        |                                 |   |      |        |  |  |
|                        | Land Search Income              | £30 set by land charges   | 0.0% | 0      |  |  |
|                        |                                 |   |      | 0      |  |  |
|                        |                                 | Set by planning - we get a share based on proportionate time allocation | 0.0% | 0      | No planned increase -majority of charges are set by planning   |  |
|                        | Pre Application Planning Advice |   | 0.0% | 0      |  |  |
|                        | Grazing Rights                  |   | 0.0% | 0      |  |  |
| <b>Old Station</b>     |                                 | £2.00; £3.50; £17.00 (season).  | 0.0% | 0      | No planned increase - we are continuously reviewing our fees and charges in this area of service and any increase at this stage would be likely to have a detrimental impact on service usage. |  |
|                        | Old station Tintern Car Parking |   |      |        |  |  |
|                        |                                 |   |      |        |  |  |
|                        | Old station Tintern Camping     | £4.20   | 0.0% | 0      |  |  |
|                        |                                 |   |      |        |  |  |
|                        | Old station Signal Box Hire     | £65-£95   | 0.0% | 0      |  |  |
|                        |                                 |   |      |        |  |  |
|                        | Old station Tintern Sales       | Variable event charges and shop sales                                   | 0.0% | 0      |  |  |
|                        | Old station Tintern Catering    | Per rental agreement  | 0.0% | 0      |  |  |

|                        |                                 |  |      |               |   |
|------------------------|---------------------------------|--|------|---------------|---|
| Caldicot Castle        | Hiring                          | Range from £25 room hire to £5,000 for exclusive use | 0.0% | 0             | No planned increase - we are continuously reviewing our fees and charges in this area of service. We are aware of our competitors and their prices and are currently reviewing the service and developing an alternative model which looks at concentrating on marketing the service and developing other opportunities |
|                        | Building fee                    | Range from £7.50-£1,500                              | 0.0% | 0             |   |
|                        | Bar Sales                       | Range from 50p - £55                                 | 0.0% | 0             |   |
|                        | Sales (Non VAT)                 | Range from 85p - £9.30                               | 0.0% | 0             |   |
|                        | Facility Fees                   | Range from £7.50-£1,500                              | 0.0% | 0             |   |
|                        | General Events                  | Range from £7.50-£1,500                              | 0.0% | 0             |   |
|                        | Educational Events              | £3.00 per child or £200 for a workshop               | 0.0% | 0             |   |
| Caravan Rallies        | Range £6.00                     | 0.0%   | 0    | 0             | No planned increase -we are continuously reviewing our fees and charges for the sale of goods and equipment to ensure they are competitive.   |
| Pepstow TIC<br>Museums | Sale of goods & equipment       | Range from 10p-£199                                  | 0.0% | 0             | No planned increase - We do not charge admission fees on museums or attractions and are continuously reviewing our fees and charges for hire and sales to ensure they are competitive.  |
|                        | Sales VAT                       | Range from 10p-£199                                  | 0.0% | 0             |   |
|                        | Sales Non Vat                   | Range from 10p-£199                                  | 0.0% | 0             |   |
|                        | Refreshments                    | Range from £1-£1.50                                  | 0.0% | 0             |   |
|                        | Hire of Facilities              | Range from £0-£1250                                  | 0.0% | 0             |   |
|                        | Exhibitions Commission          | 25% plus VAT   | 0.0% | 0             |   |
| Educational Events     | Range from £100-£200 per school | 0.0%   | 0    | 0             | No planned increase - we are continuously reviewing our fees and charges in this area of service. We are aware of our competitors and their prices and are currently reviewing the service and developing an alternative model which looks at concentrating on marketing the service and developing other opportunities |
| Outdoor Education      | Lettings                        | Avg Per pupil: Primary £225 Secondary £236           |      | 0             |   |
| <b>Sub-Total TLCY</b>  |                                 |  |      | <b>59,383</b> |   |

|                |  |                           |   |
|----------------|--|---------------------------|---|
| Proposal Title | Policy and Governance – Aggregation of smaller savings | Lead/Responsible Officer: | Matthew Gatehouse                       |
| Your Ref No:   | CEO001 – CEO004  | Directorate:              | CEOs                                    |
| Version No:    | 0.1  | Section:                  | Policy, Governance and Customer Service |
| Date:          | 29 November 2018                                       |                           |   |

| Version | Date     | Changes Made    |
|---------|----------|-----------------|
| 1       | 29/11/18 | Initial version |
| 2       |          |                 |

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

**An aggregated proposal of smaller budget reductions to ensure the continued delivery of the service within budget. These smaller savings will not result in a change to front-line council services.**

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact  |             |                    |       |       |       |       |       |                            |  |      |   |   |  |  |                       |  |      |     |     |  |  |                            |  |      |   |   |  |  |
|--|--------------------|--|-------------|--------------------|-------|-------|-------|-------|-------|----------------------------|--|------|---|---|--|--|-----------------------|--|------|-----|-----|--|--|----------------------------|--|------|---|---|--|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | N                  | This has no impact on the council's corporate plan   |             |                    |       |       |       |       |       |                            |  |      |   |   |  |  |                       |  |      |     |     |  |  |                            |  |      |   |   |  |  |
| Has a Future Generations Evaluation been completed for this proposal?  | N                  | This represents an aggregation of smaller items, none of which will result in a change to front-line council services  |             |                    |       |       |       |       |       |                            |  |      |   |   |  |  |                       |  |      |     |     |  |  |                            |  |      |   |   |  |  |
| What consultation and engagement has been undertaken to date?          | N                  | The budget reduction offering a reduced funding level to Citizens Advice Monmouthshire was done with full engagement of CAB.   |             |                    |       |       |       |       |       |                            |  |      |   |   |  |  |                       |  |      |     |     |  |  |                            |  |      |   |   |  |  |
| Has an option appraisal been undertaken?                               | N                  | No. This proposal has been weighed-up against the other savings that would need to be made to deliver a balanced budget  |             |                    |       |       |       |       |       |                            |  |      |   |   |  |  |                       |  |      |     |     |  |  |                            |  |      |   |   |  |  |
| Does this proposal affect other MCC services?                          | N                  | This required action by the Transport team to end the lease on a pool ca   |             |                    |       |       |       |       |       |                            |  |      |   |   |  |  |                       |  |      |     |     |  |  |                            |  |      |   |   |  |  |
| Is this proposal dependant on other services?                          | N                  |  |             |                    |       |       |       |       |       |                            |  |      |   |   |  |  |                       |  |      |     |     |  |  |                            |  |      |   |   |  |  |
| Will this proposal require any amendments to MCC policy?               | N                  |  |             |                    |       |       |       |       |       |                            |  |      |   |   |  |  |                       |  |      |     |     |  |  |                            |  |      |   |   |  |  |
| Will this proposal have any staffing implications?                     | Y                  | It will mean it is not possible to recruit an apprentice into the Policy and Performance Team as previously planned.   |             |                    |       |       |       |       |       |                            |  |      |   |   |  |  |                       |  |      |     |     |  |  |                            |  |      |   |   |  |  |
| Will this project have any legal implication for the authority?        | N                  |  |             |                    |       |       |       |       |       |                            |  |      |   |   |  |  |                       |  |      |     |     |  |  |                            |  |      |   |   |  |  |
| What is the financial benefit of this proposal?                        | £9,060             | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Don't fill apprentice post</td> <td></td> <td>3000</td> <td>0</td> <td>0</td> <td></td> <td></td> </tr> <tr> <td>Reduce Funding to CAB</td> <td></td> <td>1060</td> <td>530</td> <td>530</td> <td></td> <td></td> </tr> <tr> <td>Reduction in subscriptions</td> <td></td> <td>3000</td> <td>0</td> <td>0</td> <td></td> <td></td> </tr> </tbody> </table> | Description | Remainder of 18/19 | 19/20 | 20/21 | 21/22 | 22/23 | Total | Don't fill apprentice post |  | 3000 | 0 | 0 |  |  | Reduce Funding to CAB |  | 1060 | 530 | 530 |  |  | Reduction in subscriptions |  | 3000 | 0 | 0 |  |  |
| Description  | Remainder of 18/19 | 19/20  | 20/21       | 21/22              | 22/23 | Total |       |       |       |                            |  |      |   |   |  |  |                       |  |      |     |     |  |  |                            |  |      |   |   |  |  |
| Don't fill apprentice post   |                    | 3000   | 0           | 0                  |       |       |       |       |       |                            |  |      |   |   |  |  |                       |  |      |     |     |  |  |                            |  |      |   |   |  |  |
| Reduce Funding to CAB  |                    | 1060   | 530         | 530                |       |       |       |       |       |                            |  |      |   |   |  |  |                       |  |      |     |     |  |  |                            |  |      |   |   |  |  |
| Reduction in subscriptions   |                    | 3000   | 0           | 0                  |       |       |       |       |       |                            |  |      |   |   |  |  |                       |  |      |     |     |  |  |                            |  |      |   |   |  |  |



|  |                    | and grants budget<br>Income from flexible workspace at Caldicot Hub<br>2000<br>£2K income each year<br>£2K income each year   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
|--|--------------------|---|------------------------|--------------------|-------|-------|-------------------|-------|-------|-------------------|------------|------------|---|--|---|--|---|--|-----|--------------|---|--|---|--|---|--|---|--|--|--|--|
|  |                    | <b>Additional Comments:</b>   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
| Will this proposal require revenue or capital investment to implement? |                    | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td>0</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>                             | Investment Description | Remainder of 18/19 | 19/20 | 20/21 | 21/22             | 22/23 | Total | Source of funding |            | 0          |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
| Investment Description   | Remainder of 18/19 | 19/20   | 20/21                  | 21/22              | 22/23 | Total | Source of funding |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
|  | 0                  |   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
|  |                    |   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
|  |                    | <b>Additional Comment:</b> Capital Investment for Caldicot Hub has been secured via a Cabinet paper in Oct 2018 seeking prudential borrowing, authors Deb Hill-Howells and Cath Fallon  |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   | N                  |   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
| Will this proposal have any non-financial impacts?                     | No                 | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> |                        |                    |       |       |                   |       | Ref   | Benefit           | 1          |            | 2 |  | 3 |  | 4 |  | Ref | Disadvantage | 1 |  | 2 |  | 3 |  | 4 |  |  |  |  |
| Ref  | Benefit            |   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
| 1  |                    |   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
| 2  |                    |   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
| 3  |                    |   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
| 4  |                    |   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
| Ref  | Disadvantage       |   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
| 1  |                    |   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
| 2  |                    |   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
| 3  |                    |   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
| 4  |                    |   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
|  |                    | <b>Additional Comment:</b>  |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
| Has this proposal made any assumptions?                                | N/A                | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table>   |                        |                    |       |       |                   |       | Ref   | Assumption        | 1          |            | 2 |  | 3 |  | 4 |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
| Ref  | Assumption         |   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
| 1  |                    |   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
| 2  |                    |   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
| 3  |                    |   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
| 4  |                    |   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
|  |                    | <b>Additional Comment</b>   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
| Has a risk analysis been completed for this proposal?                  | No                 | <b>Main Risks</b> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table>   |                        |                    |       |       |                   |       | Ref   | Risk              | RAG Rating | Mitigation |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
| Ref  | Risk               | RAG Rating  | Mitigation             |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
|  |                    |   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
|  |                    |   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |
|  |                    | <b>Additional Comment:</b><br>Minimal reductions in budget that will not have a direct effect on front-line service   |                        |                    |       |       |                   |       |       |                   |            |            |   |  |   |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |

| What further consultation and engagement will be required for this proposal?                            |                 | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Jan 19</td> </tr> <tr> <td>2</td> <td>Public</td> <td>Public Consultation</td> <td>Jan 19</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> | Ref               | Consultee       | Description | Comp/Pending      | 1 | Elected Members | Formal Scrutiny | Jan 19 | 2 | Public | Public Consultation | Jan 19 |  |  |  |  |
|---|-----------------|--|-------------------|-----------------|-------------|-------------------|---|-----------------|-----------------|--------|---|--------|---------------------|--------|--|--|--|--|
| Ref   | Consultee       | Description  | Comp/Pending      |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| 1   | Elected Members | Formal Scrutiny  | Jan 19            |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| 2   | Public          | Public Consultation  | Jan 19            |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
|   |                 |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Will this proposal require procurement of goods, services or works?                                     | No              |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Will support services be required for this proposal?  | No              | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Ref               | Support Service | Activity    | Internal/External |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Ref   | Support Service | Activity   | Internal/External |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
|   |                 |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
|   |                 |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Will this proposal impact on the authorities built assets e.g. service change, resource amendment etc.  | Y               | Caldicot Hub redevelopment   |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Will this proposal present any future collaboration opportunities?                                      | No              |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | No              |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| How will the impact of this proposal be measured? E.g. Budget/Process/Staff/Customer KPI's              |                 | Budget monitoring.   |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |

|                |  |                           |                    |
|----------------|--|---------------------------|--------------------|
| Proposal Title | Community Education Skills@Work Project Saving | Lead/Responsible Officer: | Richard Drinkwater |
| Your Ref No:   | CEO005   | Directorate:              |                    |
| Version No:    | 1  | Section:                  | Community Hubs     |
| Date:          | 29/11/18                                       |                           |                    |

| Version | Date | Changes Made |
|---------|------|--------------|
| 1       |      |              |
| 2       |      |              |

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

Via the inclusion of two members of the Community Education/Community Hubs team in the delivery model of the Skills@Work ESF funded project we are in apposition to recoup 40% of their staffing costs. In essence, this is achieved via an accounting treatment, which we feel will not directly affect upon service.

It is proposed that we include the Community Learning Lead (FT position) and an Information Officer (78.85 FTE), this would place the service in a position to propose a saving of £25k based on the current staff SCP.

NB: This project is scheduled to run for a 5-year delivery window, commencing November 2018.

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact   |             |                    |       |       |       |       |       |                              |   |      |     |      |     |       |  |  |  |  |  |  |  |
|--|--------------------|---|-------------|--------------------|-------|-------|-------|-------|-------|------------------------------|---|------|-----|------|-----|-------|--|--|--|--|--|--|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? |                    | N/A as the delivery of the project is aligned to the franchise delivery model for our current community education provision.  |             |                    |       |       |       |       |       |                              |   |      |     |      |     |       |  |  |  |  |  |  |  |
| Has a Future Generations Evaluation been completed for this proposal?  |                    | N/A as the proposed saving will be achieved via an accounting treatment.  |             |                    |       |       |       |       |       |                              |   |      |     |      |     |       |  |  |  |  |  |  |  |
| What consultation and engagement has been undertaken to date?          |                    | None  |             |                    |       |       |       |       |       |                              |   |      |     |      |     |       |  |  |  |  |  |  |  |
| Has an option appraisal been undertaken?                               |                    | N/A   |             |                    |       |       |       |       |       |                              |   |      |     |      |     |       |  |  |  |  |  |  |  |
| Does this proposal affect other MCC services?                          | N                  | Not currently, will require evaluation as/when Abergavenny Community Hub is delivered as the information officer post will be integrated in to the team and will be migrated to a full time position.   |             |                    |       |       |       |       |       |                              |   |      |     |      |     |       |  |  |  |  |  |  |  |
| Is this proposal dependant on other services?                          | N                  |   |             |                    |       |       |       |       |       |                              |   |      |     |      |     |       |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | N                  |   |             |                    |       |       |       |       |       |                              |   |      |     |      |     |       |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                     | N                  | Not currently as the duties of the two identified members of staff will encompass the duties required within the Skills@Work Project. There is a potential for staffing implications as discussed above as and when Abergavenny Community Hub is delivered.   |             |                    |       |       |       |       |       |                              |   |      |     |      |     |       |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?        | N                  |   |             |                    |       |       |       |       |       |                              |   |      |     |      |     |       |  |  |  |  |  |  |  |
| What is the financial benefit of this proposal?                        |                    | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>40% Saving on delivery staff</td> <td>-</td> <td>£25K</td> <td>£25</td> <td>£25k</td> <td>£25</td> <td>£100k</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b> These are close approximations of the potential saving from involvement in the ESF Skills@Work project which are also</p> | Description | Remainder of 18/19 | 19/20 | 20/21 | 21/22 | 22/23 | Total | 40% Saving on delivery staff | - | £25K | £25 | £25k | £25 | £100k |  |  |  |  |  |  |  |
| Description  | Remainder of 18/19 | 19/20   | 20/21       | 21/22              | 22/23 | Total |       |       |       |                              |   |      |     |      |     |       |  |  |  |  |  |  |  |
| 40% Saving on delivery staff   | -                  | £25K  | £25         | £25k               | £25   | £100k |       |       |       |                              |   |      |     |      |     |       |  |  |  |  |  |  |  |
|  |                    |   |             |                    |       |       |       |       |       |                              |   |      |     |      |     |       |  |  |  |  |  |  |  |

|  |   | dependant on the success and sustainability of the project and MCC meeting the delivery goals. There is also other smaller saving that will be achieved via other delivery staff (tutors) involvement in the project, this however is not feasible to estimate at present.   |   |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|--|---|--|---|--------------------|------------|---|-------------------|---|-------|---|---|--|-----|--------------|---|--|---|--|---|--|---|--|--|--|--|--|
| Will this proposal require revenue or capital investment to implement? | No  | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>   | Investment Description  | Remainder of 18/19 | 19/20      | 20/21   | 21/22             | 22/23   | Total | Source of funding   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Investment Description   | Remainder of 18/19  | 19/20  | 20/21   | 21/22              | 22/23      | Total   | Source of funding |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |   |  |   |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |   |  |   |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   | Yes   | This proposed saving would be achieved via match funding our existing franchise grant from Coleg Gwent to the ESF for inclusion in the project. Funding/grant usage approval has been sort from Coleg Gwent.   |   |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                     |   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Reduced Staffing Costs</td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Savings only possible during the life of the project</td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/> A cautionary note regarding that the savings are only possible during participation in the project, on conclusion of the project these savings will not be achievable past 22/23. However if WG consultation does benefit MCC as indication we should experience an uplift in current grant funding in the region of £100k which should then offset this.</p> | Ref   | Benefit            | 1          | Reduced Staffing Costs  | 2                 |   | 3     |   | 4 |  | Ref | Disadvantage | 1 | Savings only possible during the life of the project | 2 |  | 3 |  | 4 |  |  |  |  |  |
| Ref  | Benefit   |  |   |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  | Reduced Staffing Costs  |  |   |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  |   |  |   |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |   |  |   |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |   |  |   |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Disadvantage  |  |   |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  | Savings only possible during the life of the project  |  |   |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  |   |  |   |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |   |  |   |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |   |  |   |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has this proposal made any assumptions?                                |   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>We can hit and maintain delivery targets set as part of the ESF project</td> </tr> <tr> <td>2</td> <td>The ESF project continues to be funded once we exit the EU</td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment</b></p>  | Ref   | Assumption         | 1          | We can hit and maintain delivery targets set as part of the ESF project | 2                 | The ESF project continues to be funded once we exit the EU  | 3     |   | 4 |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Assumption  |  |   |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  | We can hit and maintain delivery targets set as part of the ESF project                             |  |   |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  | The ESF project continues to be funded once we exit the EU  |  |   |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |   |  |   |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |   |  |   |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has a risk analysis been completed for this proposal?                  |   | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Unable to meet funding criteria via not recruiting enough learners during each cycle of the project</td> <td>A</td> <td>To utilise links with partner organisations not involved in the project to recruit learners from their service users.</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/> When initially proposed MHA were intending to engage directly in the project, however they withdrew their declaration of interest. We have now met with MHA and they intend to signpost their tenants who meet the eligibility criteria for the project. We are currently planning a robust, non-evasive marketing plan to meet the marketing criteria of the project, as</p>  | Ref   | Risk               | RAG Rating | Mitigation  | 1                 | Unable to meet funding criteria via not recruiting enough learners during each cycle of the project | A     | To utilise links with partner organisations not involved in the project to recruit learners from their service users. |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Risk  | RAG Rating   | Mitigation  |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  | Unable to meet funding criteria via not recruiting enough learners during each cycle of the project | A  | To utilise links with partner organisations not involved in the project to recruit learners from their service users. |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |   |  |   |                    |            |   |                   |   |       |   |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |

|   |                 | we cannot approach employers directly to engage employees to ensure participation targets are met.   |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
|---|-----------------|--|-------------------|-----------------|-------------|-------------------|---|-----------------|-----------------|--------|---|--------|---------------------|--------|--|--|--|--|
| What further consultation and engagement will be required for this proposal?                            |                 | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Jan 19</td> </tr> <tr> <td>2</td> <td>Public</td> <td>Public Consultation</td> <td>Jan 19</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> | Ref               | Consultee       | Description | Comp/Pending      | 1 | Elected Members | Formal Scrutiny | Jan 19 | 2 | Public | Public Consultation | Jan 19 |  |  |  |  |
| Ref   | Consultee       | Description  | Comp/Pending      |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| 1   | Elected Members | Formal Scrutiny  | Jan 19            |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| 2   | Public          | Public Consultation  | Jan 19            |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
|   |                 |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Will this proposal require procurement of goods, services or works?                                     | No              |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Will support services be required for this proposal?  |                 | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Ref               | Support Service | Activity    | Internal/External |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Ref   | Support Service | Activity   | Internal/External |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
|   |                 |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
|   |                 |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Will this proposal impact on the authorities built assets. E.g. service change, resource amendment etc. | No              |  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Will this proposal present any future collaboration opportunities?                                      | Yes             | Potential to utilise future grant funding from Coleg Gwent for match funded projects.  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | No              | However, potential investment in current digital provision within the Hubs/Community Education via the project will have a positive impact on digital inclusion.   |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |
| How will the impact of this proposal be measured?<br>E.g. Budget/Process/Staff/Customer KPI's           |                 | <ul style="list-style-type: none"> <li>Budget Monitoring</li> <li>KPI/Project Outcomes</li> </ul>  |                   |                 |             |                   |   |                 |                 |        |   |        |                     |        |  |  |  |  |

|                |                                    |                           |   |
|----------------|------------------------------------|---------------------------|---|
| Proposal Title | Integrated Customer Communications | Lead/Responsible Officer: | Matthew Gatehouse                       |
| Your Ref No:   | CEO006                             | Directorate:              | CEOs                                    |
| Version No:    | 0.1                                | Section:                  | Policy, Governance and Customer Service |
| Date:          | 29 November 2018                   |                           |   |

| Version | Date     | Changes Made   |
|---------|----------|--|
| 1       | 20/11/18 | Initial version  |
| 2       | 29/11/18 | Updated to reflect revised calculations of call volumes and staffing rotas |

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

Customers have increasing expectations and expect to be able to contact their council using a range of different channels. The proposal will improve the efficiency of our customer contact arrangements. This includes using demand data to optimise staffing rotas in the contact centre; aggregating responses to multiple customer channels including telephony, social media and chatbot in one service; reviewing software and associated license costs and removing under-used licenses and devices; procuring a new telephony/integrated communications software in the second half of 2019/20.

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact   |             |                    |       |       |       |       |       |                       |     |  |  |  |  |  |
|--|--------------------|---|-------------|--------------------|-------|-------|-------|-------|-------|-----------------------|-----|--|--|--|--|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y                  | E-19 Future Focused Council. This proposal contributes to the development of a new business model for Community Hubs and Customer Care to increase access and provide a greater choice of channels for customers to engage with us (online, via the My Monmouthshire app, over the phone or face-to-face)         |             |                    |       |       |       |       |       |                       |     |  |  |  |  |  |
| Has a Future Generations Evaluation been completed for this proposal?  | Y                  | No changes yet.   |             |                    |       |       |       |       |       |                       |     |  |  |  |  |  |
| What consultation and engagement has been undertaken to date?          | N                  | None carried out to date. However the thinking that informed the proposal was drawn from engagement undertaken during the Evolve Cohort looking at customer service from October 2017 onwards.  |             |                    |       |       |       |       |       |                       |     |  |  |  |  |  |
| Has an option appraisal been undertaken?                               | N                  | Work is underway to identify the options for re-provision of the telephone system in the second half of 2019-20. Options are presently being examined to identify the most efficient staffing model.  |             |                    |       |       |       |       |       |                       |     |  |  |  |  |  |
| Does this proposal affect other MCC services?                          | Y                  | Will involve colleagues from community hubs and communications and engagement team.   |             |                    |       |       |       |       |       |                       |     |  |  |  |  |  |
| Is this proposal dependant on other services?                          | Y                  | Will require support from SRS and requires a change of working from some staff handling telephone calls to answer queries in a way that makes them useable via the council's new chatbot.   |             |                    |       |       |       |       |       |                       |     |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | N                  |   |             |                    |       |       |       |       |       |                       |     |  |  |  |  |  |
| Will this proposal have any staffing implications?                     | Y                  | As part of this proposal there will be changes to staffing at the council's contact centre. This will result in a change to rotas and a reduction in the number of contracted hours dedicated to telephony. Any impact on staff would seek to be mitigated through the council's protection of employment policy. |             |                    |       |       |       |       |       |                       |     |  |  |  |  |  |
| Will this project have any legal implication for the authority?        | N                  |   |             |                    |       |       |       |       |       |                       |     |  |  |  |  |  |
| What is the financial benefit of this proposal?                        | £60,000            | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Change staffing rotas</td> <td>nil</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>     | Description | Remainder of 18/19 | 19/20 | 20/21 | 21/22 | 22/23 | Total | Change staffing rotas | nil |  |  |  |  |  |
| Description  | Remainder of 18/19 | 19/20   | 20/21       | 21/22              | 22/23 | Total |       |       |       |                       |     |  |  |  |  |  |
| Change staffing rotas  | nil                |   |             |                    |       |       |       |       |       |                       |     |  |  |  |  |  |

|  |  | <table border="1"> <tr> <td>Eliminate un-used licenses</td> <td>nil</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Economies of scale from aggregating teams</td> <td>nil</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>Total</b></td> <td></td> <td>£60,000</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>£60,000</td> </tr> </table> <p><b>Additional Comments:</b> Work is underway to understand the potential savings from software and license changes fully. For example at present the authority pays for over 1900 VOIP phone licenses, the hypothesis is that a high proportion of these are under-used or not used at all. Therefore the balance of savings that can come from these different elements is yet to be finalised.</p> | Eliminate un-used licenses | nil                |       |  |                   |  |       |  | Economies of scale from aggregating teams                     | nil |     |              |   |   |   |  | <b>Total</b> |  | £60,000 | 0 | 0 | 0 | 0 | £60,000 |
|--|--|---|----------------------------|--------------------|-------|--|-------------------|--|-------|--|---|-----|-----|--------------|---|---|---|--|--------------|--|---------|---|---|---|---|---------|
| Eliminate un-used licenses   | nil  |   |                            |                    |       |  |                   |  |       |  |   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| Economies of scale from aggregating teams                              | nil  |   |                            |                    |       |  |                   |  |       |  |   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| <b>Total</b>   |  | £60,000   | 0                          | 0                  | 0     | 0  | £60,000           |  |       |  |   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| Will this proposal require revenue or capital investment to implement? |  | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td>Purchase of new system for telephony and multi-channel access</td> <td>0</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b> Costs are presently being explored. The working assumption is that these can be afforded from the budget that is paying for the service that will be de-commissioned plus the £35K pressure sought to meet the rising costs of licenses under the current provider.</p>   | Investment Description     | Remainder of 18/19 | 19/20 | 20/21  | 21/22             | 22/23  | Total | Source of funding  | Purchase of new system for telephony and multi-channel access | 0   |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| Investment Description   | Remainder of 18/19   | 19/20   | 20/21                      | 21/22              | 22/23 | Total  | Source of funding |  |       |  |   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| Purchase of new system for telephony and multi-channel access          | 0  |   |                            |                    |       |  |                   |  |       |  |   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| Has this proposal considered the opportunities for external funding?   | Y  | None have been identified   |                            |                    |       |  |                   |  |       |  |   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| Will this proposal have any non-financial impacts?                     | Y  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Staffing levels will be re-aligned to match peaks and troughs in customer demand</td> </tr> <tr> <td>2</td> <td>Increasing ability to deal with queries 24/7 via chatbot</td> </tr> <tr> <td>3</td> <td>Optimise staffing across hubs and contact centre to build resilience e.g. during inclement weather</td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Negative impact on staff morale in the short-term</td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>          | Ref                        | Benefit            | 1     | Staffing levels will be re-aligned to match peaks and troughs in customer demand | 2                 | Increasing ability to deal with queries 24/7 via chatbot | 3     | Optimise staffing across hubs and contact centre to build resilience e.g. during inclement weather | 4   |     | Ref | Disadvantage | 1 | Negative impact on staff morale in the short-term | 2 |  | 3            |  | 4       |   |   |   |   |         |
| Ref  | Benefit  |   |                            |                    |       |  |                   |  |       |  |   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| 1  | Staffing levels will be re-aligned to match peaks and troughs in customer demand                   |   |                            |                    |       |  |                   |  |       |  |   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| 2  | Increasing ability to deal with queries 24/7 via chatbot   |   |                            |                    |       |  |                   |  |       |  |   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| 3  | Optimise staffing across hubs and contact centre to build resilience e.g. during inclement weather |   |                            |                    |       |  |                   |  |       |  |   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| 4  |  |   |                            |                    |       |  |                   |  |       |  |   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| Ref  | Disadvantage   |   |                            |                    |       |  |                   |  |       |  |   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| 1  | Negative impact on staff morale in the short-term  |   |                            |                    |       |  |                   |  |       |  |   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| 2  |  |   |                            |                    |       |  |                   |  |       |  |   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| 3  |  |   |                            |                    |       |  |                   |  |       |  |   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| 4  |  |   |                            |                    |       |  |                   |  |       |  |   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| Has this proposal made any assumptions?                                | Y  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>That new software can be purchased at an affordable rate</td> </tr> <tr> <td>2</td> <td>Availability of SRS capacity to implement changes</td> </tr> <tr> <td>3</td> <td>Success of chatbot project</td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment</b></p>   | Ref                        | Assumption         | 1     | That new software can be purchased at an affordable rate                         | 2                 | Availability of SRS capacity to implement changes        | 3     | Success of chatbot project   | 4   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| Ref  | Assumption   |   |                            |                    |       |  |                   |  |       |  |   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| 1  | That new software can be purchased at an affordable rate   |   |                            |                    |       |  |                   |  |       |  |   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| 2  | Availability of SRS capacity to implement changes  |   |                            |                    |       |  |                   |  |       |  |   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| 3  | Success of chatbot project   |   |                            |                    |       |  |                   |  |       |  |   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |
| 4  |  |   |                            |                    |       |  |                   |  |       |  |   |     |     |              |   |   |   |  |              |  |         |   |   |   |   |         |

| Has a risk analysis been completed for this proposal?   |   | <table border="1"> <thead> <tr> <th colspan="4">Main Risks</th> </tr> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td></td> <td>Impact on staff morale during transition to new arrangements</td> <td>Med</td> <td>Clear communication, close working with People Services to identify and address any concerns at the earliest opportunity</td> </tr> <tr> <td></td> <td>Risk of disruption to telephony response during software migration in late 2019</td> <td>Med</td> <td>Effective project management arrangements in liaison with SRS and Digital Programme Office</td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Main Risks   |                 |             |                   | Ref | Risk                  | RAG Rating   | Mitigation |   | Impact on staff morale during transition to new arrangements | Med        | Clear communication, close working with People Services to identify and address any concerns at the earliest opportunity |   | Risk of disruption to telephony response during software migration in late 2019 | Med   | Effective project management arrangements in liaison with SRS and Digital Programme Office |   |        |                                  |        |   |  |                              |     |  |  |  |  |
|---|---|--|--|-----------------|-------------|-------------------|-----|-----------------------|--|------------|---|--|------------|--|---|---|---|--|---|--------|----------------------------------|--------|---|--|------------------------------|-----|--|--|--|--|
| Main Risks  |   |  |  |                 |             |                   |     |                       |  |            |   |  |            |  |   |   |   |  |   |        |                                  |        |   |  |                              |     |  |  |  |  |
| Ref   | Risk  | RAG Rating   | Mitigation   |                 |             |                   |     |                       |  |            |   |  |            |  |   |   |   |  |   |        |                                  |        |   |  |                              |     |  |  |  |  |
|   | Impact on staff morale during transition to new arrangements                    | Med  | Clear communication, close working with People Services to identify and address any concerns at the earliest opportunity |                 |             |                   |     |                       |  |            |   |  |            |  |   |   |   |  |   |        |                                  |        |   |  |                              |     |  |  |  |  |
|   | Risk of disruption to telephony response during software migration in late 2019 | Med  | Effective project management arrangements in liaison with SRS and Digital Programme Office                               |                 |             |                   |     |                       |  |            |   |  |            |  |   |   |   |  |   |        |                                  |        |   |  |                              |     |  |  |  |  |
| What further consultation and engagement will be required for this proposal?                            |   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Contacts Centre Staff</td> <td>Changes to rotas, potential reduction in contracted hours for some staff</td> <td>Pending</td> </tr> <tr> <td>2</td> <td>Trade Unions</td> <td>As above</td> <td>Pending</td> </tr> <tr> <td>3</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Jan 19</td> </tr> <tr> <td>4</td> <td>Public</td> <td>Public engagement</td> <td>Jan 19</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p>                                     | Ref  | Consultee       | Description | Comp/Pending      | 1   | Contacts Centre Staff | Changes to rotas, potential reduction in contracted hours for some staff | Pending    | 2 | Trade Unions   | As above   | Pending  | 3 | Elected Members   | Formal Scrutiny   | Jan 19   | 4 | Public | Public engagement                | Jan 19 |   |  |                              |     |  |  |  |  |
| Ref   | Consultee   | Description  | Comp/Pending   |                 |             |                   |     |                       |  |            |   |  |            |  |   |   |   |  |   |        |                                  |        |   |  |                              |     |  |  |  |  |
| 1   | Contacts Centre Staff   | Changes to rotas, potential reduction in contracted hours for some staff   | Pending  |                 |             |                   |     |                       |  |            |   |  |            |  |   |   |   |  |   |        |                                  |        |   |  |                              |     |  |  |  |  |
| 2   | Trade Unions  | As above   | Pending  |                 |             |                   |     |                       |  |            |   |  |            |  |   |   |   |  |   |        |                                  |        |   |  |                              |     |  |  |  |  |
| 3   | Elected Members   | Formal Scrutiny  | Jan 19   |                 |             |                   |     |                       |  |            |   |  |            |  |   |   |   |  |   |        |                                  |        |   |  |                              |     |  |  |  |  |
| 4   | Public  | Public engagement  | Jan 19   |                 |             |                   |     |                       |  |            |   |  |            |  |   |   |   |  |   |        |                                  |        |   |  |                              |     |  |  |  |  |
|   |   |  |  |                 |             |                   |     |                       |  |            |   |  |            |  |   |   |   |  |   |        |                                  |        |   |  |                              |     |  |  |  |  |
|   |   |  |  |                 |             |                   |     |                       |  |            |   |  |            |  |   |   |   |  |   |        |                                  |        |   |  |                              |     |  |  |  |  |
| Will this proposal require procurement of goods, services or works?                                     | No  | Yes – Procurement of new software for telephony  |  |                 |             |                   |     |                       |  |            |   |  |            |  |   |   |   |  |   |        |                                  |        |   |  |                              |     |  |  |  |  |
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| Ref   | Support Service   | Activity   | Internal/External  |                 |             |                   |     |                       |  |            |   |  |            |  |   |   |   |  |   |        |                                  |        |   |  |                              |     |  |  |  |  |
| 1   | Procurement   | Procurement of new arrangement   | int  |                 |             |                   |     |                       |  |            |   |  |            |  |   |   |   |  |   |        |                                  |        |   |  |                              |     |  |  |  |  |
| 2   | People Services   | HR Changes   | int  |                 |             |                   |     |                       |  |            |   |  |            |  |   |   |   |  |   |        |                                  |        |   |  |                              |     |  |  |  |  |
| 3   | Digital Programme Office  | Implement chatbot; technical support; project management of bot  | int  |                 |             |                   |     |                       |  |            |   |  |            |  |   |   |   |  |   |        |                                  |        |   |  |                              |     |  |  |  |  |
| 4   | SRS   | Technical advice on new solution   | ext  |                 |             |                   |     |                       |  |            |   |  |            |  |   |   |   |  |   |        |                                  |        |   |  |                              |     |  |  |  |  |
| 5   | Communications, Engagement and Marketing  | Training and culture change;   | int  |                 |             |                   |     |                       |  |            |   |  |            |  |   |   |   |  |   |        |                                  |        |   |  |                              |     |  |  |  |  |
| Will this proposal impact on the authorities built assets e.g. service change, resource amendment etc.  | No  | Not applicable   |  |                 |             |                   |     |                       |  |            |   |  |            |  |   |   |   |  |   |        |                                  |        |   |  |                              |     |  |  |  |  |
| Will this proposal present any future collaboration opportunities?                                      | Yes   | There is the potential to collaborate with other authorities in the procurement of a new system  |  |                 |             |                   |     |                       |  |            |   |  |            |  |   |   |   |  |   |        |                                  |        |   |  |                              |     |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | Yes   | This has been built into the plans so far with the involvement of the digital programme office   |  |                 |             |                   |     |                       |  |            |   |  |            |  |   |   |   |  |   |        |                                  |        |   |  |                              |     |  |  |  |  |



|  |  |
|--|--|
| How will the impact of this proposal be measured? E.g. Budget/Process/Staff/Customer KPI's | We expect to see a reduction in missed calls as certain points of the week as a result of rota changes. Expect to see a reduction in call volumes as a result of new channel being introduced. Will measure customer satisfaction of those using the chatbot and measure the efficacy of responses via this channel. |
|--|--|

|                |   |                           |   |
|----------------|---|---------------------------|---|
| Proposal Title | Subsidy of Chairman's Charity and Operation of Chairman's Car | Lead/Responsible Officer: | Matthew Gatehouse                       |
| Your Ref No:   | CEO007 & CEO008   | Directorate:              | CEOs                                    |
| Version No:    | 0.1   | Section:                  | Policy, Governance and Customer Service |
| Date:          | 29 November 2018  |                           |   |

| Version | Date     | Changes Made    |
|---------|----------|-----------------|
| 1       | 29/11/18 | Initial version |
| 2       |          |                 |

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

The Chairman's charity operates with a budget allocated by council. This budget pays the operating costs for charity events, such as hire of venues and food. This means that historically all proceeds from the sale of tickets for raffles or events go to charity. The proposal would see the budget reduced with the effect that the costs of running these events would need to be met from ticket sales and donations with only the profit element being donated to the Chairman's charity.

Part two of the proposal is to ensure that the chairman's car (Leased Ford Mondeo) is used more productively by ensuring it is used as a staff pool car when not in use by the chairman. This would enable a cost saving as the lease on a smaller pool car could be ended.

Both savings would take effect from March 2019 and would not impact upon the work of the present Chairman of the Council.

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact   |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |
|--|--------------------|---|-------------|--------------------|-------|-------|-------|-------|-------|--|--|--|--|--|--|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | N                  | This has no impact on the council's corporate plan  |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |
| Has a Future Generations Evaluation been completed for this proposal?  | N                  | As the chairman's charity differs each year it is difficult to assess the impact on particular groups. The reduction would take effect from May 2019 for which charity's have yet to be named, the impact is therefore in terms of an opportunity foregone for as as-yet unidentified. There would be a small increase in CO2 emissions from using a Mondeo rather than a smaller model such as a Ford Fiesta or Nissan Leaf for some pool car journeys |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |
| What consultation and engagement has been undertaken to date?          | N                  | None  |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |
| Has an option appraisal been undertaken?                               | N                  | No. This proposal has been weighed-up against the other savings that would need to be made to deliver a balanced budget   |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |
| Does this proposal affect other MCC services?                          | Y                  | This required action by the Transport team to end the lease on a pool car and to actively promote and ensure optimisation of the Chairman's car.  |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |
| Is this proposal dependant on other services?                          | Y                  | As above  |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | N                  |   |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                     | N                  |   |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?        | N                  |   |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |
| What is the financial benefit of this proposal?                        | £11,240            | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>   | Description | Remainder of 18/19 | 19/20 | 20/21 | 21/22 | 22/23 | Total |  |  |  |  |  |  |  |
| Description  | Remainder of 18/19 | 19/20   | 20/21       | 21/22              | 22/23 | Total |       |       |       |  |  |  |  |  |  |  |
|  |                    |   |             |                    |       |       |       |       |       |  |  |  |  |  |  |  |

|  |   |   |  |                   |  |              |              |              |                          |
|--|---|---|--|-------------------|--|--------------|--------------|--------------|--------------------------|
|  |   | Reduction in lease payments for car   | 0  | 3240              |  |              |              | £3,500       |                          |
|  |   | Ending of subsidy of chairman's charity   | 0  | 8000              |  |              |              | £8000        |                          |
|  |   | <b>Additional Comments:</b>   |  |                   |  |              |              |              |                          |
| Will this proposal require revenue or capital investment to implement? |   | <b>Investment Description</b>   | <b>Remainder of 18/19</b>  | <b>19/20</b>      | <b>20/21</b>   | <b>21/22</b> | <b>22/23</b> | <b>Total</b> | <b>Source of funding</b> |
|  |   |   | 0  |                   |  |              |              |              |                          |
|  |   | <b>Additional Comment:</b>  |  |                   |  |              |              |              |                          |
| Has this proposal considered the opportunities for external funding?   | Y | It may be possible to secure donations of prizes and venues for chairmans events to offset the loss of subsidy. |  |                   |  |              |              |              |                          |
| Will this proposal have any non-financial impacts?                     |   | <b>Ref</b>  | <b>Benefit</b>   |                   |  |              |              |              |                          |
|  |   | 1   |  |                   |  |              |              |              |                          |
|  |   | 2   |  |                   |  |              |              |              |                          |
|  |   | 3   |  |                   |  |              |              |              |                          |
|  |   | 4   |  |                   |  |              |              |              |                          |
|  |   | <b>Ref</b>  | <b>Disadvantage</b>  |                   |  |              |              |              |                          |
|  |   | 1   | Potential marginal increase in CO2 emissions   |                   |  |              |              |              |                          |
|  |   | 2   | Pressure on existing pool cars if staff do not adapt or are reluctant to use the Mondeo  |                   |  |              |              |              |                          |
|  |   | 3   |  |                   |  |              |              |              |                          |
|  |   | 4   |  |                   |  |              |              |              |                          |
|  |   | <b>Additional Comment:</b>  |  |                   |  |              |              |              |                          |
| Has this proposal made any assumptions?                                |   | <b>Ref</b>  | <b>Assumption</b>  |                   |  |              |              |              |                          |
|  |   | 1   | That staff would be willing to use a larger car for journeys and that the lease on an existing pool car can be ended without penalty                     |                   |  |              |              |              |                          |
|  |   | 2   | That the reduction of the subsidy element on the charity would have no impact on the success of charity events organised by the Chairman of the Council. |                   |  |              |              |              |                          |
|  |   | 3   |  |                   |  |              |              |              |                          |
|  |   | 4   |  |                   |  |              |              |              |                          |
|  |   | <b>Additional Comment</b>   |  |                   |  |              |              |              |                          |
| Has a risk analysis been completed for this proposal?                  |   | <b>Main Risks</b>   |  |                   |  |              |              |              |                          |
|  |   | <b>Ref</b>  | <b>Risk</b>  | <b>RAG Rating</b> | <b>Mitigation</b>  |              |              |              |                          |
|  |   |   | Potential risk that the Chairman's Car could be in use by another service when needed by the chairman  | L                 | Ensure an effective ad well-understood booking system. Ensure that Chairman's civic engagement events are given priority for use of the Mondeo |              |              |              |                          |
|  |   |   |  |                   |  |              |              |              |                          |

|   |                      | <b>Additional Comment:</b>   |                   |  |  |     |                 |             |                   |   |                      |   |        |   |        |                     |        |  |  |  |  |
|---|----------------------|--|-------------------|--|--|-----|-----------------|-------------|-------------------|---|----------------------|---|--------|---|--------|---------------------|--------|--|--|--|--|
| What further consultation and engagement will be required for this proposal?                            |                      | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Jan 19</td> </tr> <tr> <td>2</td> <td>Public</td> <td>Public Consultation</td> <td>Jan 19</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table><br><b>Additional Comments:</b> |                   |  |  | Ref | Consultee       | Description | Comp/Pending      | 1 | Elected Members      | Formal Scrutiny   | Jan 19 | 2 | Public | Public Consultation | Jan 19 |  |  |  |  |
| Ref   | Consultee            | Description  | Comp/Pending      |  |  |     |                 |             |                   |   |                      |   |        |   |        |                     |        |  |  |  |  |
| 1   | Elected Members      | Formal Scrutiny  | Jan 19            |  |  |     |                 |             |                   |   |                      |   |        |   |        |                     |        |  |  |  |  |
| 2   | Public               | Public Consultation  | Jan 19            |  |  |     |                 |             |                   |   |                      |   |        |   |        |                     |        |  |  |  |  |
|   |                      |  |                   |  |  |     |                 |             |                   |   |                      |   |        |   |        |                     |        |  |  |  |  |
| Will this proposal require procurement of goods, services or works?                                     |                      | Yes – Procurement of new software for telephony  |                   |  |  |     |                 |             |                   |   |                      |   |        |   |        |                     |        |  |  |  |  |
| Will support services be required for this proposal?  |                      | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td>Local Democracy Team</td> <td>Organising Charity Events could be impacted by reduction in subsidy</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table><br><b>Additional Comment:</b>                           |                   |  |  | Ref | Support Service | Activity    | Internal/External |   | Local Democracy Team | Organising Charity Events could be impacted by reduction in subsidy |        |   |        |                     |        |  |  |  |  |
| Ref   | Support Service      | Activity   | Internal/External |  |  |     |                 |             |                   |   |                      |   |        |   |        |                     |        |  |  |  |  |
|   | Local Democracy Team | Organising Charity Events could be impacted by reduction in subsidy  |                   |  |  |     |                 |             |                   |   |                      |   |        |   |        |                     |        |  |  |  |  |
|   |                      |  |                   |  |  |     |                 |             |                   |   |                      |   |        |   |        |                     |        |  |  |  |  |
| Will this proposal impact on the authorities built assets e.g. service change, resource amendment etc.  | No                   |  |                   |  |  |     |                 |             |                   |   |                      |   |        |   |        |                     |        |  |  |  |  |
| Will this proposal present any future collaboration opportunities?                                      | No                   |  |                   |  |  |     |                 |             |                   |   |                      |   |        |   |        |                     |        |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | No                   |  |                   |  |  |     |                 |             |                   |   |                      |   |        |   |        |                     |        |  |  |  |  |
| How will the impact of this proposal be measured? E.g. Budget/Process/Staff/Customer KPI's              |                      | Amount of revenue generated for charitable causes<br>Reduction in total spend on pool cars   |                   |  |  |     |                 |             |                   |   |                      |   |        |   |        |                     |        |  |  |  |  |

|                |  |                           |               |
|----------------|--|---------------------------|---------------|
| Proposal Title | CEO Directorate – Discretionary Fee Increase | Lead/Responsible Officer: | Paul Matthews |
| Your Ref No:   | CEO009                                       | Directorate:              | CEO           |
| Version No:    | 1  | Section:                  | CEO           |
| Date:          | 29/11/2018                                   |                           |               |

| Version | Date | Changes Made |
|---------|------|--------------|
| 1       |      |              |
| 2       |      |              |

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

**Increased income as a result of discretionary fee increases across the CEO Directorate. Budget saving to be put forward of £897.**

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact   |             |                    |       |       |       |       |       |                            |  |      |  |  |  |      |  |  |  |  |  |  |  |
|--|--------------------|---|-------------|--------------------|-------|-------|-------|-------|-------|----------------------------|--|------|--|--|--|------|--|--|--|--|--|--|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | N/A                |   |             |                    |       |       |       |       |       |                            |  |      |  |  |  |      |  |  |  |  |  |  |  |
| Has a Future Generations Evaluation been completed for this proposal?  | No                 | Proposal is of negligible value so Future Generations Evaluation is not required.   |             |                    |       |       |       |       |       |                            |  |      |  |  |  |      |  |  |  |  |  |  |  |
| What consultation and engagement has been undertaken to date?          | N/A                |   |             |                    |       |       |       |       |       |                            |  |      |  |  |  |      |  |  |  |  |  |  |  |
| Has an option appraisal been undertaken?                               | N/A                |   |             |                    |       |       |       |       |       |                            |  |      |  |  |  |      |  |  |  |  |  |  |  |
| Does this proposal affect other MCC services?                          | N/A                |   |             |                    |       |       |       |       |       |                            |  |      |  |  |  |      |  |  |  |  |  |  |  |
| Is this proposal dependant on other services?                          | N/A                |   |             |                    |       |       |       |       |       |                            |  |      |  |  |  |      |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | N/A                |   |             |                    |       |       |       |       |       |                            |  |      |  |  |  |      |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                     | N/A                |   |             |                    |       |       |       |       |       |                            |  |      |  |  |  |      |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?        | N/A                |   |             |                    |       |       |       |       |       |                            |  |      |  |  |  |      |  |  |  |  |  |  |  |
| What is the financial benefit of this proposal?                        | £897               | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Discretionary Fee Increase</td> <td></td> <td>£897</td> <td></td> <td></td> <td></td> <td>£897</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> | Description | Remainder of 18/19 | 19/20 | 20/21 | 21/22 | 22/23 | Total | Discretionary Fee Increase |  | £897 |  |  |  | £897 |  |  |  |  |  |  |  |
| Description  | Remainder of 18/19 | 19/20   | 20/21       | 21/22              | 22/23 | Total |       |       |       |                            |  |      |  |  |  |      |  |  |  |  |  |  |  |
| Discretionary Fee Increase   |                    | £897  |             |                    |       | £897  |       |       |       |                            |  |      |  |  |  |      |  |  |  |  |  |  |  |
|  |                    |   |             |                    |       |       |       |       |       |                            |  |      |  |  |  |      |  |  |  |  |  |  |  |

| Will this proposal require revenue or capital investment to implement?       | No   | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Investment Description | Remainder of 18/19 | 19/20       | 20/21  | 21/22             | 22/23           | Total           | Source of funding |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|--|--|---|------------------------|--------------------|-------------|--|-------------------|-----------------|-----------------|-------------------|---|--------|---------------------|--------------|---|--|---|--|---|--|---|--|--|--|--|--|
| Investment Description   | Remainder of 18/19                                   | 19/20   | 20/21                  | 21/22              | 22/23       | Total  | Source of funding |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |  |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |  |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?         | N/A  |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                           | N/A  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td> </td> </tr> <tr> <td>2</td> <td> </td> </tr> <tr> <td>3</td> <td> </td> </tr> <tr> <td>4</td> <td> </td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td> </td> </tr> <tr> <td>2</td> <td> </td> </tr> <tr> <td>3</td> <td> </td> </tr> <tr> <td>4</td> <td> </td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> | Ref                    | Benefit            | 1           |  | 2                 |                 | 3               |                   | 4 |        | Ref                 | Disadvantage | 1 |  | 2 |  | 3 |  | 4 |  |  |  |  |  |
| Ref  | Benefit  |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  |  |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  |  |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |  |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |  |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Disadvantage   |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  |  |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  |  |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |  |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |  |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has this proposal made any assumptions?                                      | Yes  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>That there will not be a reduction in service demand</td> </tr> <tr> <td>2</td> <td> </td> </tr> <tr> <td>3</td> <td> </td> </tr> <tr> <td>4</td> <td> </td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Ref                    | Assumption         | 1           | That there will not be a reduction in service demand | 2                 |                 | 3               |                   | 4 |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Assumption   |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  | That there will not be a reduction in service demand |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  |  |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |  |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |  |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has a risk analysis been completed for this proposal?                        | N/A  | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Ref                    | Risk               | RAG Rating  | Mitigation   |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Risk   | RAG Rating  | Mitigation             |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |  |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |  |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| What further consultation and engagement will be required for this proposal? | None   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Jan 19</td> </tr> <tr> <td>2</td> <td>Public</td> <td>Public Consultation</td> <td>Jan 19</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p>  | Ref                    | Consultee          | Description | Comp/Pending   | 1                 | Elected Members | Formal Scrutiny | Jan 19            | 2 | Public | Public Consultation | Jan 19       |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Consultee  | Description   | Comp/Pending           |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  | Elected Members                                      | Formal Scrutiny   | Jan 19                 |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  | Public   | Public Consultation   | Jan 19                 |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |  |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Will this proposal require procurement of goods, services or works?          | No   |   |                        |                    |             |  |                   |                 |                 |                   |   |        |                     |              |   |  |   |  |   |  |   |  |  |  |  |  |

| Will support services be required for this proposal?   | No              | <table border="1" data-bbox="625 253 1439 342"> <thead> <tr> <th data-bbox="625 253 694 286">Ref</th> <th data-bbox="694 253 1023 286">Support Service</th> <th data-bbox="1023 253 1222 286">Activity</th> <th data-bbox="1222 253 1439 286">Internal/External</th> </tr> </thead> <tbody> <tr> <td data-bbox="625 286 694 320"></td> <td data-bbox="694 286 1023 320"></td> <td data-bbox="1023 286 1222 320"></td> <td data-bbox="1222 286 1439 320"></td> </tr> <tr> <td data-bbox="625 320 694 342"></td> <td data-bbox="694 320 1023 342"></td> <td data-bbox="1023 320 1222 342"></td> <td data-bbox="1222 320 1439 342"></td> </tr> </tbody> </table> <div data-bbox="625 369 1439 454" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <b>Additional Comment:</b><br/> <br/> </div> | Ref               | Support Service | Activity | Internal/External |  |  |  |  |  |  |  |  |
|--|-----------------|--|-------------------|-----------------|----------|-------------------|--|--|--|--|--|--|--|--|
| Ref  | Support Service | Activity   | Internal/External |                 |          |                   |  |  |  |  |  |  |  |  |
|  |                 |  |                   |                 |          |                   |  |  |  |  |  |  |  |  |
|  |                 |  |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| Will this proposal impact on the authorities built assets.<br>E.g. service change, resource amendment etc. | N/A             |  |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| Will this proposal present any future collaboration opportunities?   | N/A             |  |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality?    | N/A             |  |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| How will the impact of this proposal be measured?<br>E.g. Budget/Process/Staff/Customer KPI's              | Budget          |  |                   |                 |          |                   |  |  |  |  |  |  |  |  |

| Service Area            | Service being charged for              | Proposed Charges for 2019/20 £:p                        | Percentage increase | Increased additional budget income identified for 2019/20 budget setting purposes | Reason why inflationary increase is not being considered   |
|-------------------------|--|---|---------------------|---|--|
| <b>CHIEF EXECUTIVES</b> |  |   |                     |   |  |
| Community Education     |  | Various   | 2.50%               | 144   |  |
| Libraries               |  |   |                     | 0   | The actual income against these budget figures is barely reaching 50% of the target so to increase fees would just add to the pressure that already exists   |
|                         | Overdue Charges                        | 22p per day, max charge £15.00                          |                     |   |  |
|                         |  | For concessionary groups, 12p per day, max charge £7.50 |                     |   |  |
|                         | Internet Usage                         | £1.02 per half hour for non members                     |                     |   |  |
|                         | Photocopying                           | From 21p to 36p per sheet                               |                     |   |  |
|                         | Reservation Fees (Inter Library Loans) | £4.20 per reservation                                   |                     |   |  |
|                         | Promotional Sales Commission           |   |                     | 0   |  |
| Elections               | Electoral Registration                 | 0.00  | 2.5%                | 41  |  |
|                         | Training Income                        | 0.00  | 2.5%                | 63  |  |
| Communications          | External Fees                          | Varies - Dependant on length of time spent              | 0                   | 0   | This budget relies heavily on external fees but the unit struggles to meet these requirements as resource is taken up with providing marketing and graphic design services to internal corporate services therefore any increase on this budget would simply be unachievable. <b>Pressure put forward to remove this income budget</b> |
| Legal Services          | Legal advice for external clients      | Charged at Officer time rate.                           | 2.0%                | 649   | Head of service is looking to take a full review of the service area charges at present 2% would be realistic  |
| <b>Sub-Total CEO</b>    |  |   |                     | <b>897</b>  |  |



|                |                       |                           |                    |
|----------------|-----------------------|---------------------------|--------------------|
| Proposal Title | Re-fit Energy savings | Lead/Responsible Officer: | Debra Hill-Howells |
| Your Ref No:   | RES001                | Directorate:              | Resources          |
| Version No:    | 1                     | Section:                  | Landlord Services  |
| Date:          | 29.11.18              |                           |                    |

| Version | Date | Changes Made |
|---------|------|--------------|
| 1       |      |              |
| 2       |      |              |

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

**The Council is working with Local Partnerships to implement a Re-Fit scheme, which works with the private market to identify adaptations or additions that can be implemented within the council's estate to generate energy savings. The costs of the work will be funded through loan funding with agreed pay back periods and the cost of servicing the debt will be met through the anticipated savings, which will be realised through the implemented works.**

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact   |             |                    |       |       |       |       |       |  |  |     |     |  |  |  |  |  |  |  |  |  |  |
|--|--------------------|---|-------------|--------------------|-------|-------|-------|-------|-------|--|--|-----|-----|--|--|--|--|--|--|--|--|--|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y                  |   |             |                    |       |       |       |       |       |  |  |     |     |  |  |  |  |  |  |  |  |  |  |
| Has a Future Generations Evaluation been completed for this proposal?  | Y                  |   |             |                    |       |       |       |       |       |  |  |     |     |  |  |  |  |  |  |  |  |  |  |
| What consultation and engagement has been undertaken to date?          | N                  | <b>This has to date been an internal process, although consultation has been undertaken with Gwent Police and Coleg Gwent to give them the opportunity to share in the benefits that the scheme will realise</b>  |             |                    |       |       |       |       |       |  |  |     |     |  |  |  |  |  |  |  |  |  |  |
| Has an option appraisal been undertaken?                               | Y                  | <b>Contained with Cabinet Member report dated 13.06.18</b>  |             |                    |       |       |       |       |       |  |  |     |     |  |  |  |  |  |  |  |  |  |  |
| Does this proposal affect other MCC services?                          | Y                  | <b>The proposal will result in changes to mechanical and electrical installations within the councils property estate</b>   |             |                    |       |       |       |       |       |  |  |     |     |  |  |  |  |  |  |  |  |  |  |
| Is this proposal dependant on other services?                          | N                  |   |             |                    |       |       |       |       |       |  |  |     |     |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | N                  |   |             |                    |       |       |       |       |       |  |  |     |     |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                     | Y                  | <b>Additional support is required to support the delivery of this project and the management of the Council's energy service. This is being managed through the creation of an additional post within the Landlord Services re-structure.</b>   |             |                    |       |       |       |       |       |  |  |     |     |  |  |  |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?        | Y                  | <b>We will be required to undertake a procurement process, which is underway, and then enter into a contract with the preferred bidder to provide the implantations with a guaranteed payback.</b>  |             |                    |       |       |       |       |       |  |  |     |     |  |  |  |  |  |  |  |  |  |  |
| What is the financial benefit of this proposal?                        |                    | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>25k</td> <td>tbd</td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b><br/>The 25k is net of borrowing costs</p> | Description | Remainder of 18/19 | 19/20 | 20/21 | 21/22 | 22/23 | Total |  |  | 25k | tbd |  |  |  |  |  |  |  |  |  |  |
| Description  | Remainder of 18/19 | 19/20   | 20/21       | 21/22              | 22/23 | Total |       |       |       |  |  |     |     |  |  |  |  |  |  |  |  |  |  |
|  |                    | 25k   | tbd         |                    |       |       |       |       |       |  |  |     |     |  |  |  |  |  |  |  |  |  |  |
|  |                    |   |             |                    |       |       |       |       |       |  |  |     |     |  |  |  |  |  |  |  |  |  |  |

| Will this proposal require revenue or capital investment to implement? | <table border="1" data-bbox="625 253 1449 405"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <div data-bbox="625 434 1439 573" style="border: 1px solid black; padding: 5px;"> <p><b>Additional Comment:</b><br/>         The capital investment will be funded through loan borrowing, the extent of which has yet to be determined, as the procurement process is underway.</p> </div>   | Investment Description | Remainder of 18/19  | 19/20      | 20/21  | 21/22 | 22/23                                     | Total | Source of funding   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
|--|---|------------------------|---|------------|--|-------|---|-------|---|---|---|-----|--|---|---|---|---|---|---|---|--|--|--|--|--|
| Investment Description   | Remainder of 18/19  | 19/20                  | 20/21   | 21/22      | 22/23  | Total | Source of funding                         |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
|  |   |                        |   |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
|  |   |                        |   |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   | <b>Yes and it will be dependent on loan funding</b>   |                        |   |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                     | <table border="1" data-bbox="625 712 1439 913"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Energy efficiency measures will contribute to the Councils corporate aspirations to reduce our carbon footprint</td> </tr> <tr> <td>2</td> <td> </td> </tr> <tr> <td>3</td> <td> </td> </tr> <tr> <td>4</td> <td> </td> </tr> </tbody> </table> <table border="1" data-bbox="625 943 1399 1115"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td> </td> </tr> <tr> <td>2</td> <td> </td> </tr> <tr> <td>3</td> <td> </td> </tr> <tr> <td>4</td> <td> </td> </tr> </tbody> </table> <div data-bbox="625 1144 1439 1227" style="border: 1px solid black; padding: 5px;"> <p><b>Additional Comment:</b></p> </div>  | Ref                    | Benefit   | 1          | Energy efficiency measures will contribute to the Councils corporate aspirations to reduce our carbon footprint  | 2     |   | 3     |   | 4 |   | Ref | Disadvantage   | 1 |   | 2 |   | 3 |   | 4 |  |  |  |  |  |
| Ref  | Benefit   |                        |   |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
| 1  | Energy efficiency measures will contribute to the Councils corporate aspirations to reduce our carbon footprint   |                        |   |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
| 2  |   |                        |   |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
| 3  |   |                        |   |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
| 4  |   |                        |   |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
| Ref  | Disadvantage  |                        |   |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
| 1  |   |                        |   |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
| 2  |   |                        |   |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
| 3  |   |                        |   |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
| 4  |   |                        |   |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
| Has this proposal made any assumptions?                                | <table border="1" data-bbox="625 1310 1439 1512"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Loan funding will be achievable and the pay back periods will be in accordance with the loan requirements (e.g. Salix is a maximum of 8 years payback)</td> </tr> <tr> <td>2</td> <td> </td> </tr> <tr> <td>3</td> <td> </td> </tr> <tr> <td>4</td> <td> </td> </tr> </tbody> </table> <div data-bbox="625 1541 1439 1624" style="border: 1px solid black; padding: 5px;"> <p><b>Additional Comment</b></p> </div>   | Ref                    | Assumption  | 1          | Loan funding will be achievable and the pay back periods will be in accordance with the loan requirements (e.g. Salix is a maximum of 8 years payback) | 2     |   | 3     |   | 4 |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
| Ref  | Assumption  |                        |   |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
| 1  | Loan funding will be achievable and the pay back periods will be in accordance with the loan requirements (e.g. Salix is a maximum of 8 years payback)  |                        |   |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
| 2  |   |                        |   |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
| 3  |   |                        |   |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
| 4  |   |                        |   |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
| Has a risk analysis been completed for this proposal?                  | <p><b>Main Risks</b></p> <table border="1" data-bbox="625 1682 1399 2121"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td> </td> <td>The paybacks anticipated are not realised</td> <td> </td> <td>MCC will enter into a contract whereby the paybacks are guaranteed.</td> </tr> <tr> <td> </td> <td>The proposals do not realise the anticipated net income</td> <td> </td> <td>This will be managed through the procurement process</td> </tr> <tr> <td> </td> <td>Insufficient capacity to managed the scheme</td> <td> </td> <td>Landlord Services re-structure will increase capacity</td> </tr> <tr> <td> </td> <td>Unable to payback within Salix's 8 year payback</td> <td> </td> <td>Will adopt a blended loan funding approach</td> </tr> </tbody> </table> | Ref                    | Risk  | RAG Rating | Mitigation   |       | The paybacks anticipated are not realised |       | MCC will enter into a contract whereby the paybacks are guaranteed. |   | The proposals do not realise the anticipated net income |     | This will be managed through the procurement process |   | Insufficient capacity to managed the scheme |   | Landlord Services re-structure will increase capacity |   | Unable to payback within Salix's 8 year payback |   | Will adopt a blended loan funding approach |  |  |  |  |
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|  | The paybacks anticipated are not realised   |                        | MCC will enter into a contract whereby the paybacks are guaranteed. |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
|  | The proposals do not realise the anticipated net income   |                        | This will be managed through the procurement process                |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
|  | Insufficient capacity to managed the scheme   |                        | Landlord Services re-structure will increase capacity               |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |
|  | Unable to payback within Salix's 8 year payback   |                        | Will adopt a blended loan funding approach                          |            |  |       |   |       |   |   |   |     |  |   |   |   |   |   |   |   |  |  |  |  |  |

|   |                      | <b>Additional Comment:</b>   |                   |                 |             |                   |  |                      |                        |          |  |                  |   |          |  |                  |                |          |  |                  |  |          |
|---|----------------------|--|-------------------|-----------------|-------------|-------------------|--|----------------------|------------------------|----------|--|------------------|---|----------|--|------------------|----------------|----------|--|------------------|--|----------|
| What further consultation and engagement will be required for this proposal?                            |                      | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td></td> <td>Proposed contractors</td> <td>Procurement process</td> <td>Underway</td> </tr> <tr> <td></td> <td>Procurement team</td> <td>Procurement process</td> <td>Underway</td> </tr> </tbody> </table> <p><b>Additional Comments:</b><br/>Cabinet Member consent was granted in June 2018 to enter into the process and sign an agreement with Local Partnerships</p>   | Ref               | Consultee       | Description | Comp/Pending      |  | Proposed contractors | Procurement process    | Underway |  | Procurement team | Procurement process                                     | Underway |  |                  |                |          |  |                  |  |          |
| Ref   | Consultee            | Description  | Comp/Pending      |                 |             |                   |  |                      |                        |          |  |                  |   |          |  |                  |                |          |  |                  |  |          |
|   | Proposed contractors | Procurement process  | Underway          |                 |             |                   |  |                      |                        |          |  |                  |   |          |  |                  |                |          |  |                  |  |          |
|   | Procurement team     | Procurement process  | Underway          |                 |             |                   |  |                      |                        |          |  |                  |   |          |  |                  |                |          |  |                  |  |          |
| Will this proposal require procurement of goods, services or works?                                     |                      | Yes – process underway   |                   |                 |             |                   |  |                      |                        |          |  |                  |   |          |  |                  |                |          |  |                  |  |          |
| Will support services be required for this proposal?  |                      | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td>Legal Services</td> <td>Contract documentation</td> <td>Internal</td> </tr> <tr> <td></td> <td>Finance</td> <td>Loan funding and analysis of proposals from contractors</td> <td>Internal</td> </tr> <tr> <td></td> <td>Procurement team</td> <td>Tender process</td> <td>Internal</td> </tr> <tr> <td></td> <td>Maintenance Team</td> <td>Implementation and on-going management</td> <td>Internal</td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/>Building managers will need to be supported in any changes to ensure that installations are operated to maximum efficiencies</p> | Ref               | Support Service | Activity    | Internal/External |  | Legal Services       | Contract documentation | Internal |  | Finance          | Loan funding and analysis of proposals from contractors | Internal |  | Procurement team | Tender process | Internal |  | Maintenance Team | Implementation and on-going management | Internal |
| Ref   | Support Service      | Activity   | Internal/External |                 |             |                   |  |                      |                        |          |  |                  |   |          |  |                  |                |          |  |                  |  |          |
|   | Legal Services       | Contract documentation   | Internal          |                 |             |                   |  |                      |                        |          |  |                  |   |          |  |                  |                |          |  |                  |  |          |
|   | Finance              | Loan funding and analysis of proposals from contractors  | Internal          |                 |             |                   |  |                      |                        |          |  |                  |   |          |  |                  |                |          |  |                  |  |          |
|   | Procurement team     | Tender process   | Internal          |                 |             |                   |  |                      |                        |          |  |                  |   |          |  |                  |                |          |  |                  |  |          |
|   | Maintenance Team     | Implementation and on-going management   | Internal          |                 |             |                   |  |                      |                        |          |  |                  |   |          |  |                  |                |          |  |                  |  |          |
| Will this proposal impact on the authorities built assets. E.g. service change, resource amendment etc. | Yes                  | <b>It will result in improved efficiencies to both operational and investment portfolios.</b>  |                   |                 |             |                   |  |                      |                        |          |  |                  |   |          |  |                  |                |          |  |                  |  |          |
| Will this proposal present any future collaboration opportunities?                                      | Yes                  | <b>Discussions have already taken place with Gwent Police and Coleg Gwent to become a party to this procurement</b>  |                   |                 |             |                   |  |                      |                        |          |  |                  |   |          |  |                  |                |          |  |                  |  |          |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? |                      | <b>We utilise Team as our energy software which would benefit from improvements and a portal to disseminate information to users – this is managed by Ian Hocom at present</b>   |                   |                 |             |                   |  |                      |                        |          |  |                  |   |          |  |                  |                |          |  |                  |  |          |
| How will the impact of this proposal be measured? E.g. Budget/Process/Staff/Customer KPI's              |                      | <b>Budget savings, reduction in carbon output</b>  |                   |                 |             |                   |  |                      |                        |          |  |                  |   |          |  |                  |                |          |  |                  |  |          |

|                |                                  |                           |              |
|----------------|----------------------------------|---------------------------|--------------|
| Proposal Title | Central Services Recharge to ADM | Lead/Responsible Officer: | Peter Davies |
| Your Ref No:   | RES002                           | Directorate:              | RES          |
| Version No:    | 1                                | Section:                  | ADM          |
| Date:          | 31/11/2018                       |                           |              |

| Version | Date       | Changes Made                   |
|---------|------------|--------------------------------|
| 1       | 13/12/2019 | Completion of mandate proposal |
| 2       |            |                                |

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

In the event that MonLife (an alternative delivery model for the provision of Tourism, Leisure, Culture and Youth (TLC&Y) services) is established in 19/20, relevant budgets and posts will be transferred in order for the new organisation to deliver services. This transfer will see services being bought back into by MonLife with MonLife paying for the service through SLAs and the Council similarly in receipt of income.

As part of the budget process and to create separation within budgets in readiness for any proposed and potential transfer of services a budget amounting to the value of services to be acquired by MonLife from the Council needs to be established. The MTFP budget model has accommodated one aspect of this, being the budget made available to MonLife to acquire these services (an expenditure budget of £704,000). The income also needs to be separately accommodated in the budget proposals and this savings mandate represents the creation of that income budget for £704,000.

This proposal is somewhat of a technical matter. However, it was concluded that it should be afforded transparency so it is understood what level of services that MonLife is proposing to have provided by the Council.

Please provide the following information to support your proposal

| Question   | Y/N | Comments/Impact   |
|--|-----|---|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y   | Consistent with the Council's objective to be a future-focussed Council the provision of services to MonLife, and upon any subsequent transfer being agreed, will be put on a commercial footing that will ensure that support services and delivering a competitive and quality service. |
| Has a Future Generations Evaluation been completed for this proposal?  | N   | Not required. This mandate is a technical matter and that looks to create the income budget for services that the Council is looking to provide to MonLife.   |
| What consultation and engagement has been undertaken to date?          |     | Ongoing and informal consultation with SLT and Cabinet  |
| Has an option appraisal been undertaken?                               | N   |   |
| Does this proposal affect other MCC services?                          | N   |   |
| Is this proposal dependant on other services?                          | N   |   |
| Will this proposal require any amendments to MCC policy?               | N   |   |
| Will this proposal have any staffing implications?                     | N   | No directly. Any staffing implications are addressed through the separate pressure mandate (PRES004) which concerns the residual impact on the Council where MonLife receives the expenditure budget but does not wish to use the Council's support services in future years.             |
| Will this project have any legal implication for the authority?        | N   | Not directly. However there are legal implications separately needing to be considered in facilitating the transfer of services to MonLife. One aspect of   |

|  |  | this is getting the necessary Services Level Agreements (SLAs) in place for the services that Monlife wishes the Council to provide it.   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
|--|--|---|------------------------|--------------------|------------|--|-------------------|-------|-------|-------------------|---|---------|-----|--------------|---|---------|---|--|---|--|---|--|--|--------------|--|--|--|--|--|---------|
| What is the financial benefit of this proposal?                        |  | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>ADM Recharge</td> <td>0</td> <td>704,000</td> <td></td> <td></td> <td></td> <td>704,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total saving</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>704,000</td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p>                                      | Description            | Remainder of 18/19 | 19/20      | 20/21  | 21/22             | 22/23 | Total | ADM Recharge      | 0 | 704,000 |     |              |   | 704,000 |   |  |   |  |   |  |  | Total saving |  |  |  |  |  | 704,000 |
| Description  | Remainder of 18/19   | 19/20   | 20/21                  | 21/22              | 22/23      | Total  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| ADM Recharge   | 0  | 704,000   |                        |                    |            | 704,000  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
|  |  |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| Total saving   |  |   |                        |                    |            | 704,000  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| Will this proposal require revenue or capital investment to implement? | N  | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Investment Description | Remainder of 18/19 | 19/20      | 20/21  | 21/22             | 22/23 | Total | Source of funding |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| Investment Description   | Remainder of 18/19   | 19/20   | 20/21                  | 21/22              | 22/23      | Total  | Source of funding |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
|  |  |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
|  |  |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| Has this proposal considered the opportunities for external funding?   | N  | Not directly relevant to this mandate.  |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| Will this proposal have any non-financial impacts?                     | Y  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <p><b>Additional Comment:</b><br/>No non-financial benefits specifically attached to this mandate proposal.</p> | Ref                    | Benefit            | 1          |  | 2                 |       | 3     |                   | 4 |         | Ref | Disadvantage | 1 |         | 2 |  | 3 |  | 4 |  |  |              |  |  |  |  |  |         |
| Ref  | Benefit  |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| 1  |  |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| 2  |  |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| 3  |  |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| 4  |  |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| Ref  | Disadvantage   |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| 1  |  |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| 2  |  |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| 3  |  |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| 4  |  |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| Has this proposal made any assumptions?                                | Y  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Based upon the latest information and services that MonLife is intending to look to secure from the Authority.</td> </tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <p><b>Additional Comment</b></p>   | Ref                    | Assumption         | 1          | Based upon the latest information and services that MonLife is intending to look to secure from the Authority. | 2                 |       | 3     |                   | 4 |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| Ref  | Assumption   |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| 1  | Based upon the latest information and services that MonLife is intending to look to secure from the Authority. |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| 2  |  |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| 3  |  |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| 4  |  |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| Has a risk analysis been completed for this proposal?                  | Y  | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p><b>Additional Comment</b></p>   | Ref                    | Risk               | RAG Rating | Mitigation   |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
| Ref  | Risk   | RAG Rating  | Mitigation             |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
|  |  |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
|  |  |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
|  |  |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |
|  |  |   |                        |                    |            |  |                   |       |       |                   |   |         |     |              |   |         |   |  |   |  |   |  |  |              |  |  |  |  |  |         |

|   |                 | There are no risks per se as this is largely a technical matters as described in the brief summary above. Any change in the level of services that MonLife are looking to secure from the Council will simply result in a corresponding adjustment to the expenditure budget being afforded to MonLife and separately in the MTFP budget model. The impact would however be felt as a potential residual cost to the Council and where MonLife was choosing not to secure services from the Council. This pressure however is being separately included in pressure mandate PRES004.                                    |                   |                 |             |                   |   |        |                     |  |   |                 |                 |  |  |  |  |  |
|---|-----------------|---|-------------------|-----------------|-------------|-------------------|---|--------|---------------------|--|---|-----------------|-----------------|--|--|--|--|--|
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| Ref   | Consultee       | Description   | Comp/Pending      |                 |             |                   |   |        |                     |  |   |                 |                 |  |  |  |  |  |
| 1   | Public          | Public consultation   |                   |                 |             |                   |   |        |                     |  |   |                 |                 |  |  |  |  |  |
| 2   | Elected Members | Formal Scrutiny   |                   |                 |             |                   |   |        |                     |  |   |                 |                 |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |   |        |                     |  |   |                 |                 |  |  |  |  |  |
| Will this proposal require procurement of goods, services or works?                                     | N               |   |                   |                 |             |                   |   |        |                     |  |   |                 |                 |  |  |  |  |  |
| Will support services be required for this proposal?  | N               | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>   | Ref               | Support Service | Activity    | Internal/External |   |        |                     |  |   |                 |                 |  |  |  |  |  |
| Ref   | Support Service | Activity  | Internal/External |                 |             |                   |   |        |                     |  |   |                 |                 |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |   |        |                     |  |   |                 |                 |  |  |  |  |  |
|   |                 |   |                   |                 |             |                   |   |        |                     |  |   |                 |                 |  |  |  |  |  |
| Will this proposal impact on the authorities built assets. E.g. service change, resource amendment etc. | N               |   |                   |                 |             |                   |   |        |                     |  |   |                 |                 |  |  |  |  |  |
| What evidence/data has been gathered to date to inform this Proposal?                                   | N               | Support service recharges and costs have been estimated through a reasonable apportionment of the cost of delivering support services to TLCY services. These are currently being reviewed and negotiated as part of the work leading up to a decision to transfer to MonLife.  |                   |                 |             |                   |   |        |                     |  |   |                 |                 |  |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | N               | Not directly.   |                   |                 |             |                   |   |        |                     |  |   |                 |                 |  |  |  |  |  |
| How will the impact of this proposal be measured? E.g. Budget/Process/Staff/Customer KPI's              |                 | There will not need to be any specific monitoring once the budget is finalised as this is a largely technical matter as described above.<br><br>However, the income generated from selling support services to MonLife will be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition, the action plan, performance measures and the risk assessment must be transferred into the Service Business Plans for the business area in order to monitor and challenge the delivery of the proposal, including the performance being achieved and the level of impact. |                   |                 |             |                   |   |        |                     |  |   |                 |                 |  |  |  |  |  |

|                |  |                           |                    |
|----------------|--|---------------------------|--------------------|
| Proposal Title | Commercial Investments Income Generation | Lead/Responsible Officer: | Debra Hill-Howells |
| Your Ref No:   | RES003/RES004                            | Directorate:              | Resources          |
| Version No:    | 1  | Section:                  | Landlord Services  |
| Date:          | 29.11.18                                 |                           |                    |

| Version | Date | Changes Made |
|---------|------|--------------|
| 1       |      |              |
| 2       |      |              |

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

**This proposal seeks to maximise the generation of net income from the acquisition of a commercial portfolio whose primary purpose is to generate income to offset revenue pressures, where possible the portfolio will also seek to realise economic and social justice outcomes.**

**The Council acquired Castlegate Business Park in September 2018 and a £170k of the income proposal will be realised from the net rental income from this site. The remaining £400K will be achieved through the acquisition of further commercial assets to generate additional income.**

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact  |             |                    |       |       |       |       |       |            |  |      |  |  |  |  |                          |  |      |  |  |  |  |
|--|--------------------|--|-------------|--------------------|-------|-------|-------|-------|-------|------------|--|------|--|--|--|--|--------------------------|--|------|--|--|--|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y                  |  |             |                    |       |       |       |       |       |            |  |      |  |  |  |  |                          |  |      |  |  |  |  |
| Has a Future Generations Evaluation been completed for this proposal?  | Y                  | <b>FGE undertaken for Asset Management Strategy and updated to reflect this proposal</b>   |             |                    |       |       |       |       |       |            |  |      |  |  |  |  |                          |  |      |  |  |  |  |
| What consultation and engagement has been undertaken to date?          |                    | <b>The Asset Investment Policy was the subject of a full Council decision and any decision to acquire is delegated to Investment Committee which is made up of Senior Members</b>  |             |                    |       |       |       |       |       |            |  |      |  |  |  |  |                          |  |      |  |  |  |  |
| Has an option appraisal been undertaken?                               | Y                  |  |             |                    |       |       |       |       |       |            |  |      |  |  |  |  |                          |  |      |  |  |  |  |
| Does this proposal affect other MCC services?                          | N                  |  |             |                    |       |       |       |       |       |            |  |      |  |  |  |  |                          |  |      |  |  |  |  |
| Is this proposal dependant on other services?                          | N                  |  |             |                    |       |       |       |       |       |            |  |      |  |  |  |  |                          |  |      |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | N                  |  |             |                    |       |       |       |       |       |            |  |      |  |  |  |  |                          |  |      |  |  |  |  |
| Will this proposal have any staffing implications?                     | Y                  | <b>Landlord Services Re-structure is in the process of being developed to reflect capacity needs and market conditions; we will also rely on independent external advisors when assessing proposed investments and providing management agency advice for acquired assets.</b>   |             |                    |       |       |       |       |       |            |  |      |  |  |  |  |                          |  |      |  |  |  |  |
| Will this project have any legal implication for the authority?        | N                  | <b>The policy has already been agreed by members and has been implemented.</b>   |             |                    |       |       |       |       |       |            |  |      |  |  |  |  |                          |  |      |  |  |  |  |
| What is the financial benefit of this proposal?                        |                    | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Castlegate</td> <td></td> <td>170K</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Additional rental income</td> <td></td> <td>400k</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | Description | Remainder of 18/19 | 19/20 | 20/21 | 21/22 | 22/23 | Total | Castlegate |  | 170K |  |  |  |  | Additional rental income |  | 400k |  |  |  |  |
| Description  | Remainder of 18/19 | 19/20  | 20/21       | 21/22              | 22/23 | Total |       |       |       |            |  |      |  |  |  |  |                          |  |      |  |  |  |  |
| Castlegate   |                    | 170K   |             |                    |       |       |       |       |       |            |  |      |  |  |  |  |                          |  |      |  |  |  |  |
| Additional rental income   |                    | 400k   |             |                    |       |       |       |       |       |            |  |      |  |  |  |  |                          |  |      |  |  |  |  |

|  |  | <b>Additional Comments:</b>   |   |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
|--|--|---|---|--------------------|------------|--|-------------------|--|-------|---------------------|-------------------|--|-------------|---|---|---|---|----------------------|---|--|---|--|--|--|--|--|
| Will this proposal require revenue or capital investment to implement? |  | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td>Acquisition costs</td> <td></td> <td>£20,000,000</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/>Prudential borrowing of up to £50,000,000 has been agreed to finance the development of this portfolio and the debt will be serviced from the gross rent rolls received from the asset.</p>  | Investment Description  | Remainder of 18/19 | 19/20      | 20/21  | 21/22             | 22/23  | Total | Source of funding   | Acquisition costs |  | £20,000,000 |   |   |   |   |                      |   |  |   |  |  |  |  |  |
| Investment Description   | Remainder of 18/19   | 19/20   | 20/21   | 21/22              | 22/23      | Total  | Source of funding |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
| Acquisition costs  |  | £20,000,000   |   |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
|  |  |   |   |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   |  | <b>N/A</b>  |   |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                     |  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Castelgate supports the retention of highly skilled jobs in our County</td> </tr> <tr> <td>2</td> <td>Potential to retain and support the growth of additional companies through the acquisition of existing business premises within County</td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Risks associated with commercial investment including tenancy changes, voids, fall in rental values, maintenance costs, arrears</td> </tr> <tr> <td>2</td> <td>Illiquidity of value</td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/>The risks/ reward factors were considered as part of the Asset Management Strategy and the adoption of the policy</p> | Ref   | Benefit            | 1          | Castelgate supports the retention of highly skilled jobs in our County | 2                 | Potential to retain and support the growth of additional companies through the acquisition of existing business premises within County | 3     |                     | 4                 |  | Ref         | Disadvantage  | 1 | Risks associated with commercial investment including tenancy changes, voids, fall in rental values, maintenance costs, arrears | 2 | Illiquidity of value | 3 |  | 4 |  |  |  |  |  |
| Ref  | Benefit  |   |   |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
| 1  | Castelgate supports the retention of highly skilled jobs in our County   |   |   |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
| 2  | Potential to retain and support the growth of additional companies through the acquisition of existing business premises within County |   |   |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
| 3  |  |   |   |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
| 4  |  |   |   |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
| Ref  | Disadvantage   |   |   |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
| 1  | Risks associated with commercial investment including tenancy changes, voids, fall in rental values, maintenance costs, arrears        |   |   |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
| 2  | Illiquidity of value   |   |   |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
| 3  |  |   |   |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
| 4  |  |   |   |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
| Has this proposal made any assumptions?                                |  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>That we will be able to identify and acquire suitable investments</td> </tr> <tr> <td>2</td> <td>Acquisitions will be completed early in the new financial year to enable the realisation of the rent roll.</td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment</b></p>   | Ref   | Assumption         | 1          | That we will be able to identify and acquire suitable investments      | 2                 | Acquisitions will be completed early in the new financial year to enable the realisation of the rent roll.                             | 3     |                     | 4                 |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
| Ref  | Assumption   |   |   |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
| 1  | That we will be able to identify and acquire suitable investments  |   |   |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
| 2  | Acquisitions will be completed early in the new financial year to enable the realisation of the rent roll.                             |   |   |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
| 3  |  |   |   |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
| 4  |  |   |   |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
| Has a risk analysis been completed for this proposal?                  |  | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td></td> <td>Unable to identify suitable assets</td> <td></td> <td>Working with agents</td> </tr> <tr> <td></td> <td>Unable to achieve yield requirements within the policy</td> <td></td> <td>Work with Finance and Investment Committee where returns are acceptable but anticipated to be</td> </tr> </tbody> </table>  | Ref   | Risk               | RAG Rating | Mitigation   |                   | Unable to identify suitable assets   |       | Working with agents |                   | Unable to achieve yield requirements within the policy |             | Work with Finance and Investment Committee where returns are acceptable but anticipated to be |   |   |   |                      |   |  |   |  |  |  |  |  |
| Ref  | Risk   | RAG Rating  | Mitigation  |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
|  | Unable to identify suitable assets   |   | Working with agents   |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |
|  | Unable to achieve yield requirements within the policy   |   | Work with Finance and Investment Committee where returns are acceptable but anticipated to be |                    |            |  |                   |  |       |                     |                   |  |             |   |   |   |   |                      |   |  |   |  |  |  |  |  |





|                |                   |                           |                         |
|----------------|-------------------|---------------------------|-------------------------|
| Proposal Title | Mileage reduction | Lead/Responsible Officer: | Rob O'Dwyer             |
| Your Ref No:   | RES005            | Directorate:              | Resources               |
| Version No:    | 01                | Section:                  | Business Transformation |
| Date:          | 30/11/18          |                           |                         |

| Version | Date     | Changes Made |
|---------|----------|--------------|
| 1       | 30/11/18 | Original     |
| 2       |          |              |

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

**Reduced mileage and fares for travel: -**

Ensuring that our organisation has a sustainable, effective and efficient workforce that is sufficient to meet the demands of today and of the future. Effective workforce planning to reduce the need for external and unplanned staffing

This will be enabled through a targeted focus on high areas of spend and consistent monitoring and analysis of workforce related costs/issues. Working with People Services and service managers to develop workable solutions to workforce issues. Ownership across the whole organisations to ensure costs are considered, reasonable and wherever possible reduced to ensure the future sustainability of our services.

**Total average mileage expenditure - £670K per annum (based on average over 3 years)**

**Proposed reduction for targeting mileage/travel of £50,000 in 19/20**

**Reduction Options**

- 12 weeks/annum travel free
- Culture change – "Travel smarter not less" (raise cost consciousness)
- Process Controls – Full implementation of due process and compliance with policy
- Continuous analysis and management – software
- Car sharing
- Green Travel Policy – alignment with corporate plan (carbon reduction strategy)
- Greater use of digital communication options
- Alignment with rural transport policy
- Route optimisation
- Members remote attendance at meetings (Constitutional change approved Nov 2017)

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

| Question  | Y/N | Comments/Impact   |
|---|-----|---|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ?              | Y   | <b>E 21 – The proposal will help deliver a sustainable and resilient organisation and relevant and viable public services</b> |
| Has this proposal been included in your current Service/Business Improvement Plans? | Y   | <b>Proposal is included as an action in my business plan and incorporated within my 19/20 budget forecast.</b>                |
| Has a Future Generation Evaluation been commenced?                                  | Y   | <b>See separate document</b>  |
|   | N   | The following options have been considered to facilitate further mileage reduction  |

|  |  | <ul style="list-style-type: none"> <li>Increased provision of Skype</li> <li>Increased investment in Video Conferencing</li> <li>12 weeks/annum travel free</li> <li>Culture change – “Travel smarter not less” (raise cost consciousness)</li> <li>Process Controls – Full implementation of due process and compliance with policy</li> <li>Continuous analysis and management – software</li> <li>Car sharing</li> <li>Green Travel Policy – alignment with corporate plan (carbon reduction strategy)</li> <li>Greater use of digital communication options</li> <li>Alignment with rural transport policy</li> <li>Route optimisation</li> <li>Members remote attendance at meetings (Constitutional change approved Nov 2017)</li> </ul> |                        |                    |       |   |                   |  |       |  |   |                            |   |   |   |  |  |  |
|--|--|--|------------------------|--------------------|-------|---|-------------------|--|-------|--|---|----------------------------|---|---|---|--|--|--|
| What is the impact of this proposal on other services?               | NA   | <b>This proposal will apply to the whole organisation</b>  |                        |                    |       |   |                   |  |       |  |   |                            |   |   |   |  |  |  |
| What other services will affect this proposal?                       | NA   | <b>The digital programme office will play a key role in ensuring that officers have the tools to do their jobs in an efficient and agile way</b>   |                        |                    |       |   |                   |  |       |  |   |                            |   |   |   |  |  |  |
| Will this proposal require any amendments to MCC policy?             | No   |  |                        |                    |       |   |                   |  |       |  |   |                            |   |   |   |  |  |  |
| Will this proposal have any staffing implications?                   | No   |  |                        |                    |       |   |                   |  |       |  |   |                            |   |   |   |  |  |  |
| Will this project have any legal implication for the authority?      | No   |  |                        |                    |       |   |                   |  |       |  |   |                            |   |   |   |  |  |  |
| Will this proposal have any financial benefit?                       | Yes  | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Reduced mileage budget</td> <td></td> <td>50,000</td> <td></td> <td></td> <td></td> <td>50,000</td> </tr> </tbody> </table> <p><b>Additional Comments:</b><br/>Efficiency will be apportioned equally throughout the year</p>  | Description            | Remainder of 18/19 | 19/20 | 20/21                                     | 21/22             | 22/23  | Total | Reduced mileage budget                       |   | 50,000                     |   |   |   | 50,000   |  |  |
| Description  | Remainder of 18/19   | 19/20  | 20/21                  | 21/22              | 22/23 | Total                                     |                   |  |       |  |   |                            |   |   |   |  |  |  |
| Reduced mileage budget   |  | 50,000   |                        |                    |       | 50,000                                    |                   |  |       |  |   |                            |   |   |   |  |  |  |
| Will this proposal require investment to implement?                  | No   | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/>Proposal will be implemented through core budgets including investment of digital tools</p>  | Investment Description | Remainder of 18/19 | 19/20 | 20/21                                     | 21/22             | 22/23  | Total | Source of funding                            |   |                            |   |   |   |  |  |  |
| Investment Description   | Remainder of 18/19   | 19/20  | 20/21                  | 21/22              | 22/23 | Total                                     | Source of funding |  |       |  |   |                            |   |   |   |  |  |  |
|  |  |  |                        |                    |       |   |                   |  |       |  |   |                            |   |   |   |  |  |  |
| Has this proposal considered the opportunities for external funding? | NA   |  |                        |                    |       |   |                   |  |       |  |   |                            |   |   |   |  |  |  |
| Will this proposal have any non-financial impacts?                   |  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Reduced carbon emissions and energy usage</td> </tr> <tr> <td>2</td> <td>Greater productivity and better work life balance due to reduced time travelling</td> </tr> <tr> <td>3</td> <td>Greater utilisation of digital communication</td> </tr> <tr> <td>4</td> <td>Improved public perception</td> </tr> <tr> <td>5</td> <td>Enhanced opportunity for pool car utilisation</td> </tr> <tr> <td>6</td> <td>Regular leave taken by officers planned around travel free weeks</td> </tr> </tbody> </table>   | Ref                    | Benefit            | 1     | Reduced carbon emissions and energy usage | 2                 | Greater productivity and better work life balance due to reduced time travelling | 3     | Greater utilisation of digital communication | 4 | Improved public perception | 5 | Enhanced opportunity for pool car utilisation | 6 | Regular leave taken by officers planned around travel free weeks |  |  |
| Ref  | Benefit  |  |                        |                    |       |   |                   |  |       |  |   |                            |   |   |   |  |  |  |
| 1  | Reduced carbon emissions and energy usage  |  |                        |                    |       |   |                   |  |       |  |   |                            |   |   |   |  |  |  |
| 2  | Greater productivity and better work life balance due to reduced time travelling |  |                        |                    |       |   |                   |  |       |  |   |                            |   |   |   |  |  |  |
| 3  | Greater utilisation of digital communication                                     |  |                        |                    |       |   |                   |  |       |  |   |                            |   |   |   |  |  |  |
| 4  | Improved public perception   |  |                        |                    |       |   |                   |  |       |  |   |                            |   |   |   |  |  |  |
| 5  | Enhanced opportunity for pool car utilisation                                    |  |                        |                    |       |   |                   |  |       |  |   |                            |   |   |   |  |  |  |
| 6  | Regular leave taken by officers planned around travel free weeks                 |  |                        |                    |       |   |                   |  |       |  |   |                            |   |   |   |  |  |  |

|   |  | <table border="1"> <tr> <td>7</td> <td>Greater opportunity to focus on management activity – i.e. 121s, CICOs, Team meetings etc.</td> </tr> <tr> <td>8</td> <td>Improved use of Skype and other digital communication</td> </tr> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> </tbody> </table><br><b>Additional Comment:</b>  | 7                 | Greater opportunity to focus on management activity – i.e. 121s, CICOs, Team meetings etc. | 8           | Improved use of Skype and other digital communication | Ref | Disadvantage   | 1                          |   | 2 |   |                 |                   |   |  |                     |                   |
|---|--|--|-------------------|--|-------------|---|-----|--|----------------------------|---|---|---|-----------------|-------------------|---|--|---------------------|-------------------|
| 7   | Greater opportunity to focus on management activity – i.e. 121s, CICOs, Team meetings etc.   |  |                   |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |
| 8   | Improved use of Skype and other digital communication  |  |                   |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |
| Ref   | Disadvantage   |  |                   |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |
| 1   |  |  |                   |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |
| 2   |  |  |                   |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |
| Has this proposal made any assumptions?                               |  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Accuracy of data</td> </tr> <tr> <td>2</td> <td>Accuracy of information obtained from service managers</td> </tr> <tr> <td>3</td> <td>Leadership informed and able to drive this through with robust monitoring and reinforcement</td> </tr> </tbody> </table><br><b>Additional Comment</b>  | Ref               | Assumption   | 1           | Accuracy of data                                      | 2   | Accuracy of information obtained from service managers                   | 3                          | Leadership informed and able to drive this through with robust monitoring and reinforcement |   |   |                 |                   |   |  |                     |                   |
| Ref   | Assumption   |  |                   |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |
| 1   | Accuracy of data   |  |                   |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |
| 2   | Accuracy of information obtained from service managers   |  |                   |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |
| 3   | Leadership informed and able to drive this through with robust monitoring and reinforcement  |  |                   |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |
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| Ref   | Risk   | RAG Rating   | Mitigation        |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |
| 1   | Impact of disturbance allowance off the back of the Accommodation Review   | Green  | Align with review |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |
| 2   | Impact of Transport Review on use the future utilization of pool cars  | Green  | Align with review |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |
| 3   | Not aligning appropriately with the fleet review, potential to reduce pool cars that become necessary to this proposal and potential for double counting benefits must be tightly managed and addressed. | Green  | Align with review |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |
| Will consultation and engagement be required for this proposal?       |  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>SLT</td> <td>Prior to budget adjustment</td> <td>Jan 19</td> </tr> <tr> <td>2</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Jan 19</td> </tr> <tr> <td>3</td> <td>Public</td> <td>Public consultation</td> <td>Jan 19</td> </tr> </tbody> </table><br><b>Additional Comments:</b>   | Ref               | Consultee  | Description | Comp/Pending  | 1   | SLT  | Prior to budget adjustment | Jan 19  | 2 | Elected Members   | Formal Scrutiny | Jan 19            | 3 | Public   | Public consultation | Jan 19            |
| Ref   | Consultee  | Description  | Comp/Pending      |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |
| 1   | SLT  | Prior to budget adjustment   | Jan 19            |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |
| 2   | Elected Members  | Formal Scrutiny  | Jan 19            |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |
| 3   | Public   | Public consultation  | Jan 19            |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |
| Will this proposal require procurement of goods, services or works?   | No   | Investment of digital technology such as skype is already part of MCC's investment programme   |                   |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |
| Has a timeline been considered for this proposal?                     | Yes  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Activity</th> <th>Start</th> <th>Complete</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Budget adjustment</td> <td>March 19</td> <td>March 19</td> </tr> <tr> <td>2</td> <td>Implementation</td> <td>April 19</td> <td>March 20</td> </tr> </tbody> </table><br><b>Additional Comments:</b>   | Ref               | Activity   | Start       | Complete  | 1   | Budget adjustment  | March 19                   | March 19  | 2 | Implementation  | April 19        | March 20          |   |  |                     |                   |
| Ref   | Activity   | Start  | Complete          |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |
| 1   | Budget adjustment  | March 19   | March 19          |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |
| 2   | Implementation   | April 19   | March 20          |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |
| What evidence/data has been gathered to date to inform this Proposal? |  | Analysis of current spend and travel habits  |                   |  |             |   |     |  |                            |   |   |   |                 |                   |   |  |                     |                   |

| Will support services be required for this proposal?        |     | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Central Finance</td> <td>Budget adjustment</td> <td>Internal</td> </tr> <tr> <td>2</td> <td>DPO</td> <td>Digital support</td> <td>Internal</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> |                 |                   | Ref               | Support Service | Activity | Internal/External | 1 | Central Finance | Budget adjustment | Internal | 2 | DPO | Digital support | Internal |  |  |  |  |
|---|-----|--|-----------------|-------------------|-------------------|-----------------|----------|-------------------|---|-----------------|-------------------|----------|---|-----|-----------------|----------|--|--|--|--|
|   |     | Ref  | Support Service | Activity          | Internal/External |                 |          |                   |   |                 |                   |          |   |     |                 |          |  |  |  |  |
|   |     | 1  | Central Finance | Budget adjustment | Internal          |                 |          |                   |   |                 |                   |          |   |     |                 |          |  |  |  |  |
|   |     | 2  | DPO             | Digital support   | Internal          |                 |          |                   |   |                 |                   |          |   |     |                 |          |  |  |  |  |
|   |     |  |                 |                   |                   |                 |          |                   |   |                 |                   |          |   |     |                 |          |  |  |  |  |
| <b>Additional Comment:</b>                                  |     |  |                 |                   |                   |                 |          |                   |   |                 |                   |          |   |     |                 |          |  |  |  |  |
|   |     |  |                 |                   |                   |                 |          |                   |   |                 |                   |          |   |     |                 |          |  |  |  |  |
|   |     |  |                 |                   |                   |                 |          |                   |   |                 |                   |          |   |     |                 |          |  |  |  |  |
| Will this proposal impact on the authorities built assets?  | No  |  |                 |                   |                   |                 |          |                   |   |                 |                   |          |   |     |                 |          |  |  |  |  |
| Will this proposal present any collaboration opportunities? | No  |  |                 |                   |                   |                 |          |                   |   |                 |                   |          |   |     |                 |          |  |  |  |  |
| Will this project benefit from digital intervention?        | Yes | Previous savings have been made possible by the introduction of digital tools to allow officers to deliver services remotely from any location. Further implementation and support of technology as skype and smart phones will facilitate further savings in travel costs   |                 |                   |                   |                 |          |                   |   |                 |                   |          |   |     |                 |          |  |  |  |  |
| How will the impact of this proposal be measured?           |     | Monitoring of monthly expense claims and via the revenue budget monitoring process.  |                 |                   |                   |                 |          |                   |   |                 |                   |          |   |     |                 |          |  |  |  |  |

|                |  |                           |              |
|----------------|--|---------------------------|--------------|
| Proposal Title | Resources Directorate – Discretionary Fee Increase | Lead/Responsible Officer: | Peter Davies |
| Your Ref No:   | RES006   | Directorate:              | RES          |
| Version No:    | 1  | Section:                  | RES          |
| Date:          | 29/11/2018   |                           |              |

| Version | Date | Changes Made |
|---------|------|--------------|
| 1       |      |              |
| 2       |      |              |

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

Increased income because of discretionary fee increases across the Resources Directorate. Budget saving to be put forward of £18,032.

The proposal comprises:

- Cemeteries Service Charge (Average 10% Increase across the board) - £17,937.50
- Central Finance Staff Time Recovery - £94

Full details are available in the attached spreadsheet extract.

Please provide the following information to support your proposal

| Question   | Y/N                | Comments/Impact   |             |                    |       |         |       |       |       |                            |  |         |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|--------------------|---|-------------|--------------------|-------|---------|-------|-------|-------|----------------------------|--|---------|--|--|--|---------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y                  |   |             |                    |       |         |       |       |       |                            |  |         |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has a Future Generations Evaluation been completed for this proposal?  | Y                  |   |             |                    |       |         |       |       |       |                            |  |         |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| What consultation and engagement has been undertaken to date?          | N/A                |   |             |                    |       |         |       |       |       |                            |  |         |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Has an option appraisal been undertaken?                               | N/A                |   |             |                    |       |         |       |       |       |                            |  |         |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Does this proposal affect other MCC services?                          | N/A                |   |             |                    |       |         |       |       |       |                            |  |         |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Is this proposal dependant on other services?                          | N/A                |   |             |                    |       |         |       |       |       |                            |  |         |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?               | N/A                |   |             |                    |       |         |       |       |       |                            |  |         |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?                     | N/A                |   |             |                    |       |         |       |       |       |                            |  |         |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?        | N/A                |   |             |                    |       |         |       |       |       |                            |  |         |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| What is the financial benefit of this proposal?                        | £18,032            | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Discretionary Fee Increase</td> <td></td> <td>£18,032</td> <td></td> <td></td> <td></td> <td>£18,032</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | Description | Remainder of 18/19 | 19/20 | 20/21   | 21/22 | 22/23 | Total | Discretionary Fee Increase |  | £18,032 |  |  |  | £18,032 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Description  | Remainder of 18/19 | 19/20   | 20/21       | 21/22              | 22/23 | Total   |       |       |       |                            |  |         |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Discretionary Fee Increase   |                    | £18,032   |             |                    |       | £18,032 |       |       |       |                            |  |         |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                    |   |             |                    |       |         |       |       |       |                            |  |         |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                    |   |             |                    |       |         |       |       |       |                            |  |         |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

|  |                    | <table border="1"> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </table> <p><b>Additional Comments:</b><br/>Full details are included on the attached spreadsheet extract.</p>   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
|--|--------------------|---|------------------------|--------------------|-------------|--------------|-------------------|--------|-------|-------------------|----|-----------------|------------------|--------------|---|--|---|--|---|--|---|--|--|--|--|--|
|  |                    |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |                    |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Will this proposal require revenue or capital investment to implement?       | No                 | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/>Proposal will be delivered within existing budgets</p> | Investment Description | Remainder of 18/19 | 19/20       | 20/21        | 21/22             | 22/23  | Total | Source of funding |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Investment Description   | Remainder of 18/19 | 19/20   | 20/21                  | 21/22              | 22/23       | Total        | Source of funding |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |                    |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |                    |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?         | N/A                |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                           | N/A                | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <p><b>Additional Comment:</b></p>                           | Ref                    | Benefit            | 1           |              | 2                 |        | 3     |                   | 4  |                 | Ref              | Disadvantage | 1 |  | 2 |  | 3 |  | 4 |  |  |  |  |  |
| Ref  | Benefit            |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  |                    |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  |                    |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |                    |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |                    |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Disadvantage       |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  |                    |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  |                    |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |                    |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |                    |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has this proposal made any assumptions?                                      | No                 | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <p><b>Additional Comment</b></p>  | Ref                    | Assumption         | 1           |              | 2                 |        | 3     |                   | 4  |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Assumption         |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  |                    |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  |                    |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |                    |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |                    |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has a risk analysis been completed for this proposal?                        | No                 | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Ref                    | Risk               | RAG Rating  | Mitigation   |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Risk               | RAG Rating  | Mitigation             |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |                    |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |                    |   |                        |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| What further consultation and engagement will be required for this proposal? | Yes                | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>01</td> <td>Public</td> <td></td> <td>Pending</td> </tr> <tr> <td>02</td> <td>Elected Members</td> <td>Scrutiny Process</td> <td>Pending</td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p>   | Ref                    | Consultee          | Description | Comp/Pending | 01                | Public |       | Pending           | 02 | Elected Members | Scrutiny Process | Pending      |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Consultee          | Description   | Comp/Pending           |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 01   | Public             |   | Pending                |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 02   | Elected Members    | Scrutiny Process  | Pending                |                    |             |              |                   |        |       |                   |    |                 |                  |              |   |  |   |  |   |  |   |  |  |  |  |  |

| Will this proposal require procurement of goods, services or works?  | No              |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
|--|-----------------|---|-------------------|-----------------|----------|-------------------|--|--|--|--|--|--|--|--|
| Will support services be required for this proposal?   | No              | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/>Proposal will be delivered via core services.</p> | Ref               | Support Service | Activity | Internal/External |  |  |  |  |  |  |  |  |
| Ref  | Support Service | Activity  | Internal/External |                 |          |                   |  |  |  |  |  |  |  |  |
|  |                 |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
|  |                 |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| Will this proposal impact on the authorities built assets.<br>E.g. service change, resource amendment etc. | No              |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| Will this proposal present any future collaboration opportunities?   | No              |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality?    | No              |   |                   |                 |          |                   |  |  |  |  |  |  |  |  |
| How will the impact of this proposal be measured?<br>E.g.<br>Budget/Process/Staff/Customer KPI's           |                 | Impact will be measured against the revenue budget monitoring process and customer engagement   |                   |                 |          |                   |  |  |  |  |  |  |  |  |



| Service Area                 | Service being charged for  | Proposed Charges for 2019/20 £:p | Percentage Increase | Increased additional budget income identified for 2019/20 budget setting purposes | Reason why inflationary increase is not being considered  |
|------------------------------|--|----------------------------------|---------------------|---|---|
| <b>RESOURCES DIRECTORATE</b> |  |                                  |                     |   |   |
| Markets                      | Markets-Caldicot   |                                  | 0.00%               | 0.00  | Due to the renovation works at the Town Hall the section will be unable to raise rentals due to the expected disruption to current service. |
|                              | Markets - Monmouth   |                                  | 0.00%               | 0.00  |   |
|                              | Markets-Abergavenny  |                                  | 0.00%               | 0.00  |   |
|                              | Tuesday Market inside per table                                  | £15.76                           | 0.00%               |   |   |
|                              | Tuesday Market Outside per foot of floor space                   | £2.40                            | 0.00%               |   |   |
|                              | Wednesday Market per table                                       | £9.45                            | 0.00%               |   |   |
|                              | Friday Market per table  | £10.51                           | 0.00%               |   |   |
|                              | Saturday Market inside per table                                 | £15.76                           | 0.00%               |   |   |
|                              | Saturday Market Outside - Small                                  | £11.56                           | 0.00%               |   |   |
|                              | Saturday Market Outside - Large                                  | £23.11                           | 0.00%               |   |   |
|                              | Sunday Market per table  | £10.51                           | 0.00%               |   |   |
| Cemeteries                   | Cemeteries Service Charge  |                                  | 10.00%              | 17,937.50   | Average 10% Increase across the board<br>Details split to follow.   |
|                              | INTERMENT IN EARTHEN GRAVE:<br>PERSONS 17 YEARS OF AGE OR UNDER: |                                  |                     |   |   |
|                              | Stillborn and non viable foetuses (New ERB)                      | No Charge /No Charge             |                     |   |   |
|                              | New single depth grave in children's section (New ERB)           | No Charge /No Charge             |                     |   |   |
|                              | New Single Depth (New ERB)                                       | No Charge /No Charge             |                     |   |   |
|                              | New Double Depth (New ERB)                                       | No Charge /No Charge             |                     |   |   |
|                              | New Treble Depth (New ERB)                                       | No Charge /No Charge             |                     |   |   |

|  |  |               |  |  |  |
|--|--|---------------|--|--|--|
| Page 320   | PERSONS 18 YEARS OF AGE AND OVER:                |               |  |  |  |
|  | New Single Depth (New ERB)                       | £1,453/£2,905 |  |  |  |
|  | New Double Depth (New ERB)                       | £1,835/£3,446 |  |  |  |
|  | New Treble Depth (New ERB)                       | £2,858/£5,717 |  |  |  |
|  | Re-opened grave to single depth - (New ERB)      | £1,027/£1,627 |  |  |  |
|  | Re-opened grave to single depth (Transfer ERB)   | £952/£952     |  |  |  |
|  | Re-opened grave to double depth - (New ERB)      | £1,337/£1,937 |  |  |  |
|  | Re-opened grave to double depth - (Transfer ERB) | £1,199/£1,199 |  |  |  |
|  | Cremated remains in Garden of Remembrance        | £567/£1,135   |  |  |  |
|  | Re-opened cremated remains - (New ERB)           | £567/£725     |  |  |  |
|  | Re-opened cremated remains (Transfer ERB)        | £517/£517     |  |  |  |
|  | Cremated Remains in new full grave               | £1,095/£2,190 |  |  |  |
|  | BRICKED GRAVE:                                   |               |  |  |  |
|  | Single Depth                                     | £1,882/£3,763 |  |  |  |
|  | Double Depth                                     | £2,564/£5,127 |  |  |  |
|  | Treble Depth                                     | £3,240/£6,480 |  |  |  |
| RESERVATION OF GRAVE SPACE                               |  |               |  |  |  |
| Normal   | £270/£674  |               |  |  |  |
| Cremated Remains   | £171/£427  |               |  |  |  |
| RIGHT TO ERECT MEMORIALS                                 |  |               |  |  |  |
| Normal Grave Space                                       |  |               |  |  |  |
| All memorials for Children's Interments                  | No Charge  |               |  |  |  |
| Headstones   | £200/£400  |               |  |  |  |
| Memorial Vases or Tablets                                | £125/£250  |               |  |  |  |
| Re-Erection of Memorial following safety testing failure | No Charge  |               |  |  |  |
| Replacement of existing memorial                         | £80/£160   |               |  |  |  |
| Cremation Plots  |  |               |  |  |  |
| Memorial Vases or Tablets                                | £125/£250  |               |  |  |  |
| ADDITIONAL INSCRIPTIONS ON MEMORIALS                     | £80/£80  |               |  |  |  |
| Re- gilding of existing Inscriptions on all memorials    | £80/£80  |               |  |  |  |

|                            |   |  |    |  |   |
|----------------------------|---|--|----|--|---|
|                            | EXCLUSIVE RIGHT OF BURIAL FOR FULL GRAVE PLOT |  |    |  |   |
|                            | Initial Issue                                 | £600/£1,200  |    |  |   |
|                            | Each subsequent transfer                      | £525/£525  |    |  |   |
|                            | EXCLUSIVE RIGHT OF BURIAL FOR CR PLOT         |  |    |  |   |
|                            | Initial Issue                                 | £410/£820  |    |  |   |
|                            | Each subsequent transfer                      | £380/£360  |    |  |   |
| County Farms               | Water Charges                                 |  | 0% |  | 0   |
|                            | Agricultural Rents                            | £Various - all individual  | 0% |  | 0   |
|                            | Cottage Rents                                 | £Various - all individual  | 0% |  |   |
|                            | Grazing Rights                                | £Various - all individual  | 0% |  |   |
| People & HR                | Human Resources & Training                    | Individual recovery rates will depend upon cost of courses incurred. | 0% |  | 0 This budget includes an increase from 18/19 therefore no further increase on budget for 19/20   |
|                            | Personnel                                     | Varies   | 0% |  | 0 This income is from charging other departments for late emergency CHAP payments, however, work is being done to avoid the need for these to continue. |
| <b>Sub-Total Resources</b> |   |  |    |  | <b>18,032</b>   |

|                |                              |                           |                                |
|----------------|------------------------------|---------------------------|--------------------------------|
| Proposal Title | Interest Receivable increase | Lead/Responsible Officer: | Lesley Russell / Mark Howcroft |
| Your Ref No:   | APP01                        | Directorate:              | Resources                      |
| Version No:    | 1                            | Section:                  | Finance                        |
| Date:          | 29/11/2018                   |                           |                                |

| Version | Date     | Changes Made |
|---------|----------|--------------|
| 1       | 29/11/18 | Original     |
| 2       |          |              |

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

The Authority has to maintain at least £10m of investments to meet the requirements of a Professional Investor under the Markets in Financial Instruments directive (Mifid II) Regulations. By investing this amount our income is forecast to increase which has not been budgeted for previously, as our efficient Treasury strategy tends to utilise cash balances to make our borrowing need as economic as possible, rather than chase investment returns. However any net benefit needs to be offset by increased borrowing on the Pressures list in having to borrow a similar amount.

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

| Question   | Y/N                | Comments/Impact   |             |                    |       |         |       |       |       |  |  |         |       |   |       |         |  |  |  |  |  |  |  |
|--|--------------------|---|-------------|--------------------|-------|---------|-------|-------|-------|--|--|---------|-------|---|-------|---------|--|--|--|--|--|--|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ?                                   | Y                  | <b>In so far as it promotes sound financial management to assist with providing services to the public</b>  |             |                    |       |         |       |       |       |  |  |         |       |   |       |         |  |  |  |  |  |  |  |
| Has this proposal been included in your current Service/Business Improvement Plans?                      | NA                 |   |             |                    |       |         |       |       |       |  |  |         |       |   |       |         |  |  |  |  |  |  |  |
| Has a Future Generation Evaluation been commenced?   | NA                 | <b>Not applicable, operational decision already allowed under existing Treasury Strategy</b>  |             |                    |       |         |       |       |       |  |  |         |       |   |       |         |  |  |  |  |  |  |  |
| Is an Option Appraisal required?<br><br>(Please refer to MCC Standard Option Appraisal Process/Template) | N                  | <b>Investment made as per Council's adopted Treasury Strategy, likely to be a longer term investment given a need to hold a standing balance of £10m investments to continue to receive Treasury advice as a meet professional investor rather than retail investor.</b>  |             |                    |       |         |       |       |       |  |  |         |       |   |       |         |  |  |  |  |  |  |  |
| What is the impact of this proposal on other services?   | None               |   |             |                    |       |         |       |       |       |  |  |         |       |   |       |         |  |  |  |  |  |  |  |
| What other services will affect this proposal?   | None               | <b>Specific to Treasury and cash management</b>   |             |                    |       |         |       |       |       |  |  |         |       |   |       |         |  |  |  |  |  |  |  |
| Will this proposal require any amendments to MCC policy?   | N                  | <b>No, consistent with existing Treasury Strategy</b>   |             |                    |       |         |       |       |       |  |  |         |       |   |       |         |  |  |  |  |  |  |  |
| Will this proposal have any staffing implications?   | N                  | <b>No</b>   |             |                    |       |         |       |       |       |  |  |         |       |   |       |         |  |  |  |  |  |  |  |
| Will this project have any legal implication for the authority?  | N                  | <b>No</b>   |             |                    |       |         |       |       |       |  |  |         |       |   |       |         |  |  |  |  |  |  |  |
| Will this proposal have any financial benefit?   |                    | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>162,000</td> <td>1,000</td> <td>0</td> <td>1,000</td> <td>164,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b> Numbers above are cumulative. The income levels reflect likely return on £10m investments. This saving needs to be read alongside the Treasury pressure one which requires us to borrow equivalent amount to allow standing £10m investment balance to be demonstrable</p> | Description | Remainder of 18/19 | 19/20 | 20/21   | 21/22 | 22/23 | Total |  |  | 162,000 | 1,000 | 0 | 1,000 | 164,000 |  |  |  |  |  |  |  |
| Description  | Remainder of 18/19 | 19/20   | 20/21       | 21/22              | 22/23 | Total   |       |       |       |  |  |         |       |   |       |         |  |  |  |  |  |  |  |
|  |                    | 162,000   | 1,000       | 0                  | 1,000 | 164,000 |       |       |       |  |  |         |       |   |       |         |  |  |  |  |  |  |  |
|  |                    |   |             |                    |       |         |       |       |       |  |  |         |       |   |       |         |  |  |  |  |  |  |  |

| <p>Will this proposal require investment to implement?</p> <p>See Interest payable pressure proposal</p> | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/>No</p>  | Investment Description | Remainder of 18/19 | 19/20 | 20/21  | 21/22 | 22/23                                      | Total | Source of funding |   |  |     |              |   |  |   |   |   |  |   |  |  |  |  |  |
|--|--|------------------------|--------------------|-------|--|-------|--|-------|-------------------|---|--|-----|--------------|---|--|---|---|---|--|---|--|--|--|--|--|
| Investment Description   | Remainder of 18/19   | 19/20                  | 20/21              | 21/22 | 22/23  | Total | Source of funding                          |       |                   |   |  |     |              |   |  |   |   |   |  |   |  |  |  |  |  |
|  |  |                        |                    |       |  |       |  |       |                   |   |  |     |              |   |  |   |   |   |  |   |  |  |  |  |  |
|  |  |                        |                    |       |  |       |  |       |                   |   |  |     |              |   |  |   |   |   |  |   |  |  |  |  |  |
| <p>Has this proposal considered the opportunities for external funding?</p>                              | <p><b>Not applicable</b></p>   |                        |                    |       |  |       |  |       |                   |   |  |     |              |   |  |   |   |   |  |   |  |  |  |  |  |
| <p>Will this proposal have any non-financial impacts?</p>  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Retention of treasury advice as a professional rather than retail customer. Retail advice would cost more, and likely to involve retender of existing treasury advice contract</td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Given bank bail in mechanisms, the source of robust, secure longer term investment opportunities is restricted</td> </tr> <tr> <td>2</td> <td>Potential to utilise pooled fund investment, necessitating compliance with IFRS9, and the annual revaluation of financial instrument with short term gain or loss transferred to Income and Expenditure account, causing a volatility in positions year on year</td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> | Ref                    | Benefit            | 1     | Retention of treasury advice as a professional rather than retail customer. Retail advice would cost more, and likely to involve retender of existing treasury advice contract | 2     |  | 3     |                   | 4 |  | Ref | Disadvantage | 1 | Given bank bail in mechanisms, the source of robust, secure longer term investment opportunities is restricted | 2 | Potential to utilise pooled fund investment, necessitating compliance with IFRS9, and the annual revaluation of financial instrument with short term gain or loss transferred to Income and Expenditure account, causing a volatility in positions year on year | 3 |  | 4 |  |  |  |  |  |
| Ref  | Benefit  |                        |                    |       |  |       |  |       |                   |   |  |     |              |   |  |   |   |   |  |   |  |  |  |  |  |
| 1  | Retention of treasury advice as a professional rather than retail customer. Retail advice would cost more, and likely to involve retender of existing treasury advice contract   |                        |                    |       |  |       |  |       |                   |   |  |     |              |   |  |   |   |   |  |   |  |  |  |  |  |
| 2  |  |                        |                    |       |  |       |  |       |                   |   |  |     |              |   |  |   |   |   |  |   |  |  |  |  |  |
| 3  |  |                        |                    |       |  |       |  |       |                   |   |  |     |              |   |  |   |   |   |  |   |  |  |  |  |  |
| 4  |  |                        |                    |       |  |       |  |       |                   |   |  |     |              |   |  |   |   |   |  |   |  |  |  |  |  |
| Ref  | Disadvantage   |                        |                    |       |  |       |  |       |                   |   |  |     |              |   |  |   |   |   |  |   |  |  |  |  |  |
| 1  | Given bank bail in mechanisms, the source of robust, secure longer term investment opportunities is restricted   |                        |                    |       |  |       |  |       |                   |   |  |     |              |   |  |   |   |   |  |   |  |  |  |  |  |
| 2  | Potential to utilise pooled fund investment, necessitating compliance with IFRS9, and the annual revaluation of financial instrument with short term gain or loss transferred to Income and Expenditure account, causing a volatility in positions year on year  |                        |                    |       |  |       |  |       |                   |   |  |     |              |   |  |   |   |   |  |   |  |  |  |  |  |
| 3  |  |                        |                    |       |  |       |  |       |                   |   |  |     |              |   |  |   |   |   |  |   |  |  |  |  |  |
| 4  |  |                        |                    |       |  |       |  |       |                   |   |  |     |              |   |  |   |   |   |  |   |  |  |  |  |  |
| <p>Has this proposal made any assumptions?</p>   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Interest rates</td> </tr> <tr> <td>2</td> <td>MiFiD II requirements will remain in place</td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment</b></p> <p>Interest income has moved from £43k rolled over from 18/19 to £205,000 – saving of £162K.</p> <p>The £43k was based on £5m of cash at 0.7% return plus £5m at 0.15%.</p> <p>The £205,000 was based on £10m at 1.43% and £6m at 1%.</p> <p>It has been necessary as a consequence of Markets in Financial Investments Directive II (MiFiD) to hold a £10m investment balance. This has added to cash balances retained for the purpose. Interest rates are anticipated to rise, but in relation to £10m are anticipated to be of longer term than is usual hence differential rate.</p>   | Ref                    | Assumption         | 1     | Interest rates   | 2     | MiFiD II requirements will remain in place | 3     |                   | 4 |  |     |              |   |  |   |   |   |  |   |  |  |  |  |  |
| Ref  | Assumption   |                        |                    |       |  |       |  |       |                   |   |  |     |              |   |  |   |   |   |  |   |  |  |  |  |  |
| 1  | Interest rates   |                        |                    |       |  |       |  |       |                   |   |  |     |              |   |  |   |   |   |  |   |  |  |  |  |  |
| 2  | MiFiD II requirements will remain in place   |                        |                    |       |  |       |  |       |                   |   |  |     |              |   |  |   |   |   |  |   |  |  |  |  |  |
| 3  |  |                        |                    |       |  |       |  |       |                   |   |  |     |              |   |  |   |   |   |  |   |  |  |  |  |  |
| 4  |  |                        |                    |       |  |       |  |       |                   |   |  |     |              |   |  |   |   |   |  |   |  |  |  |  |  |

| <p>Has a risk analysis been completed for this proposal?</p> <p><a href="#">(Please refer to MCC Strategic Risk Management Policy)</a></p> | <p><b>Main Risks</b></p> <table border="1" data-bbox="625 282 1439 398"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/> <b>Risk management and the security, liquidity and yield aspect of fund management is an active consideration of the Treasury Strategy agreed by Council annually</b></p> | Ref         | Risk              | RAG Rating  | Mitigation        |  |    |  |  |  |  |  |  |
|--|--|-------------|-------------------|-------------|-------------------|--|----|--|--|--|--|--|--|
| Ref  | Risk   | RAG Rating  | Mitigation        |             |                   |  |    |  |  |  |  |  |  |
|  |  |             |                   |             |                   |  |    |  |  |  |  |  |  |
|  |  |             |                   |             |                   |  |    |  |  |  |  |  |  |
| <p>Will consultation and engagement be required for this proposal?</p>   | <table border="1" data-bbox="625 595 1439 680"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td> </td> <td>No</td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p><b>Additional Comments: No consultation as such, other than to highlight situation and approach half yearly to Audit Committee, for onward endorsement to full Council</b></p>  | Ref         | Consultee         | Description | Comp/Pending      |  | No |  |  |  |  |  |  |
| Ref  | Consultee  | Description | Comp/Pending      |             |                   |  |    |  |  |  |  |  |  |
|  | No   |             |                   |             |                   |  |    |  |  |  |  |  |  |
|  |  |             |                   |             |                   |  |    |  |  |  |  |  |  |
| <p>Will this proposal require procurement of goods, services or works?</p>   | <p>Utilising external treasury advice, competitively procured.</p>   |             |                   |             |                   |  |    |  |  |  |  |  |  |
| <p>Has a timeline been considered for this proposal?</p>   | <table border="1" data-bbox="625 909 1447 994"> <thead> <tr> <th>Ref</th> <th>Activity</th> <th>Start</th> <th>Complete</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p><b>Additional Comments:</b><br/> <b>For foreseeable future</b></p>  | Ref         | Activity          | Start       | Complete          |  |    |  |  |  |  |  |  |
| Ref  | Activity   | Start       | Complete          |             |                   |  |    |  |  |  |  |  |  |
|  |  |             |                   |             |                   |  |    |  |  |  |  |  |  |
|  |  |             |                   |             |                   |  |    |  |  |  |  |  |  |
| <p>What evidence/data has been gathered to date to inform this Proposal?</p>   | <p><b>Current and forecast interest rates</b></p>  |             |                   |             |                   |  |    |  |  |  |  |  |  |
| <p>Will support services be required for this proposal?</p>  | <table border="1" data-bbox="625 1223 1439 1308"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p><b>Additional Comment: Accountancy treasury staff time</b></p>   | Ref         | Support Service   | Activity    | Internal/External |  |    |  |  |  |  |  |  |
| Ref  | Support Service  | Activity    | Internal/External |             |                   |  |    |  |  |  |  |  |  |
|  |  |             |                   |             |                   |  |    |  |  |  |  |  |  |
|  |  |             |                   |             |                   |  |    |  |  |  |  |  |  |
| <p>Will this proposal impact on the authorities built assets?</p>  | <p><b>No</b></p>   |             |                   |             |                   |  |    |  |  |  |  |  |  |
| <p>Will this proposal present any collaboration opportunities?</p>   | <p><b>No</b></p>   |             |                   |             |                   |  |    |  |  |  |  |  |  |
| <p>Will this project benefit from digital intervention?</p>  | <p><b>No</b></p>   |             |                   |             |                   |  |    |  |  |  |  |  |  |
| <p>How will the impact of this proposal be measured?</p>   | <p><b>M2 and M7 monitoring</b></p>   |             |                   |             |                   |  |    |  |  |  |  |  |  |

|                |                               |                           |                                |
|----------------|-------------------------------|---------------------------|--------------------------------|
| Proposal Title | Set aside of Capital receipts | Lead/Responsible Officer: | Lesley Russell / Mark Howcroft |
| Your Ref No:   | APP002                        | Directorate:              | Resources                      |
| Version No:    | 1                             | Section:                  | Finance                        |
| Date:          | 29/11/2018                    |                           |                                |

| Version | Date     | Changes Made |
|---------|----------|--------------|
| 1       | 29/11/18 | Original     |
| 2       |          |              |

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

The Council has to set aside a reasonable provision annually to repay debt, based upon the capital financing requirement, and either 2% based on supported borrowing or over the asset life of particular assets where the borrowing is prudential or unsupported by central government funding. This provision is known as minimum revenue provision (MRP)

The Authority is forecasting to have generated £3m of unused Capital receipts by end of 31<sup>st</sup> March 2019. If this was set aside to finance capital expenditure previously budgeted to be funded by borrowing, it will reduce the capital financing requirement and relatedly the level of borrowing taken.

It would receive a saving in the form of having to make a smaller minimum revenue provision. Based on using capital receipt funding on an illustrative 25 year asset it would save circa £40,000 per annum on every £1m capital receipts utilised in this fashion.

On a forecast £3m receipts balance at the end of March 19, this is anticipated to deliver a saving of £120,000 per year against Current MRP (Minimum Revenue Provision) Budget for 25 years.

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

| Question   | Y/N | Comments/Impact   |
|--|-----|---|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ?                                   | NA  | <b>In so far as sound financial management is a cornerstone in Council continuing to provide efficient and economic service to the public into the future</b>   |
| Has this proposal been included in your current Service/Business Improvement Plans?                      | N   | Undertaken as part of normal treasury activities  |
| Has a Future Generation Evaluation been commenced?   | NA  | <b>Operational decision, not a new practice</b>   |
| Is an Option Appraisal required?<br><br>(Please refer to MCC Standard Option Appraisal Process/Template) | N   | An analysis of the best use for any capital receipt balance has been undertaken, which concluded that Council would get maximum short term revenue budget effect if it applied receipts to the funding of short life assets with high proportionate MRP charge. The actual treasury decision will be taken once sufficient receipts accrue as it is commonplace for the generation of such to be delayed.   |
| What is the impact of this proposal on other services?   | NA  | Economic treasury decisions prevent services having to make a greater extent of savings. Active Treasury monitoring traditionally mitigates the cost volatility experienced in services during the year. Taking Treasury savings more explicitly as a budget target will, going forward, reduce the ability to make such compensations for services within year, so they need to be more disciplined in staying within budgets allocated to them. |
| What other services will affect this proposal?   | NA  | In applying receipts in this fashion, they won't be available to assist with Future Schools tranche B and C considerations, putting a greater emphasis on Council and Children and Young people Directorate to afford any capital schools replacement programmes through revenue savings affording prudential borrowing.  |
| Will this proposal require any amendments to MCC policy?   | N   | <b>No, already allowed under Council approved Treasury Strategy</b>   |

| Will this proposal have any staffing implications?                   | N  | <b>None, undertaken as part of existing treasury duties</b>   |                        |                    |       |   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
|--|--|---|------------------------|--------------------|-------|---|-------------------|--|-------|-------------------------|---|---------|-----|--------------|---|---|---|--|---|--|---|--|--|--|--|--|
| Will this project have any legal implication for the authority?      | N  | <b>None</b>   |                        |                    |       |   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
| Will this proposal have any financial benefit?                       |  | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Reduced MRP payment pa.</td> <td></td> <td>120,000</td> <td>0</td> <td>0</td> <td>0</td> <td>120,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b> Numbers above will introduce a consistent annual saving over the financing of the asset involved. To put saving against 20/21 etc., whilst correct, may erroneously imply an additive effect.</p> | Description            | Remainder of 18/19 | 19/20 | 20/21   | 21/22             | 22/23  | Total | Reduced MRP payment pa. |   | 120,000 | 0   | 0            | 0 | 120,000   |   |  |   |  |   |  |  |  |  |  |
| Description  | Remainder of 18/19   | 19/20   | 20/21                  | 21/22              | 22/23 | Total   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
| Reduced MRP payment pa.  |  | 120,000   | 0                      | 0                  | 0     | 120,000   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
|  |  |   |                        |                    |       |   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
| Will this proposal require investment to implement?                  |  | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/>It will require the application of £3,000,000 of capital receipts for an illustrative saving of £120k in each of next 25 years.</p>  | Investment Description | Remainder of 18/19 | 19/20 | 20/21   | 21/22             | 22/23  | Total | Source of funding       |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
| Investment Description   | Remainder of 18/19   | 19/20   | 20/21                  | 21/22              | 22/23 | Total   | Source of funding |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
|  |  |   |                        |                    |       |   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
|  |  |   |                        |                    |       |   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding? |  | Not applicable  |                        |                    |       |   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
| Will this proposal have any non-financial impacts?                   |  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Receipts not available for future capital schemes</td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b><br/>Borrowing would have to be used instead</p>                               | Ref                    | Benefit            | 1     |   | 2                 |  | 3     |                         | 4 |         | Ref | Disadvantage | 1 | Receipts not available for future capital schemes | 2 |  | 3 |  | 4 |  |  |  |  |  |
| Ref  | Benefit  |   |                        |                    |       |   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
| 1  |  |   |                        |                    |       |   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
| 2  |  |   |                        |                    |       |   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
| 3  |  |   |                        |                    |       |   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
| 4  |  |   |                        |                    |       |   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
| Ref  | Disadvantage   |   |                        |                    |       |   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
| 1  | Receipts not available for future capital schemes  |   |                        |                    |       |   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
| 2  |  |   |                        |                    |       |   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
| 3  |  |   |                        |                    |       |   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
| 4  |  |   |                        |                    |       |   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
| Has this proposal made any assumptions?                              |  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>That capital receipts accrue in the timeframes provided by Corporate landlord colleagues.</td> </tr> <tr> <td>2</td> <td>That illustratively capital receipts would be used to back fund assets/capital projects with a useful economic life of circa 25 years.</td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment</b></p>   | Ref                    | Assumption         | 1     | That capital receipts accrue in the timeframes provided by Corporate landlord colleagues. | 2                 | That illustratively capital receipts would be used to back fund assets/capital projects with a useful economic life of circa 25 years. | 3     |                         | 4 |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
| Ref  | Assumption   |   |                        |                    |       |   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
| 1  | That capital receipts accrue in the timeframes provided by Corporate landlord colleagues.  |   |                        |                    |       |   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
| 2  | That illustratively capital receipts would be used to back fund assets/capital projects with a useful economic life of circa 25 years. |   |                        |                    |       |   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
| 3  |  |   |                        |                    |       |   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |
| 4  |  |   |                        |                    |       |   |                   |  |       |                         |   |         |     |              |   |   |   |  |   |  |   |  |  |  |  |  |



| <p>Has a risk analysis been completed for this proposal?</p> <p><a href="#">(Please refer to MCC Strategic Risk Management Policy)</a></p> | <p><b>Main Risks</b></p> <table border="1" data-bbox="625 282 1437 616"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>The traditional risk associated with capital receipts is whether they will materialise in the timeframes necessary</td> <td>Yellow</td> <td>In the annual Capital proposals provided to Members there is an indication of likely receipts, their value and their risk/volatility in being realised in the timeframes assumed.</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> | Ref                               | Risk  | RAG Rating  | Mitigation        | 1 | The traditional risk associated with capital receipts is whether they will materialise in the timeframes necessary | Yellow                            | In the annual Capital proposals provided to Members there is an indication of likely receipts, their value and their risk/volatility in being realised in the timeframes assumed. |  |  |  |  |
|--|---|-----------------------------------|---|-------------|-------------------|---|--|-----------------------------------|---|--|--|--|--|
| Ref  | Risk  | RAG Rating                        | Mitigation  |             |                   |   |  |                                   |   |  |  |  |  |
| 1  | The traditional risk associated with capital receipts is whether they will materialise in the timeframes necessary  | Yellow                            | In the annual Capital proposals provided to Members there is an indication of likely receipts, their value and their risk/volatility in being realised in the timeframes assumed. |             |                   |   |  |                                   |   |  |  |  |  |
|  |   |                                   |   |             |                   |   |  |                                   |   |  |  |  |  |
| <p>Will consultation and engagement be required for this proposal?</p>   | <table border="1" data-bbox="625 730 1437 819"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td></td> <td>No</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments: Consultation with members to ensure they understand the implications for its Future Schools aspirations, and that the business case for such would need to be predicated on a greater extent of borrowing, and relatedly increased revenue headroom to afford.</b></p>  | Ref                               | Consultee   | Description | Comp/Pending      |   | No   |                                   |   |  |  |  |  |
| Ref  | Consultee   | Description                       | Comp/Pending  |             |                   |   |  |                                   |   |  |  |  |  |
|  | No  |                                   |   |             |                   |   |  |                                   |   |  |  |  |  |
|  |   |                                   |   |             |                   |   |  |                                   |   |  |  |  |  |
| <p>Will this proposal require procurement of goods, services or works?</p>   | <p>No</p>   |                                   |   |             |                   |   |  |                                   |   |  |  |  |  |
| <p>Has a timeline been considered for this proposal?</p>   | <table border="1" data-bbox="625 1099 1437 1189"> <thead> <tr> <th>Ref</th> <th>Activity</th> <th>Start</th> <th>Complete</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b><br/>For 25 years</p>   | Ref                               | Activity  | Start       | Complete          |   |  |                                   |   |  |  |  |  |
| Ref  | Activity  | Start                             | Complete  |             |                   |   |  |                                   |   |  |  |  |  |
|  |   |                                   |   |             |                   |   |  |                                   |   |  |  |  |  |
|  |   |                                   |   |             |                   |   |  |                                   |   |  |  |  |  |
| <p>What evidence/data has been gathered to date to inform this Proposal?</p>   | <p>NA</p>   |                                   |   |             |                   |   |  |                                   |   |  |  |  |  |
| <p>Will support services be required for this proposal?</p>  | <table border="1" data-bbox="625 1442 1437 1583"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td>Accountancy</td> <td>Investment and borrowing function</td> <td>Internal</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>  | Ref                               | Support Service   | Activity    | Internal/External |   | Accountancy  | Investment and borrowing function | Internal  |  |  |  |  |
| Ref  | Support Service   | Activity                          | Internal/External   |             |                   |   |  |                                   |   |  |  |  |  |
|  | Accountancy   | Investment and borrowing function | Internal  |             |                   |   |  |                                   |   |  |  |  |  |
|  |   |                                   |   |             |                   |   |  |                                   |   |  |  |  |  |
| <p>Will this proposal impact on the authorities built assets?</p>  | <p>In applying receipts prior to assessing the affordability of Future schools proposals, these receipts won't be available to advantage those business cases. But overall the effect will be neutral, in so far that the Council derives a lower capital financing requirement initially and hence a lower MRP. When schools proposals materialise the capital financing requirement will require inflating to afford additional borrowing to compensate exactly for receipts already utilised.</p>  |                                   |   |             |                   |   |  |                                   |   |  |  |  |  |
| <p>Will this proposal present any collaboration opportunities?</p>   | <p>No</p>   |                                   |   |             |                   |   |  |                                   |   |  |  |  |  |
| <p>Will this project benefit from digital intervention?</p>  | <p>No</p>   |                                   |   |             |                   |   |  |                                   |   |  |  |  |  |
| <p>How will the impact of this proposal be measured?</p>   | <p>Reduced minimum revenue provision costs</p>  |                                   |   |             |                   |   |  |                                   |   |  |  |  |  |

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

|                |  |                           |                           |
|----------------|--|---------------------------|---------------------------|
| Proposal Title | Council Tax Base Increase / Council Tax Reduction Scheme Activity Saving | Lead/Responsible Officer: | Peter Davies/Ruth Donovan |
| Your Ref No:   | FIN001   | Directorate:              | RES                       |
| Version No:    | 1  | Section:                  | Finance                   |
| Date:          | 31/11/2018   |                           |                           |

| Version | Date       | Changes Made                   |
|---------|------------|--------------------------------|
| 1       | 13/12/2018 | Completion of mandate proposal |
| 2       |            |                                |

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

Each year the Council has to notify Welsh Government of its estimate of its council tax base for the following financial year. The tax base is itself is mainly calculated from information about the numbers of properties within the County, adjusted to an equivalent band D figure for things such as discounts, exemptions and reliefs. As the number of equivalent properties grows in the County so does the tax base and the ability for the Council to generate an increased level of council tax income.

Overall, the Council Tax base calculated for 2019/20 has risen by 0.45% compared to 2018/19. This increase takes into account the anticipated changes in dwellings. The estimated income derived from this (£272k) has been incorporated within the MTFP as part of the budget process. The majority of this has already been achieved in the current financial year as the Authority has outperformed the estimated tax base it set last year. However, based on the revised estimate provided to WG for next year this gives the potential for additional council tax income of £40,000. The Council will look to review this again before finalising its budget proposals for 19/20 to determine whether there is scope to increase this potential income and saving further.

Further to this the Council Tax Reduction Scheme (CTRS) budget is demonstrating a reduced level of activity in the current year. Whilst it is very difficult to predict with any certainty the likely future demand recent years have seen the Authority make calculated reductions in the budget within recourse to it being over-subscribed. Trends from previous years show case load dropping month on month to year end. However counter to this future savings could be impacted as Welsh Government are actively promoting the scheme as well as any impact from Universal Credit and impacts in the wider economy. Latest information, from WG, suggests that current take up is between 55% and 65% so there is the potential for more claimants to come forward in the future. However, the Council has assessed risk and is looking to bring forward a targeted £110k reduction to the budget and consequential saving.

Please provide the following information to support your proposal

| Question   | Y/N | Comments/Impact   |
|--|-----|---|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y   | The proposal contributes additional core council tax funding into the budget and that will ultimately assist the Council in delivering the priorities as set out in the Corporate Plan. |
| Has a Future Generations Evaluation been completed for this proposal?  | N   | Not required as this simply represents additional funding to support the Council in delivering its services and against its stated priorities.  |
| What consultation and engagement has been undertaken to date?          |     | Ongoing and informal consultation with SLT and Cabinet  |
| Has an option appraisal been undertaken?                               | N   | N/A   |
| Does this proposal affect other MCC services?                          | N   | Indirectly and in a beneficial way in providing additional funding to support delivery of services.   |
| Is this proposal dependant on other services?                          | N   |   |

| Will this proposal require any amendments to MCC policy?               | N  |  |                        |                    |       |  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
|--|--|--|------------------------|--------------------|-------|--|-------------------|-------|-------|---------------------------|---|--------|-----|--------------|---|--------|--|---|---------|--|---|--|---------|--------------|--|----------------|--|--|--|---------|
| Will this proposal have any staffing implications?                     | N  |  |                        |                    |       |  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| Will this project have any legal implication for the authority?        | N  |  |                        |                    |       |  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| What is the financial benefit of this proposal?                        |  | <table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Council Tax base increase</td> <td>0</td> <td>40,000</td> <td></td> <td></td> <td></td> <td>40,000</td> </tr> <tr> <td>Council Tax Reduction Scheme activity saving</td> <td>0</td> <td>110,000</td> <td></td> <td></td> <td></td> <td>110,000</td> </tr> <tr> <td>Total saving</td> <td></td> <td><b>150,000</b></td> <td></td> <td></td> <td></td> <td>150,000</td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p> | Description            | Remainder of 18/19 | 19/20 | 20/21  | 21/22             | 22/23 | Total | Council Tax base increase | 0 | 40,000 |     |              |   | 40,000 | Council Tax Reduction Scheme activity saving | 0 | 110,000 |  |   |  | 110,000 | Total saving |  | <b>150,000</b> |  |  |  | 150,000 |
| Description  | Remainder of 18/19   | 19/20  | 20/21                  | 21/22              | 22/23 | Total  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| Council Tax base increase  | 0  | 40,000   |                        |                    |       | 40,000   |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| Council Tax Reduction Scheme activity saving                           | 0  | 110,000  |                        |                    |       | 110,000  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| Total saving   |  | <b>150,000</b>   |                        |                    |       | 150,000  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| Will this proposal require revenue or capital investment to implement? | N  | <table border="1"> <thead> <tr> <th>Investment Description</th> <th>Remainder of 18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>   | Investment Description | Remainder of 18/19 | 19/20 | 20/21  | 21/22             | 22/23 | Total | Source of funding         |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
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|  |  |  |                        |                    |       |  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
|  |  |  |                        |                    |       |  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| Has this proposal considered the opportunities for external funding?   | N  | Not relevant   |                        |                    |       |  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| Will this proposal have any non-financial impacts?                     | N  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> <p>As stated above any impact will be beneficial in supporting the wider delivery of services.</p>   | Ref                    | Benefit            | 1     |  | 2                 |       | 3     |                           | 4 |        | Ref | Disadvantage | 1 |        | 2  |   | 3       |  | 4 |  |         |              |  |                |  |  |  |         |
| Ref  | Benefit  |  |                        |                    |       |  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| 1  |  |  |                        |                    |       |  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| 2  |  |  |                        |                    |       |  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| 3  |  |  |                        |                    |       |  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| 4  |  |  |                        |                    |       |  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| Ref  | Disadvantage   |  |                        |                    |       |  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| 1  |  |  |                        |                    |       |  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| 2  |  |  |                        |                    |       |  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| 3  |  |  |                        |                    |       |  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| 4  |  |  |                        |                    |       |  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| Has this proposal made any assumptions?                                | Y  | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>That there will not be a significant increase in demand against the CTRS budget such as to erode the saving proposed</td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table>  | Ref                    | Assumption         | 1     | That there will not be a significant increase in demand against the CTRS budget such as to erode the saving proposed | 2                 |       | 3     |                           | 4 |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| Ref  | Assumption   |  |                        |                    |       |  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| 1  | That there will not be a significant increase in demand against the CTRS budget such as to erode the saving proposed |  |                        |                    |       |  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| 2  |  |  |                        |                    |       |  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| 3  |  |  |                        |                    |       |  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |
| 4  |  |  |                        |                    |       |  |                   |       |       |                           |   |        |     |              |   |        |  |   |         |  |   |  |         |              |  |                |  |  |  |         |

|   |   | <p><b>Additional Comment</b></p> <p>The calculation of the council tax base is in a format prescribed by Welsh Government. There is however the need for estimation though a prudent assessment of the increase in the tax base based on the number of new property completions anticipated in the next financial year that will be liable for council tax.</p>   |  |                 |             |                   |   |   |                     |  |   |  |                 |          |   |  |  |  |   |  |  |  |
|---|---|---|--|-----------------|-------------|-------------------|---|---|---------------------|--|---|--|-----------------|----------|---|--|--|--|---|--|--|--|
| Has a risk analysis been completed for this proposal?   | Y   | <p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>That the council tax base is set at too high a level resulting in the level of council tax income able to be generated potentially falling below the amount budgeted. The tax base has however been set at a prudent level.</td> <td>L</td> <td>Any resultant shortfall would need to be managed as part of the Council's overall revenue budget monitoring process.</td> </tr> <tr> <td>2</td> <td>That there will be a significant increase in demand against the CTRS budget such as to erode the saving proposed</td> <td>M</td> <td>As above</td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> | Ref  | Risk            | RAG Rating  | Mitigation        | 1 | That the council tax base is set at too high a level resulting in the level of council tax income able to be generated potentially falling below the amount budgeted. The tax base has however been set at a prudent level. | L                   | Any resultant shortfall would need to be managed as part of the Council's overall revenue budget monitoring process. | 2 | That there will be a significant increase in demand against the CTRS budget such as to erode the saving proposed | M               | As above | 3 |  |  |  | 4 |  |  |  |
| Ref   | Risk  | RAG Rating  | Mitigation   |                 |             |                   |   |   |                     |  |   |  |                 |          |   |  |  |  |   |  |  |  |
| 1   | That the council tax base is set at too high a level resulting in the level of council tax income able to be generated potentially falling below the amount budgeted. The tax base has however been set at a prudent level. | L   | Any resultant shortfall would need to be managed as part of the Council's overall revenue budget monitoring process. |                 |             |                   |   |   |                     |  |   |  |                 |          |   |  |  |  |   |  |  |  |
| 2   | That there will be a significant increase in demand against the CTRS budget such as to erode the saving proposed  | M   | As above   |                 |             |                   |   |   |                     |  |   |  |                 |          |   |  |  |  |   |  |  |  |
| 3   |   |   |  |                 |             |                   |   |   |                     |  |   |  |                 |          |   |  |  |  |   |  |  |  |
| 4   |   |   |  |                 |             |                   |   |   |                     |  |   |  |                 |          |   |  |  |  |   |  |  |  |
| What further consultation and engagement will be required for this proposal?                            | Y   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Public</td> <td>Public consultation</td> <td>Pending</td> </tr> <tr> <td>2</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Pending</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comments:</b></p>  | Ref  | Consultee       | Description | Comp/Pending      | 1 | Public  | Public consultation | Pending  | 2 | Elected Members  | Formal Scrutiny | Pending  |   |  |  |  |   |  |  |  |
| Ref   | Consultee   | Description   | Comp/Pending   |                 |             |                   |   |   |                     |  |   |  |                 |          |   |  |  |  |   |  |  |  |
| 1   | Public  | Public consultation   | Pending  |                 |             |                   |   |   |                     |  |   |  |                 |          |   |  |  |  |   |  |  |  |
| 2   | Elected Members   | Formal Scrutiny   | Pending  |                 |             |                   |   |   |                     |  |   |  |                 |          |   |  |  |  |   |  |  |  |
|   |   |   |  |                 |             |                   |   |   |                     |  |   |  |                 |          |   |  |  |  |   |  |  |  |
| Will this proposal require procurement of goods, services or works?                                     | N   |   |  |                 |             |                   |   |   |                     |  |   |  |                 |          |   |  |  |  |   |  |  |  |
| Will support services be required for this proposal?  | N   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>   | Ref  | Support Service | Activity    | Internal/External |   |   |                     |  |   |  |                 |          |   |  |  |  |   |  |  |  |
| Ref   | Support Service   | Activity  | Internal/External  |                 |             |                   |   |   |                     |  |   |  |                 |          |   |  |  |  |   |  |  |  |
|   |   |   |  |                 |             |                   |   |   |                     |  |   |  |                 |          |   |  |  |  |   |  |  |  |
|   |   |   |  |                 |             |                   |   |   |                     |  |   |  |                 |          |   |  |  |  |   |  |  |  |
| Will this proposal impact on the authorities built assets. E.g. service change, resource amendment etc. | N   |   |  |                 |             |                   |   |   |                     |  |   |  |                 |          |   |  |  |  |   |  |  |  |
| What evidence/data has been gathered to date to inform this Proposal?                                   |   | <ol style="list-style-type: none"> <li>1. Revenue budget monitoring report month 7</li> <li>2. Council tax base report – Cabinet 5<sup>th</sup> December 2018</li> <li>3. Advice received from Revenues Department and Shared Benefit Services</li> </ol>   |  |                 |             |                   |   |   |                     |  |   |  |                 |          |   |  |  |  |   |  |  |  |

|  |          |  |
|--|----------|--|
|  |          |  |
| <p>Will this project benefit from digital intervention to increase efficiency or increase service quality?</p> | <p>N</p> |  |
| <p>How will the impact of this proposal be measured?<br/>E.g.<br/>Budget/Process/Staff/Customer KPI's</p>      |          | <p>The position regarding both the tax base estimate and the CTRS activity saving will both be monitored ahead of the budget proposals being finalised at the end of the consultation period. The savings will be reviewed and consideration given to any further adjustment at that stage.</p> <p>Subsequent to this the budget proposal will be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition, the action plan, performance measures and the risk assessment must be transferred into the Service Business Plans for the business area in order to monitor and challenge the delivery of the proposal, including the performance being achieved and the level of impact.</p> |

|                |                                   |                           |              |
|----------------|-----------------------------------|---------------------------|--------------|
| Proposal Title | Anticipated "floor" change to AEF | Lead/Responsible Officer: | Peter Davies |
| Your Ref No:   | FIN002                            | Directorate:              | RES          |
| Version No:    | 1                                 | Section:                  | Finance      |
| Date:          | 31/11/2018                        |                           |              |

| Version | Date       | Changes Made                   |
|---------|------------|--------------------------------|
| 1       | 13/12/2018 | Completion of mandate proposal |
| 2       |            |                                |

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

Following significant lobbying and pressure from Local Government upon receipt of the Provision Budget Settlement from Welsh Government on 9<sup>th</sup> October 2018 the First Minister sent a letter on the 20<sup>th</sup> November 2018 to Local Authority Leaders outlining a package of additional funding proposals.

One aspect of these proposals that directly benefitted the Council was a commitment to raise the funding floor from -1% to -0.5%. This meant that no local authority in Wales would suffer a reduction in core funding by more than 0.5%. Monmouthshire, being the lowest funded Council in Wales, has again been protected by the funding floor and as a result directly benefits from this commitment from the First Minister.

The Council will receive absolute confirmation of this change when the Final Local Government Settlement is received. This is due on the 19<sup>th</sup> December 2018.

Please provide the following information to support your proposal

| Question   | Y/N | Comments/Impact   |
|--|-----|---|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ? | Y   | The proposal contributes additional core funding from Welsh Government and that will ultimately assist the Council in delivering the priorities as set out in the Corporate Plan. |
| Has a Future Generations Evaluation been completed for this proposal?  | N   | Not required as this simply represents additional funding to support the Council in delivering its services and against its stated priorities.                                    |
| What consultation and engagement has been undertaken to date?          |     | Ongoing and informal consultation with SLT and Cabinet  |
| Has an option appraisal been undertaken?                               | N   | N/A   |
| Does this proposal affect other MCC services?                          | N   | Indirectly and in a beneficial way in providing additional funding to support delivery of services.   |
| Is this proposal dependant on other services?                          | N   |   |
| Will this proposal require any amendments to MCC policy?               | N   |   |
| Will this proposal have any staffing implications?                     | N   |   |
| Will this project have any legal implication for the authority?        | N   |   |
| What is the financial benefit of this proposal?                        |     |   |

|  |   | Description  | Remainder of 18/19   | 19/20          | 20/21 | 21/22 | 22/23             | Total |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|--|---|--|--|----------------|-------|-------|-------------------|-------|------------------------|--------------------|------------|---|-------|---|-------|--|---|--|-----|--------------|---|--|---|--|---|--|---|--|--|--|--|--|
|  |   | Change to AEF  | 0  | 468,000        |       |       |                   |       | 468,000                |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |   |  |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |   | Total saving   |  | <b>468,000</b> |       |       |                   |       | 468,000                |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |   | <b>Additional Comments:</b>  |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
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| Investment Description   | Remainder of 18/19  | 19/20  | 20/21  | 21/22          | 22/23 | Total | Source of funding |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |   |  |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |   |  |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |   | <b>Additional Comment:</b>   |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has this proposal considered the opportunities for external funding?   | N   | Not relevant   |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
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| Ref  | Benefit   |  |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  |   |  |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  |   |  |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |   |  |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |   |  |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Disadvantage  |  |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  |   |  |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  |   |  |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |   |  |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |   |  |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |   | <b>Additional Comment:</b><br>As stated above any impact will be beneficial in supporting the wider delivery of services.  |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has this proposal made any assumptions?                                | Y   | <table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>The increase in funding floor is dependent on WG carrying through and into the Final Local Government Settlement the stated intentions of the First Minister in his letter dated 20<sup>th</sup> November 2018 to Local Authority leaders that the funding floor would reduce from a 1% cash reduction to a 0.5% cash reduction.</td> </tr> <tr> <td>2</td> <td>The amount to benefit Monmouthshire from the increase in the floor has been calculated using the provisional Local Government Settlement information.</td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> |  |                |       |       |                   |       | Ref                    | Assumption         | 1          | The increase in funding floor is dependent on WG carrying through and into the Final Local Government Settlement the stated intentions of the First Minister in his letter dated 20 <sup>th</sup> November 2018 to Local Authority leaders that the funding floor would reduce from a 1% cash reduction to a 0.5% cash reduction. | 2     | The amount to benefit Monmouthshire from the increase in the floor has been calculated using the provisional Local Government Settlement information. | 3     |  | 4 |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Assumption  |  |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  | The increase in funding floor is dependent on WG carrying through and into the Final Local Government Settlement the stated intentions of the First Minister in his letter dated 20 <sup>th</sup> November 2018 to Local Authority leaders that the funding floor would reduce from a 1% cash reduction to a 0.5% cash reduction. |  |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 2  | The amount to benefit Monmouthshire from the increase in the floor has been calculated using the provisional Local Government Settlement information.   |  |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 3  |   |  |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 4  |   |  |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
|  |   | <b>Additional Comment</b>  |  |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Has a risk analysis been completed for this proposal?                  | M   | <b>Main Risks</b> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>That WG not carry through the commitment made by the First Minister in his letter dated 20<sup>th</sup> November</td> <td>L</td> <td>Mitigation would be in the form of an increased budget shortfall needing to be</td> </tr> </tbody> </table>   |  |                |       |       |                   |       | Ref                    | Risk               | RAG Rating | Mitigation  | 1     | That WG not carry through the commitment made by the First Minister in his letter dated 20 <sup>th</sup> November                                     | L     | Mitigation would be in the form of an increased budget shortfall needing to be |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| Ref  | Risk  | RAG Rating   | Mitigation   |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |
| 1  | That WG not carry through the commitment made by the First Minister in his letter dated 20 <sup>th</sup> November   | L  | Mitigation would be in the form of an increased budget shortfall needing to be |                |       |       |                   |       |                        |                    |            |   |       |   |       |  |   |  |     |              |   |  |   |  |   |  |   |  |  |  |  |  |



|   |                 |   |  | managed by the Council and further savings proposals needing to be identified. |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
|---|-----------------|---|--|--|-----|-----------------|-------------|-------------------|---|--------|-------------------|---------|---|-----------------|-----------------|---------|--|--|--|--|
|   |                 | 2   | That other changes in settlement data that feed through the funding formula impact adversely on the amount calculated as being due from the floor being raised by 0.5% | L<br>As above  |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
|   |                 | <b>Additional Comment:</b>  |  |  |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
| What further consultation and engagement will be required for this proposal?                            |                 | <table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Public</td> <td>Public Engagement</td> <td>Pending</td> </tr> <tr> <td>2</td> <td>Elected Members</td> <td>Formal Scrutiny</td> <td>Pending</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>   |  |  | Ref | Consultee       | Description | Comp/Pending      | 1 | Public | Public Engagement | Pending | 2 | Elected Members | Formal Scrutiny | Pending |  |  |  |  |
| Ref   | Consultee       | Description   | Comp/Pending   |  |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
| 1   | Public          | Public Engagement   | Pending  |  |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
| 2   | Elected Members | Formal Scrutiny   | Pending  |  |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
|   |                 |   |  |  |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
|   |                 | <b>Additional Comments:</b>   |  |  |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
| Will this proposal require procurement of goods, services or works?                                     | N               |   |  |  |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
| Will support services be required for this proposal?  | N               | <table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>   |  |  | Ref | Support Service | Activity    | Internal/External |   |        |                   |         |   |                 |                 |         |  |  |  |  |
| Ref   | Support Service | Activity  | Internal/External  |  |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
|   |                 |   |  |  |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
|   |                 |   |  |  |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
|   |                 | <b>Additional Comment:</b>  |  |  |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
| Will this proposal impact on the authorities built assets. E.g. service change, resource amendment etc. | N               |   |  |  |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
| What evidence/data has been gathered to date to inform this Proposal?                                   |                 | <ul style="list-style-type: none"> <li>7. Letter received from the First Minister on the 20<sup>th</sup> November</li> <li>8. Provisional Local Government Settlement data</li> </ul>   |  |  |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
| Will this project benefit from digital intervention to increase efficiency or increase service quality? | N               |   |  |  |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |
| How will the impact of this proposal be measured? E.g. Budget/Process/Staff/Customer KPI's              |                 | The Final Local Government Settlement is due on the 19 <sup>th</sup> December 2018. This will confirm the amount of core funding that the Council will receive from Welsh Government and determine whether the commitments made by the First Minister have been carried through as anticipated. Any variation will be managed as the authority finalises its budget proposal in the New Year and following the statutory consultation period. |  |  |     |                 |             |                   |   |        |                   |         |   |                 |                 |         |  |  |  |  |

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## Appendix 5: Individual FGE for each proposal

## Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

|   |  |         |  |    |         |  |    |
|---|--|---------|--|----|---------|--|----|
| <p><b>Name of the Officer</b> Dave Loder</p> <p><b>Phone no:</b> 4298<br/><b>E-mail:</b> daveloder@monmouthshire.gov.uk</p> | <p>Please give a brief description of the aims of the proposal</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%; text-align: center;">PENT001</td> <td style="width: 70%;">OPS Street Lighting - Energy Increases</td> <td style="width: 20%; text-align: center;">74</td> </tr> </table> <p>Increase of budget is required to offset energy price increases.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%; text-align: center;">PENT006</td> <td style="width: 70%;">Fuel Pressure for Operations - 5% increase based on £800,000 net departmental spend.</td> <td style="width: 20%; text-align: center;">40</td> </tr> </table> <p>(See Pressure Proposals PENT001 and PENT006 for further information)</p> | PENT001 | OPS Street Lighting - Energy Increases | 74 | PENT006 | Fuel Pressure for Operations - 5% increase based on £800,000 net departmental spend. | 40 |
| PENT001   | OPS Street Lighting - Energy Increases   | 74      |  |    |         |  |    |
| PENT006   | Fuel Pressure for Operations - 5% increase based on £800,000 net departmental spend.   | 40      |  |    |         |  |    |
| <p><b>Name of Service</b></p> <p>Operations</p>   | <p><b>Date Future Generations Evaluation</b> 04/12/2018</p>  |         |  |    |         |  |    |



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



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


| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.                       | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|--|--|---|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs                                       | Protects front line service budgets and ensures a stable and efficient service going forward.                | Ensure the team that supports the services are equipped for the future and the different technologies/ solutions/ vehicles we will use.                                   |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)       | This proposal does not contribute directly to this goal.   | Identification of solutions within the service areas to reduce these pressures and costs in future years is important in order to reduce carbon emissions and fuel costs. |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood  | This proposal does not contribute directly to this goal.   |   |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected  | Approving pressures will ensure that essential front-line services are kept at a standard to meet this goal. |   |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing | This proposal does not contribute to this goal.  | Identification of solutions to reduce these pressures and costs in future years is important in order to reduce carbon emissions and fuel costs.                          |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and                                   | This proposal does not contribute to this goal.  |   |

| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
| protected. People are encouraged to do sport, art and recreation  |  |   |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances | This proposal does not contribute to this goal.  |   |

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

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?                          |
|---|--|--|
|  <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p> | Recognises that funding fuel/energy price increases will allow the Operations department to continue to operate for the long term without seeing a major impact on service delivery. | Identification of solutions to reduce these pressures and costs in future years is important in order to reduce carbon emissions and fuel costs. |
|  <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>      | N/A  | N/A  |

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|---|
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>             | <p>N/A</p>  | <p>N/A</p>  |
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>Street Lighting are continuing to invest in LED light technology to reduce our energy output.</p> <p>Transport are continually looking at ways to reduce fuel consumption through route rationalization, skype meetings, investing in electric/hydrogen vehicles etc....</p> | <p>The service does not anticipate any negative impacts as a result of the proposal..</p>                               |

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

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

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|---|---|---|
| Age                       | No Impact   | N/A   | N/A   |
| Disability                | As Above  | N/A   | N/A   |

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

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



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

|                     | <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        | N/A  |  |   |
| Corporate Parenting | N/A  |  |   |

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

|   |
|---|
| <p>Energy price increase data from MCC energy manager.<br/>Fuel forecast predictions.</p> |
|---|

**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?**

*This section should give the key issues arising from the evaluation which will be included in the Committee report template.*

**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: | June Enterprise DMT |
|--|---------------------|

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

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

|  |  |  |  |
|--|--|--|--|
|  | <i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinetetc</i> |  | <i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i> |
|  |  |  |  |
|  |  |  |  |

## Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

|  |  |
|--|--|
| <b>Name of the Officer</b> completing the evaluation<br><br>Philip Thomas<br><b>Phone no: 01633 644809</b><br><b>E-mail: philipthomas@monmouthshire.gov.uk</b> | <b>Please give a brief description of the aims of the proposal</b><br><br><b>Budget savings/ increased income proposals for 2019/20 budget onwards</b><br><br>(See Pressure Proposals ENT001 and ENT002 for further information) |
| <b>Name of Service: Development Management</b>   | <b>Date Future Generations Evaluation</b> form completed 23/11/18  |

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

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

| Well Being Goal           | Does the proposal contribute to this goal? Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|--|---|
| <b>A prosperous Wales</b> | <b>Positive:</b> An efficient development  | <b>Better contribute to positive impacts:</b>   |

| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|--|--|---|
| <p>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p> | <p>management process is underpinned by the service having an engaging pre-application advice service that can provide support and guidance for customers to ensure the best development possible for the benefit of local communities and to protect character and appearance of Monmouthshire.</p> <p>Planning can provide economic investment and growth, and can protect acknowledged interests such as local amenity and townscape. Ensuring that customers are getting advice early in the process is critical in securing positive outcomes and appropriate forms of development.</p> <p>Providing discretionary services will assist developers in getting a quicker response to be able to react to changes in demand. The additional services will enable property purchasers to achieve a quicker sale, assisting the property market and more confidence in buying.</p> <p>Fee increases are necessary to ensure the planning service is financially viable and can continue to resource these additional beneficial services.</p> | <p>Monmouthshire's bespoke pre-application advice service provides a customer focused service that enables customers to engage fully within Planning Officers and gain the correct advice to progress their developments and ensure that we receive applications for developments that are of a high standard.</p> <p><b>Mitigate any negative impacts:</b> Care will be taken to improve the understanding of the positive implications of using the Council's pre-application advice services which can benefit its customers in speeding up the later application process. The department will continue to monitor the efficiency of the services and ensure that they meet the service standards set out.</p> <p>Fee increases for pre-application advice are proposed at 2.5%, which is considered tolerable. Customers are, by definition, undertaking significant investment in building work, whether a home extension or bigger project, or home purchase. The fee increases proposed are insignificant in that context.</p> |

| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|--|---|---|
|  | <p>The use of press notices to advertise applications where the Regulations no longer require that is not an effective or efficient use of public finances.</p> <p>Negative: The higher charge for some services may be considered to be costly to the consumer. It is an entirely optional service for customers to choose.</p>  |   |
| <p><b>A resilient Wales</b><br/>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p> | <p>N/A</p>  |   |
| <p><b>A healthier Wales</b><br/>People's physical and mental wellbeing is maximized and health impacts are understood</p>                                  | <p><b>Positive:</b> The services provide support and guidance for customers when submitting a planning application and provide the opportunity for officers to enhance schemes and provide acceptable forms of the services, such as shops and health facilities, or prevent inappropriate development form harming the amenity of an area, or indeed the health of local people.</p> <p>Fee increases are necessary to ensure the planning service is financially viable and can</p> | <p><b>Better contribute to positive impacts:</b> The approval and delivery of development proposals can have a positive impact on health and well-being and foster social and community pride in their communities.</p> <p><b>Mitigate any negative impacts:</b> None</p> |




| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|--|---|---|
|  | <p>continue to resource these additional beneficial services.</p> <p>Negative: None identified.</p>   |   |
| <p><b>A Wales of cohesive communities</b><br/>Communities are attractive, viable, safe and well connected</p>  | <p><b>Positive:</b> The area of work undertaken by the planning section directly and indirectly influences the appearance, viability, safety and connectivity of communities via planning policy, land use planning decisions. Providing guidance and support to customers at an early stage in the planning process enables the best forms of development possible which is critical in providing sustainable communities.</p> <p>Fee increases are necessary to ensure the planning service is financially viable and can continue to resource these additional beneficial services.</p> <p><b>Negative:</b> None identified.</p> | <p><b>Better contribute to positive impacts:</b> The timely approval and delivery of sustainable development proposals can have a positive impact on the character and appearance of an area, promote well-being and foster social and community pride.</p> <p><b>Mitigate any negative impacts:</b> None</p> |
| <p><b>A globally responsible Wales</b><br/>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p> | <p><b>Positive:</b> The area of work undertaken by the planning section directly and indirectly influences local social, economic and environmental well-being via planning policy and land use planning decisions. However,</p>  | <p><b>Better contribute to positive impacts:</b> None</p> <p><b>Mitigate any negative impacts:</b> None</p>   |



| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|---|---|---|
|   | <p>the global-scale effect is acknowledged as being limited, although decision can have a cumulative impact.</p> <p>Fee increases are necessary to ensure the planning service is financially viable and can continue to resource these additional beneficial services.</p> <p><b>Negative:</b> none.</p>   |   |
| <p><b>A Wales of vibrant culture and thriving Welsh language</b><br/>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p> | <p><b>Positive:</b> Planning decisions promote the value and significance of the historic built environment by ensuring that it is a direct consideration in planning policy and land use planning decisions.</p> <p>Planning decisions generally facilitate the provision of playing fields and recreational schemes in general. The Welsh language is now a material planning consideration.</p> <p>Fee increases are necessary to ensure the planning service is financially viable and can continue to resource these additional beneficial services.</p> <p><b>Negative:</b> none.</p> | <p><b>Better contribute to positive impacts:</b><br/>Timely planning decisions will ensure that proposals foster civic pride through well-designed development in historic areas or through the removal of development that has a negative impact on a heritage designation via enforcement action.</p> <p><b>Mitigate any negative impacts:</b> None</p> |



| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|---|---|---|
| <p><b>A more equal Wales</b><br/>People can fulfil their potential no matter what their background or circumstances</p> | <p><b>Positive:</b> Appropriate development management decisions should bring positive benefits to all members of Monmouthshire’s population through policies that seek to achieve the five main aims of the Welsh Spatial Plan, namely Building Sustainable Communities, Promoting a Sustainable Economy, Valuing our Environment, Achieving Sustainable Accessibility and Respecting Our Environment</p> <p>Fee increases are necessary to ensure the planning service is financially viable and can continue to resource these additional beneficial services.</p> <p>The use of press notices to advertise some types of application when no longer required by regulations is not an effective or efficient use of public money. Site notices and neighbor letters are more effective and more accessible ways of ensuring affected parties are aware of proposed development, along with notification of Town and Community Councils and Ward Members.</p> <p><b>Negative:</b> Fee increases could mean the service is unaffordable for some customers.</p> | <p><b>Mitigate any negative impacts:</b> The pre-app advice fee increases are 2.5%. By definition, customers of this service are investing in expensive building projects or home purchase, and the fees in that context are insignificant.</p> |

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

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|---|
|  <p><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p> | <p>Fee increases are necessary to ensure the planning service is financially viable and can continue to resource these additional beneficial services. Alternative budget proposals would involve cuts to services.</p>   |   |
|  <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>       | <p>Monmouthshire's bespoke services have been developed and enhanced around the needs of our customers. Members and officers of the Council have a specific interest in the subject to ensure that sustainable forms of development are developed in Monmouthshire.</p> | N/A   |
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>         | <p>The services themselves have been created and shaped by customer feedback and engagement. The proposed fee increases will be part of the Council's wider budget consultation process.</p>  | As above.   |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?  |
|--|--|--|
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>    | <p>The discretionary services provide the basis for designated officers to make timely planning decisions at an appropriate level. The services we provide will enable customers to prevent sales where there may be planning enforcement issues or breaches of planning control.</p> <p>Fee increases are necessary to ensure the planning service is financially viable and can continue to resource these additional beneficial services.</p> | <p>N/A</p>   |
|  <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p> | <p>The work undertaken by the development management service directly relates to promoting and ensuring sustainable development and its four areas: environment, economy, culture and society.</p>   | <p>The pre-application advice service and other services would facilitate the implementation of the LDP which has been subject to a Sustainability Assessment that balances the impacts on Social, Economic and Environmental factors.</p> |

**3. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow

this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic  | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|--|---|---|
|                           | Positive: The pre-application advice service and other discretionary services within the Development Management section of the Council should bring positive benefits to all members of Monmouthshire's population through policies that seek to achieve some of the main aims of the Welsh Spatial Plan, namely Promoting a Sustainable Economy, Valuing our Environment and Respecting Our Environment, be it through making timely decisions on planning or related applications to prevent harm to acknowledged interests, such as amenity, public safety or biodiversity. |   |   |
| Age                       | None   | None  | See above   |
| Disability                | None   | None  | See above   |
| Gender reassignment       | None   | None  | See above   |

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic   | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|-------------------------------|---|---|---|
|                               | <p>Positive: The pre-application advice service and other discretionary services within the Development Management section of the Council should bring positive benefits to all members of Monmouthshire's population through policies that seek to achieve some of the main aims of the Welsh Spatial Plan, namely Promoting a Sustainable Economy, Valuing our Environment and Respecting Our Environment, be it through making timely decisions on planning or related applications to prevent harm to acknowledged interests, such as amenity, public safety or biodiversity.</p> |   |   |
| Marriage or civil partnership | None  | None  | See above   |
| Pregnancy or maternity        | None  | None  | See above   |
| Race                          | None  | None  | See above   |
| Religion or Belief            | None  | None  | See above   |

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic   | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|---|---|---|
|                           | <p>Positive: The pre-application advice service and other discretionary services within the Development Management section of the Council should bring positive benefits to all members of Monmouthshire's population through policies that seek to achieve some of the main aims of the Welsh Spatial Plan, namely Promoting a Sustainable Economy, Valuing our Environment and Respecting Our Environment, be it through making timely decisions on planning or related applications to prevent harm to acknowledged interests, such as amenity, public safety or biodiversity.</p> |   |   |
| Sex                       | None  | None  | See above   |
| Sexual Orientation        | None  | None  | See above   |

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic   | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|---|---|---|
|                           | <p>Positive: The pre-application advice service and other discretionary services within the Development Management section of the Council should bring positive benefits to all members of Monmouthshire's population through policies that seek to achieve some of the main aims of the Welsh Spatial Plan, namely Promoting a Sustainable Economy, Valuing our Environment and Respecting Our Environment, be it through making timely decisions on planning or related applications to prevent harm to acknowledged interests, such as amenity, public safety or biodiversity.</p> |   |   |
| Welsh Language            | Welsh is treated on equal terms as English in the planning process  | None  | See above   |

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        | None.  | None   | n/a   |
| Corporate Parenting | None.  | None.  | n/a   |

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

Monmouthshire's bespoke services have been developed using evidence and data from customer surveys and will be subject to regular review to ensure that the services are efficient and customer focused. We aim to collect feedback from our customers on the services over time and carry out regular review of our performance. We will monitor income from these services, the number of applications made for the services, and the impact it had on the outcome of the subsequent planning application.

To date, 100% of pre-application advice, when followed, has led to a positive officer recommendation.

**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?**

*This section should give the key issues arising from the evaluation which will be included in the Committee report template.*

The work undertaken by the Council's Planning Service, and in particular the Development Management function, directly relates to promoting and ensuring sustainable development. The revised services would enable planning officers to engage with customers at all stages of the planning process to ensure the most appropriate forms of development are approved within Monmouthshire within the quickest period possible. The planning process promotes sustainable forms of development, helping to create jobs and investment, while protecting material interests such as amenity, public safety and biodiversity.

Fee increases are necessary to ensure the planning service is financially viable and can continue to resource these additional beneficial services.

In terms of the protected characteristics of age, disability, gender reassignment, race, religion or beliefs, gender, sexual orientation, marriage or civil partnership, there are no direct implications as a result of this guidance.



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

N/A

| What are you going to do | When are you going to do it? | Who is responsible | Progress |
|--------------------------|------------------------------|--------------------|----------|
| N/A                      |                              |                    |          |
|                          |                              |                    |          |
|                          |                              |                    |          |

**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.

|   |  |
|---|--|
| <b>The impacts of this proposal will be evaluated on:</b> | As part of the Planning Service's Annual Performance Report we will report our performance on statutory pre-application advice enquires, which will be submitted to the Welsh Government and be publicly available. With the Monmouthshire bespoke services we will regularly review the services that we provide and report our performance back to committee on an annual basis. |
|---|--|

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

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

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

|  |   |
|--|---|
| <p><b>Name of the Officer</b> Carl Touhig</p> <p><b>Phone no:</b> 01633 644135<br/><b>E-mail:</b> <a href="mailto:carltouhig@monmouthshire.gov.uk">carltouhig@monmouthshire.gov.uk</a></p> | <p><b>OPERATIONS DEPARTMENT – Savings proposal for improving the quality of recycle by changing the receptacles supplied to collect waste</b></p> <p>(Refer to Budget Proposal ENT003-ENT004 for further information)</p> |
| <p><b>Name of Service:</b> Enterprise</p>  | <p><b>Date:</b> Future Generations Evaluation 3<sup>RD</sup> December 2018</p>  |


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




**1. Does your proposal deliver any of the well-being goals below?**


| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|--|---|---|
| <p><b>A prosperous Wales</b><br/>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p> | <p>The proposals allow for the more efficient use of resources that are collected as recycle in Monmouthshire. Higher quality recycle improves the value of material, increases opportunity for</p> | <p>The changes will allow the service to operate more efficiently now and in the future. Higher quality recycle will allow MCC to move into the circular economy.</p> |

| <b>Well Being Goal</b>  | <b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>   | <b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>          |
|---|---|---|
|   | higher paid jobs in manufacturing and upskilling existing workforce.  |   |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)      | Efficient waste provision reduces the risk of flytipping and maintains healthy biodiverse habitats.   | Higher quality recyclate reduces energy use in the reprocessing system  |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood                                       | People feel better when they are contributing to positive programmes that improve the environment.  | Higher quality recyclate reduces energy use in the reprocessing system  |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected   | Higher quality recycling will improve income and allow more resource to be put into improving the local environmental quality                             | Work with communities over the coming months to ensure there is no reduction in local environmental standards.                  |
| <b>A globally responsible Wales</b><br>Taking account of impact on global wellbeing when considering local social, economic and environmental wellbeing | Wales has an enviable record in sustainable waste management. Ensuring waste is dealt with in the right place is important to keep these services viable. | Reports submitted to Strong Communities Select to ensure members views can be fully explored and changes made where applicable. |
| <b>A Wales of vibrant culture and thriving Welsh language</b>   | All promotional material will be bi-lingual.  | Any materials produced during the consultation process will be compliant with the Welsh Language                                |

| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.                | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?                           |
|--|---|---|
| Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation |   | (Wales) Measure 2011 as specified in the Standards applied to Monmouthshire   |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances        | This collection method is closer to the WG Collections Blueprint and helps support a more equal Wales | WG promotes standardized provision of waste services across Wales and in the longer term this proposal can help support these aspirations |

| How has your proposal embedded and prioritised the sustainable governance principles in its development? Sustainable Development Principle                                      | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.                         | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|---|
|  <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p> | These proposals are all about structuring what resources we have available to meet the service needs now and looking forward. | Higher quality recycling will support long term environmental improvements  |

| <p>How has your proposal embedded and prioritised the sustainable governance principles in its development? Sustainable Development Principle</p>                                 | <p>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</p>   | <p>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</p> |
|---|--|--|
|  <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>          | <p>We will work closely with Viridor during this process to ensure the service quality does not suffer.</p> <p>Reports submitted to Strong Communities Select to ensure members views can be fully explored and changes made where applicable.</p> | <p>As above</p>  |
|  <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>              | <p>We will work closely with members and residents to ensure their views are taken on board and best practice will be sourced and shared with others</p>   | <p>Understanding how to engage with a wider audience is helpful to getting more balanced feedback and deciding what to do.</p> |
|  <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>These proposals will allow more scope within existing resources to manage waste more effectively</p>  | <p>By managing the resource it will minimize the impacts in the future</p>   |

|   |  |   |
|---|--|---|
| <p><b>How has your proposal embedded and prioritised the sustainable governance principles in its development? Sustainable Development Principle</b></p>        | <p><b>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</b></p>  | <p><b>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</b></p> |
|  <p>Considering impact on all wellbeing goals together and on other bodies</p> | <p>We have informed neighbouring authorities of the potential impacts at their sites of imposing restrictions in MCC. Many neighbouring authorities have implemented similar restrictions so impact is understood and can be managed</p> | <p>None</p>   |

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

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|-------------------------------|---|---|---|
| Age                           | Neutral   | Neutral   | N/A   |
| Disability                    | Neutral   | Neutral   | N/A   |
| Gender reassignment           | Neutral   | Neutral   | N/A   |
| Marriage or civil partnership | Neutral   | Neutral   | N/A   |

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|---|---|---|
| Pregnancy or maternity    | Neutral   | Neutral   | N/A   |
| Race                      | Neutral   | Neutral   | N/A   |
| Religion or Belief        | Neutral   | Neutral   | N/A   |
| Sex                       | Neutral   | Neutral   | N/A   |
| Sexual Orientation        | Neutral   | Neutral   | N/A   |
| Welsh Language            | Neutral   | Neutral   | N/A   |

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

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



|                     |   |   |   |
|---------------------|---|---|---|
| Safeguarding        | During the delivery of the programme of activities associated with the production of the Master Plan safeguarding will be at the forefront to ensure that any future service delivery promotes the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect. | No negative impacts are anticipated in relation to this particular group. | Where any negative impacts are identified the team will seek to address them by taking an inclusive approach. |
| Corporate Parenting | During the delivery of this policy the needs of any 'looked after' children will be considered to ensure any future service delivery protects their welfare.  | As above  | As above  |

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

Benchmarking data from LAs on similar restrictions  
Resident Survey  
WG Blueprint

**5. 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?**

Changes to waste services need to be managed effectively to ensure residents are made fully aware of the changes and any impact

**6. 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  |
|--------------------------|------------------------------|--------------------|---|
| Report for Council       | January 2019                 | Carl Touhig        | Awaiting recommendations from Strong Communities Select |

7. **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: | Ongoing at an officer level |
|--|-----------------------------|

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

| Version No. | Decision making stage            | Date considered                     | Brief description of any amendments made following consideration |
|-------------|----------------------------------|-------------------------------------|--|
| 1           | <i>Strong Communities Select</i> | <i>6<sup>th</sup> December 2018</i> | The proposals may be changed following staff consultation        |

|  |   |
|--|---|
| <p><b>Name of the Officer</b> Carl Touhig</p> <p><b>Phone no:</b> 01633 644135<br/><b>E-mail:</b> <a href="mailto:carltouhig@monmouthshire.gov.uk">carltouhig@monmouthshire.gov.uk</a></p> | <p><b>OPERATIONS DEPARTMENT – Savings proposal for resident permits and reduced days of opening for household waste recycling centres to reduce waste tonnages and management fees at these sites. The resident permit means that access to MCC Household Waste recycling centres (HWRC’s) will be limited to Monmouthshire residents only thereby reducing visits from residents of neighbouring authorities. The proposal suggests that HWRC sites are closed for one or two days each week which reduces operating costs whilst sustaining the service albeit with some inconvenience, as they will be open for 5 or 6 days rather than 7 days as they are now.</b></p> <p><b>(Refer to Budget Proposal ENT005, ENT006 and ENT008 for further information)</b></p> |
| <p><b>Name of Service:</b> Enterprise</p>  | <p><b>Date:</b> Future Generations Evaluation 12th December 2018</p>  |


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




**1. Does your proposal deliver any of the well-being goals below?**


| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
| <p><b>A prosperous Wales</b><br/>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p> | <p>The proposals allow for the more efficient use of resources at the sites for residents of Monmouthshire. By making these savings it will</p> | <p>The changes will allow the service to operate, albeit reduced, more efficiently.</p>                         |

| <b>Well Being Goal</b>   | <b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>   | <b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>           |
|--|---|--|
|  | ensure the long term viability of waste provision in county. The new contract will focus on community benefit for jobs and upskilling.                    |  |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)       | Efficient waste and recycling provision reduces the risk of fly tipping and maintains healthy biodiverse habitats.  | As above.  |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood  | n/a   | n/a  |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected  | Maintaining waste services for residents ensures that our communities remain clean, green and safe  | Work with communities over the coming months to ensure closures and options are fully understood.                                |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing | Wales has an enviable record in sustainable waste management. Ensuring waste is dealt with in the right place is important to keep these services viable. | Reports submitted to Strong Communities Select to ensure member's views can be fully explored and changes made where applicable. |
| <b>A Wales of vibrant culture and thriving Welsh language</b>  | All promotional material will be bi-lingual.  | Any materials produced during the consultation process will be compliant with the Welsh Language                                 |

| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?                           |
|--|--|---|
| Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation |  | (Wales) Measure 2011 as specified in the Standards applied to Monmouthshire   |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances        | At present there is huge disparity of service provision across Wales meaning MCC is being unduly affected by cross border waste tonnage. These proposals will help reduce this tonnage | WG promotes standardized provision of waste services across Wales and in the longer term this proposal can help support these aspirations |

| How has your proposal embedded and prioritised the sustainable governance principles in its development? Sustainable Development Principle                                       | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.                         | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|--|---|---|
|  <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p> | These proposals are all about structuring what resources we have available to meet the service needs now and looking forward. | Establishing an affordability envelope will allow us to spec a contract that meets our needs now and in the long term.<br>Reducing cross border waste will increase our capacity to recycle more on site. |

| <p>How has your proposal embedded and prioritised the sustainable governance principles in its development? Sustainable Development Principle</p>                                 | <p>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</p>  | <p>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</p>             |
|---|---|--|
|  <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>          | <p>We will work closely with Viridor during this process to ensure the service quality does not suffer.</p> <p>Reports submitted to Strong Communities Select to ensure member's views can be fully explored and changes made where applicable.</p> | <p>As above</p>  |
|  <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>              | <p>We will work closely with members and residents to ensure their views are taken on board and best practice will be sourced and shared with others</p>  | <p>Understanding how to engage with a wider audience is helpful to getting more balanced feedback and deciding what to do.</p>             |
|  <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>These proposals will allow more scope within existing resources to manage waste more effectively</p>   | <p>By managing the resource it will minimize the impacts in the future as the service is retained and remains convenient to residents.</p> |

|   |  |   |
|---|--|---|
| <p><b>How has your proposal embedded and prioritised the sustainable governance principles in its development? Sustainable Development Principle</b></p>        | <p><b>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</b></p>  | <p><b>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</b></p> |
|  <p>Considering impact on all wellbeing goals together and on other bodies</p> | <p>We have informed neighbouring authorities of the potential impacts at their sites of imposing restrictions in MCC. Many neighbouring authorities have implemented similar restrictions so impact is understood and can be managed</p> | <p>None</p>   |

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

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|-------------------------------|---|---|---|
| Age                           | Neutral   | Neutral   | N/A   |
| Disability                    | Neutral   | Neutral   | N/A   |
| Gender reassignment           | Neutral   | Neutral   | N/A   |
| Marriage or civil partnership | Neutral   | Neutral   | N/A   |
| Pregnancy or maternity        | Neutral   | Neutral   | N/A   |

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

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

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



|                     |   |   |   |
|---------------------|---|---|---|
| Safeguarding        | During the delivery of the programme of activities associated with the production of the Master Plan safeguarding will be at the forefront to ensure that any future service delivery promotes the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect. | No negative impacts are anticipated in relation to this particular group. | Where any negative impacts are identified the team will seek to address them by taking an inclusive approach. |
| Corporate Parenting | During the delivery of this policy the needs of any 'looked after' children will be considered to ensure any future service delivery protects their welfare.  | As above  | As above  |

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

- Benchmarking data from LAs on similar restrictions
- Resident Survey
- Viridor management fee proposal

**5. 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?**

Closures and restrictions at household waste recycling centres will always be perceived as negative. We will ensure we communicate in an open and transparent way and one that will allow us to genuinely develop a service provision that meets the needs of future generations

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

|                    |              |             |   |
|--------------------|--------------|-------------|---|
| Report for Council | January 2019 | Carl Touhig | Awaiting recommendations from Strong Communities Select |
|--------------------|--------------|-------------|---|

7. **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: | Ongoing at an officer level |
|--|-----------------------------|

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

| Version No. | Decision making stage            | Date considered                     | Brief description of any amendments made following consideration |
|-------------|----------------------------------|-------------------------------------|--|
| 1           | <i>Strong Communities Select</i> | <i>6<sup>th</sup> December 2018</i> | The proposals may be changed following staff consultation        |

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

**Name of the Officer** Roger Hoggins

**Phone no:** 01633 644133

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

Compilation of the various car parking savings proposed as part of the 19/20 budget exercise and to consider in the wider context of investment into carpark/highway infrastructure/transport infrastructure' including:

|        |   |       |
|--------|---|-------|
| ENT010 | OPS - Car Parks - Increase in charges - 10% (short stay car parks to increase to £1.50 for up to 2 hours) | (90)  |
| ENT011 | OPS - Car Parks - Charging for Blue Badge Holders but with concession – first hour free                   | (45)  |
| ENT012 | OPS - Car Parks - Remove Xmas free parking (town councils to be offered opportunity to pick up subsidy).  | (20)  |
| ENT014 | OPS - Car Parks - Identifying additional car parking sites. Severn Tunnel Junction (requires investment)  | (15)  |
| ENT017 | OPS - Charging for HGVs overnight in Abergavenny Bus Station  | (2.0) |
| ENT015 | OPS - Car Parks - changing charging times 08.00-18:00   | (3)   |
| ENT016 | OPS - Car Parks - Charging On a Sunday - single flat fee £1 all day                                       | (40)  |

(Refer to Budget Proposal ENT010-ENT017 for further information)

**Name of Service:** Car Parking

**Date:** Future Generations Evaluation 5th December 2018



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




**1. Does your proposal deliver any of the well-being goals below?**

| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?  |
|--|--|--|
| <p><b>A prosperous Wales</b><br/>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>                                 | <p>There is an obvious negative impact where motorists will be expected to pay more for car parking. However the proposals must be seen in a wider context where car park income is reinvested into Council priorities such as public transport, traffic management, highway maintenance, car park management and maintenance etc.; services that might otherwise be under greater financial pressure from the budget setting overall.</p> | <p>Regular car park users have options to buy various permutations of season tickets at heavily discounted rates.</p> <p>The towns of Abergavenny, Monmouth and Chepstow continue to offer free parking in each town in certain car parks.</p> |
| <p><b>A resilient Wales</b><br/>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p> | <p>The council is investing into research into improving public transport and sustainable fuels. Although not significant the charge for parking may encourage some to use public transport rather than private car</p>  | <p>Car park income will help to support research and contribute to any sustainable vehicles purchased into the fleet</p>   |

| <b>Well Being Goal</b>  | <b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>   | <b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>  |
|---|---|---|
| <p><b>A healthier Wales</b><br/>People's physical and mental wellbeing is maximized and health impacts are understood</p>   | <p>WG is promoting Active Travel (walking/cycling) and income can be used to maintain footpaths, cycle routes etc. The benefits of a healthier lifestyle are known so MCC contribution coupled with active travel grant help to support this.</p> | <p>None</p>   |
| <p><b>A Wales of cohesive communities</b><br/>Communities are attractive, viable, safe and well connected</p>   | <p>Better management of car parking (short term, long term, discounted season tickets etc.) all contribute to creating parking for shoppers (to help retail) whilst offering more affordable long term parking options.</p>                       | <p>Discounted season tickets and long term v short term parking options</p>   |
| <p><b>A globally responsible Wales</b><br/>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>                                | <p>No direct link</p>   | <p>N/A</p>  |
| <p><b>A Wales of vibrant culture and thriving Welsh language</b><br/>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p> | <p>Signage is in Welsh and English and some may choose to walk or cycle rather than drive and pay for parking.</p>  | <p>Any materials produced during the consultation process will be compliant with the Welsh Language (Wales) Measure 2011 as specified in the Standards applied to Monmouthshire</p> |
| <p><b>A more equal Wales</b><br/>People can fulfil their potential no matter what their background or circumstances</p>   | <p>Car park funding contributes to the councils budget which in turn supports services like public transport</p>  | <p>Car Park income is reinvested into Council services such as public transport, active travel, traffic and highway management, car park management and</p>                         |

| Well Being Goal | Does the proposal contribute to this goal? Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|-----------------|--|---|
|                 | which might otherwise be under greater financial pressure                              | maintenance and development (new car parks, modern equipment, car park infrastructure)                          |

| How has your proposal embedded and prioritised the sustainable governance principles in its development? Sustainable Development Principle                                     | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?  |
|--|---|--|
|  <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p> | <p>Car park income contributes to Council priorities. Moving towards a carbon neutral society (WG aim by 2040) will see less people driving private cars so it is appropriate that funding from car users is reinvested into longer term priorities of the authority(carbon reduction, public transport etc.)</p> | <p>A vehicle replacement programme based upon sustainable fuels has been commissioned which will help to inform future purchases. Reviews of public transport are underway and efforts made to sustain public transport which is otherwise under threat due to financial pressure.</p> |
|  <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>     | <p>In some instances we are working with other bodies (WG, rail companies) to make the use of public transport more accessible (park and ride). We have also worked with local councils to create parking for public transport (Rogiet CC).</p>   |  |

| <p>How has your proposal embedded and prioritised the sustainable governance principles in its development? Sustainable Development Principle</p>                                    | <p>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</p>  | <p>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</p> |
|--|---|--|
|  <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>                 | <p>These proposals will form part of the budget exercise so will go through a consultation process. Other consultation has already highlighted the need for better access to rail services (park and ride) and a previous car park review had worked extensively with businesses to support the retail/commercial sector.</p> | <p>Any changes to the car park order demands a consultation process so other interested parties will be able to comment.</p>   |
|  <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>     | <p>Looks to support Council priorities and to better manage car parking arrangements</p>  | <p>None</p>  |
|  <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p> | <p>Reduced carbon emissions, supporting public transport,</p>   | <p>None</p>  |

**2. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh

Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

| <b>Protected Characteristics</b> | <b>Describe any positive impacts your proposal has on the protected characteristic</b> | <b>Describe any negative impacts your proposal has on the protected characteristic</b>  | <b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>  |
|----------------------------------|--|---|---|
| Age                              | None   | None  | N/A   |
| Disability                       |  | Within the range of car parking proposals introducing a charge for blue badge holders is proposed by officers again. This has previously been dismissed by members due to the impact upon the disabled within the community. However there is precedent for such a charge amongst other authorities and it is proposed again as part of a wider range of proposals to support council priorities. Mitigation is also proposed to reduce the impact upon blue badge holders. | In previous discussions with representatives of disable groups it was suggested that mitigation might be either the first hour free or buy one hour but get two hours, buy two hours get three hours etc. |
| Gender reassignment              | None   | None  | N/A   |
| Marriage or civil partnership    | None   | None  | N/A   |
| Pregnancy or maternity           | None   | None  | N/A   |
| Race                             | none   | None  | N/A   |
| Religion or Belief               | none   | None  | N/A   |
| Sex                              | none   | None  | N/A   |
| Sexual Orientation               | none   | None  | N/A   |
| Welsh Language                   | none   | None  | N/A   |

**3. 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>During the delivery of the programme of activities associated with the production of the Master Plan safeguarding will be at the forefront to ensure that any future service delivery promotes 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> | No negative impacts are anticipated in relation to this particular group.                      | Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.     |
| Corporate Parenting | <i>During the delivery of this policy the needs of any ‘looked after’ children will be considered to ensure any future service delivery protects their welfare.</i>  | As above   | As above  |

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

Research into other LA’s car parking regimes  
 Feedback from public transport companies  
 WG priorities  
 Council corporate plan (22 for 22)

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

**The proposal seeks to generate income to invest in council priorities, extra parking, and to better manage car parking within the authority. Any additional income is reinvested into Council services (transport, highways, active travel) which would otherwise be under greater financial pressure.**

**6. 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 |
|--|------------------------------|------------------------|----------|
| Introduce new charges by notice                              | May'19                       | Roger Hoggins          |          |
| Draft a new car park order, consult, advertise and implement | July '19                     | Civil enforcement team |          |

**7. 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: | Ongoing at an officer level |
|--|-----------------------------|

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

| Version No. | Decision making stage             | Date considered | Brief description of any amendments made following consideration |
|-------------|-----------------------------------|-----------------|--|
| 1           | Cabinet 19 <sup>th</sup> December |                 | Subject to member scrutiny and decision                          |

## Future Generations Evaluation

(includes Equalities and Sustainability Impact)

|   |   |
|---|---|
| <p><b>Name of the Officer</b> Steve Lane</p> <p><b>Phone no:</b> 01633 644133<br/><b>E-mail:</b> <a href="mailto:stevlane@monmouthshire.gov.uk">stevlane@monmouthshire.gov.uk</a></p> | <p>Proposal to increase workload managed through Highways Operations thereby improving overhead recovery with a subsequent net benefit to the revenue account (£50k). Likely to require up to £500k extra work being channeled through highways ops mostly coming from capital budget and grant work.</p> <p>(For further information see Budget Proposal ENT019)</p> |
| <p><b>Name of Service:</b> County Highways Operations (mcc roadworkers and management team)</p>   | <p><b>Date:</b> Future Generations Evaluation 5th December 2018</p>   |



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




**1. Does your proposal deliver any of the well-being goals below?**

| Well Being Goal           | Does the proposal contribute to this goal? Describe the positive and negative impacts.   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?                |
|---------------------------|--|--|
| <b>A prosperous Wales</b> | Highways ops has demonstrated its capacity to deliver on large projects (car parks, resurfacing projects). The eventual outcome of this approach is the employment | There is a risk accompanying this approach. Should there be no or unsuitable projects then the proposal fails with a resultant |

| <b>Well Being Goal</b>  | <b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>   | <b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>   |
|---|---|--|
| Efficient use of resources, skilled, educated people, generates wealth, provides jobs   | of more roadworkers with the necessary skills or cadets to be trained up in-house in order to provide the capacity required   | budget pressure and loss of staff. To avoid this there will be a need for project planning at the start of each financial year to ensure sufficient suitable works are made available. |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)                                      | Not applicable. The work will be carried out either by MCC resources or external contractors.   | The proposal is neutral in its impact upon this well being goal  |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood   | Local government is generally considered a 'good employer' and more jobs will eventually come through this route if the service area is successful in securing more work. | The status Quo will remain should the proposal not be successful   |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected   | No direct link  | N/A  |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing                                | No direct link  | N/A  |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | No direct link  | N/A  |

| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts.   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
| <p><b>A more equal Wales</b><br/>People can fulfil their potential no matter what their background or circumstances</p> | <p>More jobs with training opportunities but there are risks should suitable work not be forthcoming. The team are looking to support and encourage routes to employment through the cadet scheme.</p> | <p>The status Quo will remain should the proposal not be successful</p>   |

| How has your proposal embedded and prioritised the sustainable governance principles in its development?<br>Sustainable Development Principle                                   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
|  <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p> | <p>Extra direct employment and seeking to protect the Highways service from cuts that make it at risk of being unable to fulfill its highway duties e.g. gritting, response to emergencies etc. going forward as budget cuts become more difficult to achieve without significant effect to front line services.</p> | <p>The status Quo will remain should the proposal not be successful</p>   |
|  <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>      | <p>If the Highways Ops staff resource grows sufficiently then we may be able to extend our offer to a wider customer base over and above local authorities / Public Bodies</p>   | <p>The status Quo will remain should the proposal not be successful</p>   |

| <p>How has your proposal embedded and prioritised the sustainable governance principles in its development?<br/>Sustainable Development Principle</p>                               | <p>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</p>                                 | <p>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</p>  |
|---|--|---|
|  <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>                | <p>Informal discussions with other MCC Budget holders. Seek discussions with other interested budget holders outside of Highways and MCC</p> | <p>The status Quo will remain should the proposal not be successful</p>   |
|  <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>    | <p>Looks to sustain staffing levels to protect essential services as budget setting becomes increasingly difficult</p>                       | <p>Surpluses through these types of initiatives need to be successful. Undertaking statutory duties will become more difficult as further budget pressures prevail.</p> |
|  <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p> | <p>Neutral</p>   | <p>N/A</p>  |

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

| 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                           | Neutral   | Neutral   | N/A   |
| Disability                    | Neutral   | Neutral   | N/A   |
| Gender reassignment           | Neutral   | Neutral   | N/A   |
| Marriage or civil partnership | Neutral   | Neutral   | N/A   |
| Pregnancy or maternity        | Neutral   | Neutral   | N/A   |
| Race                          | Neutral   | Neutral   | N/A   |
| Religion or Belief            | Neutral   | Neutral   | N/A   |
| Sex                           | Neutral   | Neutral   | N/A   |
| Sexual Orientation            | Neutral   | Neutral   | N/A   |
| Welsh Language                | Neutral   | Neutral   | N/A   |

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

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

|                     |  |   |   |
|---------------------|--|---|---|
| Safeguarding        | <i>During the delivery of the programme of activities associated with the production of the Master Plan safeguarding will be at the forefront to ensure that any future service delivery promotes 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> | No negative impacts are anticipated in relation to this particular group. | Where any negative impacts are identified the team will seek to address them by taking an inclusive approach. |
| Corporate Parenting | <i>During the delivery of this policy the needs of any 'looked after' children will be considered to ensure any future service delivery protects their welfare.</i>  | As above  | As above  |

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

Discussions with other MCC budget holders  
Capacity of Highway Ops workforce  
Succession planning and minimum staffing levels

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

The proposals have not changed as a result of completing this form.

**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  |
|---|------------------------------|--------------------|-----------|
| Meet with Highways design managers to agree what projects Ops will do in next twelve months.<br>Discuss with other MCC budget holders with similar construction needs | March '19                    | Highways ops       | Submitted |



|   |           |              |  |
|---|-----------|--------------|--|
| Discuss with CC Clerks their construction needs | Summer 19 | Highways Ops |  |
|   | Summer 19 | Highways Ops |  |

- 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: | <b>Ongoing at an officer level</b><br>April 2019 – Department Management Team<br>June 2019 – Enterprise DMT |
|--|---|

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

| Version No. | Decision making stage                   | Date considered | Brief description of any amendments made following consideration |
|-------------|---|-----------------|--|
| 1           | <i>Cabinet 19<sup>th</sup> December</i> |                 | Subject to member scrutiny and decision                          |

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

|  |   |
|--|---|
| <p><b>Name of the Officer</b> Steve Lane</p> <p><b>Phone no:</b> 01633 644133</p> <p><b>E-mail:</b> <a href="mailto:stevelane@monmouthshire.gov.uk">stevelane@monmouthshire.gov.uk</a></p> | <p><b>Proposal to create a joint agreement with a private sector partner to improve the management and processing of highway waste arisings (Largely sweeping arisings plus other suitable materials) thereby improving of recycling performance whilst reducing our operating costs</b></p> <p><b>(For further information see budget proposal ENT020)</b></p> |
| <p><b>Name of Service:</b> County Highways Operations</p>  | <p><b>Date:</b> Future Generations Evaluation 5th December 2018</p>   |




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



**1. Does your proposal deliver any of the well-being goals below?**

| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
| <p><b>A prosperous Wales</b><br/>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p> | <p>Creates a private/public partnership to improve recycling figures and also to create an opportunity to generate revenue savings</p> | <p>Negotiations are underway with a potential partner</p>   |

| <b>Well Being Goal</b>  | <b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>                               | <b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>            |
|---|---|---|
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)                                      | Improved recycling and reduced carbon foot print  | Consideration of the waste within the area that could be processed through this facility improving the benefits for a wider area. |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood   | No direct link  | N/A   |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected   | This is a different way of processing waste. It allows waste to be processed into the, usual, end product more efficiently. | None  |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing                                | Recycling facility may be expanded to other customers with South Wales  | None  |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | No direct link  | N/A   |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances   | No direct link  | N/A   |

| Well Being Goal | Does the proposal contribute to this goal? Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|-----------------|--|---|
|                 |  |   |

| How has your proposal embedded and prioritised the sustainable governance principles in its development?<br>Sustainable Development Principle                                  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?                            |
|--|--|--|
|  <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p> | <p>This proposal offers short term financial benefits whilst recycling valuable products previously been considered waste (aggregate, organic material). However it has long term sustainable benefits improved by increased take up by other companies.</p> | <p>There is a risk of financial failure by any private sector partner. A robust contract will be required to protect the council's investment.</p> |
|  <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>      | <p>The partner organization will likely be a private sector company working on a joint agreement</p>   | <p>Due diligence on the Partnering Company will mitigate negative impacts</p>  |
|  <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>         | <p>The operator will be selling the service to other organisations to the mutual benefit of MCC and the partner company</p>  | <p>MCC will help with future customers and raising profile</p>   |

| How has your proposal embedded and prioritised the sustainable governance principles in its development?<br>Sustainable Development Principle                                      | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.           | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
|  <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>   | Improves recycling efficiency   | Status Quo will exist should project not deliver  |
|  <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p> | Better use of natural resources by recycling more effectively, and reducing products that would go to land fill | Status Quo will exist should project not deliver  |

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

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|---|---|---|
| Age                       | Neutral   | Neutral   | N/A   |
| Disability                | Neutral   | Neutral   | N/A   |
| Gender reassignment       | Neutral   | Neutral   | N/A   |

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

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

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

|                     |   |   |   |
|---------------------|---|---|---|
| Safeguarding        | During the delivery of the programme of activities associated with the production of the Master Plan safeguarding will be at the forefront to ensure that any future service delivery promotes the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect. | No negative impacts are anticipated in relation to this particular group. | Where any negative impacts are identified the team will seek to address them by taking an inclusive approach. |
| Corporate Parenting | During the delivery of this policy the needs of any 'looked after' children will be considered to ensure any future service delivery protects their welfare.  | As above  | As above  |

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

Tonnages presently disposed of by MCC and financial modelling

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

The proposals have not changed as a result of completing this form.

**6. 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          |
|--|------------------------------|--------------------|-------------------|
| Start negotiations with potential partners | March '19<br>ongoing         | Highways ops       | Awaiting approval |

7. **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: | Ongoing at an officer level<br><br>June 2019 – Enterprise DMT |
|--|---|

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

| Version No. | Decision making stage                   | Date considered | Brief description of any amendments made following consideration |
|-------------|---|-----------------|--|
| 1           | <i>Cabinet 19<sup>th</sup> December</i> |                 | Subject to member scrutiny and decision                          |



## Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

|  |  |        |   |      |
|--|--|--------|---|------|
| <p><b>Name of the Officer</b> Dave Loder</p> <p><b>Phone no:</b> 4298<br/> <b>E-mail:</b> daveloder@monmouthshire.gov.uk</p> | <p><b>Please give a brief description of the aims of the proposal</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%; text-align: center;">ENT021</td> <td style="width: 70%;">OPS - Streetlighting - rearranging of LED SALIX Loans</td> <td style="width: 20%; text-align: right;">(38)</td> </tr> </table> <p>(For further information see budget proposal ENT021)</p> | ENT021 | OPS - Streetlighting - rearranging of LED SALIX Loans | (38) |
| ENT021   | OPS - Streetlighting - rearranging of LED SALIX Loans  | (38)   |   |      |
| <p><b>Name of Service</b></p> <p>Operations</p>  | <p><b>Date Future Generations Evaluation</b> 04/12/2018</p>  |        |   |      |



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



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


| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.                     | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs                                       | The proposal recognises the potential for service efficiencies.  | Monitor and manage service efficiencies via the business planning process and revenue budget monitoring process |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)       | This proposal assist with the authorities' ambition to reduce its energy consumption and carbon footprint. | Continued monitoring of the pay back period and return on investment  |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood  | N/A  | N/A   |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected  | N/A  | N/A   |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing | This proposal assist with the authorities' ambition to reduce its energy consumption and carbon footprint. | Continued monitoring of the pay back period and return on investment  |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and                                   | N/A  | N/A   |

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

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

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?                                    |
|---|--|--|
|  <p><b>Long Term</b></p> Balancing short term need with long term and planning for the future | This proposal recognises the need for service efficiency whilst also ensuring that any budget reductions do not inhibit the department's future ability to deliver | The operations department does not anticipate any negative impacts as a result of the proposal and will endeavour to continue to improve their efficiency. |
|  <p><b>Collaboration</b></p> Working together with other partners to deliver objectives      | N/A  | N/A  |

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|---|
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>             | N/A   | N/A   |
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p> | This proposal recognises the need for service efficiency and delivery, this proposal therefore will not inhibit the department's future ability to deliver. | The service does not anticipate any negative impacts as a result of the proposal.                                       |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.                      | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
|  <p><b>Integration</b><br/>Considering impact on all wellbeing goals together and on other bodies</p> | <p>This proposal will not impact on other partners as it is an efficiency rather than a reduction in service delivery.</p> | <p>The service does not anticipate any negative impacts as a result of the proposal.</p>                                |

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

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

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

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

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

|                     | <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        | N/A  | N/A  | N/A   |
| Corporate Parenting | N/A  | N/A  | N/A   |

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

Budget data, recognition of spare budget that can be released back into MTFP as a saving.

**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?**

*This section should give the key issues arising from the evaluation which will be included in the Committee report template.*

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

**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 |
|---------------------------------|------------------------------|--------------------|----------|
| Consult with members and public | January 2019                 | TBC                | Pending  |
|                                 |                              |                    |          |
|                                 |                              |                    |          |

**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: | June 2019 – Enterprise DMT |
|--|----------------------------|

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

| Version No. | Decision making stage  | Date considered | Brief description of any amendments made following consideration |
|-------------|------------------------|-----------------|--|
| <b>01</b>   | <i>Budget Approval</i> | <i>Feb 2019</i> | The proposals may be changed following staff consultation        |
|             |                        |                 |  |





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

|   |  |
|---|--|
| <p><b>Name of the Officer</b> Richard Cope<br/> <b>Phone no:</b> 01633644745<br/> <b>E-mail:</b> richardcope@monmouthshire.gov.uk</p> | <p><b>Please give a brief description of the aims of the proposal</b></p> <p>Reviewing and transforming the costs of Home to School Transport - To realise the retendering savings on a full year spend from the DPS retendering carried out during 18/19. To follow on with this and have a rolling programme of route optimisation to ensure that best value is obtained from the tender.</p> <p>(Continuation of proposal put forward for 18/19)</p> <p>(Refer to budget proposal ENT022 for further information)</p> |
| <p><b>Name of Service:</b> Passenger Transport Unit</p>   | <p><b>Date Future Generations Evaluation</b> 6<sup>th</sup> December 2018</p>  |

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




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



| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?  |
|--|--|--|
| <p><b>A prosperous Wales</b><br/>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>                                 | <p>Continuing to ensure a more efficient use of the resources available to sustain the service and to safeguard employment of existing and future employees.</p> <p>There is a potential impact on the local provider market as we seek value for money solutions to currently high cost problems.</p>                   | <p>Continued consultation with Bus and Taxi operators and parents will contribute to the positivity of the proposals.</p> <p>Meet the Operator Day provided an opportunity to offer increased support to local providers to enable them to sign up to the DPS Framework to tender for contracts.</p> |
| <p><b>A resilient Wales</b><br/>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p> | <p>The re tendering of contracts with route optimisation and introduction of personal transport budgets along with any in house provision may reduce the number of contracts and vehicles required as well as providing some greener fleet. This will reduce CO2 emissions.</p>  | <p>Tracking devices are installed throughout the whole of the Council's fleet to optimize data on usage and plan for maximization.</p>   |
| <p><b>A healthier Wales</b><br/>People's physical and mental wellbeing is maximized and health impacts are understood</p>                                  | <p>Fewer vehicles on contract work will have a positive effect on the environment and reduce emissions which will contribute to the health and wellbeing of residents. Personal transport budgets will give parents greater choice in transport provision and may reduce the anxiety which will aid mental wellbeing</p> | <p>Continuing review of transport and PTU services to enable us to consider our ongoing contribution to wellbeing, quality of life and sustainability.</p>   |
| <p><b>A Wales of cohesive communities</b><br/>Communities are attractive, viable, safe and well connected</p>  | <p>New solutions for home to school transport will give communities the ability to contribute to the way in which they are connected and safe with the introduction of the choice in transporting children themselves.</p>   | <p>Continuing review of transport and PTU services to enable us to consider our ongoing contribution to wellbeing, quality of life and sustainability.</p>   |

| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts.   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?  |
|---|--|--|
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing                                | Collaborative contract provision with cross border working and better choices for parents should lead to a reduction in vehicles and carbon emissions which will contribute to the global well being | Continuing review of transport and PTU services to enable us to consider our ongoing contribution to wellbeing, quality of life and sustainability. This review includes the consideration of Ultra Low Emmission Vehicles (ULEV) in order to further reduce our carbon footprint. |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | Welsh language will be promoted with all application forms and signage on vehicles available bi lingually.   | Continuing review of transport and PTU services to enable us to consider our ongoing contribution to wellbeing, quality of life and sustainability.  |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances   | Efficient use of resources will sustain the future of the service, therefore enabling pupils to access education, and fulfill their potential.   | Continuing review of transport and PTU services to enable us to consider our ongoing contribution to wellbeing, quality of life and sustainability.  |

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

| Sustainable Development Principle | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why. | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|-----------------------------------|---|---|
|                                   |   |   |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
|  <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p> | <p>The sustainability of home to school transport for the future needs to be a mix of interventions and our continued review of transport will enable us to consider new ways of delivering transport which will make it more sustainable in the future</p> | <p>Consideration of future CYP plans to ensure increased awareness of future transport requirements.</p>                |
|  <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>       | <p>The DPS has been developed with four councils , Monmouthshire Newport Torfaen and Blaenau Gwent which shows our ability in working together with partners. This will reduce administration and make the service more sustainable moving forward.</p>     | <p>N/A</p>  |
|  <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>          | <p>Meet the Operator Day was held before the tender and assistance in showing operators how they could register onto the DPS framework.</p>   | <p>Continued engagement with the providers, operators and parents to ensure pupils needs are met</p>                    |

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?                  |
|---|---|--|
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>   | <p>Amid rising costs for transporting children and an increase in ALN provision, the interventions outlined in the proposal will contribute to the sustainability of home to school transport for the future.</p> | <p>Ongoing liaison with parents, schools and operators to ensure that the best solutions are agreed.</p>                                 |
|  <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p> | <p>In bringing together proposals this should lead to better integration of services and should improve transport solutions for parents schools and the authority.</p>  | <p>Ongoing liaison with schools, operators and neighbouring authorities to ensure that opportunities for integration are considered.</p> |

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

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic                      | Describe any negative impacts your proposal has on the protected characteristic               | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?              |
|-------------------------------|--|---|--|
| Age                           | Positive impact to ensure young people have continued access to affordable home to school transport. | None  | None   |
| Disability                    | Better choice of transport solutions for ALN Pupils and parents                                      | Changes in service delivery may have a negative impact on pupil wellbeing if not managed well | Continued enagement with parents to ensure changes in service are managed sensitively, with pupil needs considered |
| Gender reassignment           | Neutral  | Neutral   | N/A  |
| Marriage or civil partnership | Neutral  | Neutral   | N/A  |
| Pregnancy or maternity        | Neutral  | Neutral   | N/A  |
| Race                          | Neutral  | Neutral   | N/A  |
| Religion or Belief            | Neutral  | Neutral   | N/A  |
| Sex                           | Neutral  | Neutral   | N/A  |
| Sexual Orientation            | Neutral  | Neutral   | N/A  |

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|---|---|---|
| Welsh Language            | Signage and forms available bi -lingually                                       | None  | None  |

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

|                     | Describe any positive impacts your proposal has on safeguarding and corporate parenting  | Describe any negative impacts your proposal has on safeguarding and corporate parenting | What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------|--|---|--|
| Safeguarding        | The Personal transport budgets will have a positive impact on safeguarding children as they will have the option to be transported by parents in a safe environment. Safe recruitment of staff and level 1 safeguarding training for all drivers and escorts will have a positive effect on safeguarding | No Negative impact  | Driver and Escort training to level 1 safeguarding and positive behaviour training where required          |
| Corporate Parenting | Level 1 safeguarding training and positive behavior training for drivers and escorts will be a positive impact on safeguarding children and vulnerable adults  | No Negative impact  | As above   |

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



- Evidence of current spend on home to school transport
- DPS developed in collaboration with three other authorities and best practice from each collaborated and used to inform terms and conditions of tender
- Personal transport budgets have been introduced in another authority (RCT) and have proved successful as an alternative to contracted transport
- Consulted with operators over payment terms and researched factoring which a number use to improve cashflow which has developed our proposal.

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

The proposals have a positive impact as they are introducing better choice in the ways in which home to school transport is awarded and should reduce the increase in costs relating to the current provision due to increase in ALN provision and the capacity of operators on the current framework. An increase in operators or the option to offer personal transport budgets, better payment terms and conditions and/or in house provision gives the authority a better scope in deciding what is best value moving forward.

**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 |
|--------------------------|------------------------------|--------------------|----------|
| TBC                      |                              |                    |          |
|                          |                              |                    |          |
|                          |                              |                    |          |

**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: |  |
|--|--|

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

| Version No. | Decision making stage                             | Date considered  | Brief description of any amendments made following consideration |
|-------------|---|------------------|--|
| <b>01</b>   | Budget Mandate, SLT Cabinet ,Scrutiny and Council | To be considered |  |
|             |   |                  |  |
|             |   |                  |  |

## Equality and Future Generations Evaluation

|   |  |
|---|--|
| <b>Name of the Officer</b> Cath Fallon<br><br><b>Phone no:</b> 07557 190969<br><b>E-mail:</b> cathfallon@monmouthshire.gov.uk | <b>Please give a brief description of the aims of the proposal</b><br><b>Community and Partnership Development – Budget Savings</b><br>(Refer to budget proposal ENT023 for further information) |
| <b>Name of Service area</b>   | <b>Date</b> 20 <sup>th</sup> November 2018   |

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

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic  | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|--|---|---|
| Age                       | This proposal recognises a current underspend within the team drawn from an underutilised services budget and a post that is unfilled. The proposal will therefore not affect the delivery of the service for this characteristic. | n/a   | n/a   |
| Disability                | See above  | n/a   | n/a   |


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




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


| <b>Well Being Goal</b>   | <b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>   | <b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>                      |
|--|---|---|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs                                       | The proposal recognises the potential for service efficiencies.   | The service does not anticipate any negative impacts as a result of the proposal and will endeavor to continue to improve their efficiency. |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)       | This proposal does not contribute to this goal.   | n/a   |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood  | See above   | n/a   |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected  | The service works with local communities to build resilience and self-sufficiency. This proposal will not impact on their ability to do this. | The service does not anticipate any negative impacts as a result of the proposal and will endeavor to continue to improve their efficiency. |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing | This proposal does not contribute to this goal.   | n/a   |

| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts.   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | This proposal does not contribute to this goal.  | n/a   |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances   | This proposal recognises a current underspend within the team drawn from an underutilised services budget and a post that is unfilled. The proposal will therefore not affect the delivery of the service for this characteristic. | n/a   |

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

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?                     |
|--|---|---|
|  <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p> | This proposal recognises the need for service efficiency whilst also ensuring that any budget reductions do not inhibit the team's future ability to deliver. | The service does not anticipate any negative impacts as a result of the proposal and will endeavor to continue to improve their efficiency. |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
|  <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>          | <p>The service works with partners to build community resilience and self-sufficiency. This proposal will not impact on their ability to do this.</p>        | <p>As above.</p>  |
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>              | <p>The service does not anticipate any impact on stakeholders as a result of these proposed budget efficiencies.</p>   | <p>As above.</p>  |
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>This proposal recognises the need for service efficiency and delivery, this proposal therefore will not inhibit the team's future ability to deliver.</p> | <p>The service does not anticipate any negative impacts as a result of the proposal..</p>                               |

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.              | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
|  <p><b>Integration</b><br/>           Considering impact on all wellbeing goals together and on other bodies</p> | <p>This proposal will not impact on other partners as it is an efficiency rather than a reductionist proposal.</p> | <p>The service does not anticipate any negative impacts as a result of the proposal.</p>                                |

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

|                | Describe any positive impacts your proposal has   | Describe any negative impacts your proposal has | What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts? |
|----------------|---|---|--|
| Social Justice | The purpose of this service is to address the social justice agenda, this proposal will not affect the team's ability to do this. | n/a   | n/a  |
| Safeguarding   | This proposal will not affect the team's ability to address any safeguarding issues should they arise.                            | n/a   | n/a  |



|                     |  |     |     |
|---------------------|--|-----|-----|
| Corporate Parenting | This service assists in the delivery of the corporate parenting agenda, this proposal will not affect the team's ability to do this. | n/a | n/a |
|---------------------|--|-----|-----|

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

This proposal has been formed as a result of a budget analysis exercise and therefore recognises the need for service efficiencies whilst ensuring that future service delivery is not impacted.

**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?**

This proposal recognises a current underspend within the team drawn from an underutilised services budget and a post that is unfilled. The proposal will therefore improve service efficiency whilst ensuring that future service delivery is not impacted.

**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 |
|-------------------------------|------------------------------|--------------------|
| Implement budget efficiencies | Immediately                  | Sharran Lloyd      |

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

| <b>Version No.</b> | <b>Decision making stage</b> | <b>Date considered</b> | <b>Brief description of any amendments made following consideration</b> |
|--------------------|------------------------------|------------------------|---|
| <b>1</b>           | Budget Mandate               | <b>November 2018</b>   |   |

## Equality and Future Generations Evaluation

|  |  |
|--|--|
| <b>Name of the Officer</b> Ian Saunders / Richard Simpkins / Matthew Lewis/ Tracey Thomas / Marie Bartlett<br><br><b>Phone no:</b><br><b>E-mail:</b> | <b>Please give a brief description of the aims of the proposal</b><br><br>Savings and Pressures Mandates (ENT024 and pressures PENT007, PENT009 – PENT023) |
| <b>Name of Service area</b> TLCY   | <b>Date</b> 5 <sup>th</sup> December 2018  |

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

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

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic   | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?  |
|-------------------------------|---|---|--|
| Age                           | The Alternative Delivery Model will provide greater opportunities for all ages as it will look to invest, develop and build on existing facilities and programs. There will also be a joined up approach so that all service areas in scope provide a much wider offer. The new model will also provide employment opportunities in new areas of the business for existing staff within marketing, sales, catering etc. These positive impacts will apply to all protected characteristics listed below | None  | Asking all of our customers and partners what matters to them will evidently improve our services. If we are in a position in the future to redesign and invest in facilities we will see an improved offer for all. |
| Disability                    | Any new re-design and development of services will conform with the Equalities Act.   | None  | Working with key partners we have ensured all new facilities and re-developments have/will be fit for purpose and suitable for all abilities   |
| Gender reassignment           | As in age row   | None  | As in age row  |
| Marriage or civil partnership | As in age row   | None  | As in age row  |
| Pregnancy or maternity        | As in age row   | None  | As in age row  |
| Race                          | As in age row   | None  | As in age row  |

| 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?  |
|---------------------------|---|---|--|
| Religion or Belief        | As in age row   | None  | As in age row  |
| Sex                       | As in age row   | None  | As in age row  |
| Sexual Orientation        | As in age row   | None  | As in age row  |
| Welsh Language            | Consideration will be given to any new signage and plans for any redevelopments to comply with the Welsh Language act. All marketing materials and general information for customers will be provided bilingually including planned social media. There are current Welsh Language courses running for all front of house staff to meet and greet customers and these will be developed. All job adverts are now advertised as requesting Welsh speakers as part of the person specification. | None  | Our staff are engaging in improving their ability to communicate through the medium of Welsh. There is support for this centrally via a scheduled training program to ensure our teams are in a good position to deliver the core aims within a set timeframe. |
| Poverty                   | As in age row   | None  | As in age row  |

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



| <b>Well Being Goal</b>   | <b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>   | <b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>   |
|--|---|--|
| <p><b>A prosperous Wales</b><br/>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>                                 | <p>To ensure much valued local services are maintained and by their nature provide employment, growth and an increasingly skilled workforce.</p>  | <p>Keeping services open and local but with more community focus and coordination – helping knit communities together.</p> <p>Positive engagement and coordination with community focused services.</p> <p>Income generation and investment in key aspects of the business will ensure the culture and business thrives and there is sustained growth moving forwards.</p> <p>Continue to invest and grow our very successful volunteering scheme.</p> |
| <p><b>A resilient Wales</b><br/>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p> | <p>Continue our close working partnership with countryside and planning and ensuring our green spaces and cultural heritage is supported.</p> <p>Alternative Delivery Model managing all of its greenspaces and property to maintain and enhance biodiversity and promote resilience (in the context of it being a new entity).</p> | <p>The Alternative Delivery Model will seek to develop partnerships and support landscape scale action, provide expert advice and seek to access new forms of funding to secure partnership action.</p>  |



| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|---|---|---|
| <p><b>A healthier Wales</b><br/>People's physical and mental wellbeing is maximized and health impacts are understood</p> | <p>Positive impact by ensuring quality services are provided by offering events and opportunities to encourage a fit and healthy lifestyle through leisure, sport, outdoor education, countryside and cultural access.</p> <p>The new offer will ensure that events and activities are also well signposted and the benefits of such activities demonstrated.</p> | <p>Working with key partners through the Public Service Board will ensure that physical and mental health through activity is widely available and that the Alternative Delivery Model is central to this by working directly with its communities. The work inside Creating An Active and Healthy Monmouthshire Group connects to key acts such as Social Services Wales (Act) the Wellbeing Future Generations, Environment Act and also key strategies and drivers such as obesity including the Gwent Child Obesity Strategy, Get Wales Moving (replacing Climbing Higher), etc. Schools Sports Surveys will be undertaken biannually along with work across Active Gwent Sport Development/Youth Teams, cultural services, cycling and walking product, and exercise referral should all contribute to a positive impact. The Alternative Delivery Model will have the ability to package the offer and market across our communities.</p> |
| <p><b>A Wales of cohesive communities</b><br/>Communities are attractive, viable, safe and well connected</p>             | <p>The approval for the formation of an Alternative Delivery Model will ensure the sustainability and growth in these service areas. A known benefit of an Alternative Delivery Model is improved community engagement and connection with local</p>  | <p>To ensure the Alternative Delivery Model has a structure which focuses on encouraging community cohesion as one of its social drivers.</p> <p>An extensive customer survey on, 'what matters', has been undertaken across all our</p>  |


| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts.   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?  |
|---|--|--|
|   | <p>priorities - this can lead to service improvements and continuing to understand what matters to our customers and partners.</p>   | <p>services where, 1,200 returns were obtained and further engagement activities have taken place since then with customers, staff and user groups.</p>  |
| <p><b>A globally responsible Wales</b><br/>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>                                | <p>The Alternative Delivery Model will have delegated responsibility to ensure high standards are met and maintained that do not conflict with the global drivers</p>  | <p>Any decisions taken by the Alternative Delivery Model will take into account global and well-being issues as part of its day to day processes.</p>  |
| <p><b>A Wales of vibrant culture and thriving Welsh language</b><br/>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p> | <p>The Alternative Delivery Model will incorporate services which contribute greatly to the local culture, heritage and art, this will include the promotion and protection of the Welsh language, which will form part of the core value and aim of the new organisation.</p> | <p>One of the key drivers of the Alternative Delivery Model will be the promotion of activity, health, culture and art and its structure and key developments will reflect that.</p> <p>The ability to react to the current markets and trends will enable the new organisation to position itself to meet the outcomes.</p> |
| <p><b>A more equal Wales</b><br/>People can fulfil their potential no matter what their background or circumstances</p>   | <p>The Alternative Delivery Model will incorporate services which contribute greatly to the local culture, heritage and art, this will include the promotion and protection of the Welsh language, which will form part of the core value and aim of the new organisation.</p> | <p>One of the key drivers of the Alternative Delivery Model will be the promotion of activity, health, culture and art and its structure and key developments will reflect that.</p> <p>The ability to react to the current markets and trends will enable the new organisation to position itself to meet the outcomes.</p> |



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

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|---|--|---|
|  <p><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p> | <p>Business plans, investment opportunities, community, staff and member engagement are part of the next phase of developing the Alternative Delivery Model for the future. During this period there is still a need to ensure the services continue to function and develop.</p>  | <p>Reducing budgets and savings have led to some service areas altering core hours of operation. There has been a concerted effort to assist by mobilising volunteers, making efficiencies and generating additional income to ensure negative impact of reducing budgets is mitigated. Where possible we have been using existing staff where we have had vacancies.</p> |
|  <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>      | <p>The services have some key partners from funding, grants and delivery of service. Some key partners include other LA's, Public Health Wales, NRW, Sport &amp; Art Wales, Visit Wales, Town &amp; Community Council, Youth Offer partnership, Creating Active &amp; Healthy Monmouthshire, Schools, Unions. During the Alternative Delivery Model engagement process all major stakeholders and partners will be involved.</p> | <p>The next phase of the ADM will include a full engagement program, scoping of commercial opportunities for which resources and an interim structure will be put in place to move things forwards.</p>   |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?  |
|--|--|--|
|  <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>               | <p>There is an ongoing engagement program in place to ensure all the relevant people are consulted with. This includes all staff across Tourism, Leisure, Culture and Youth Service, Town and Community Councils, the Senior Leadership Team and all Council members within Monmouthshire.</p>         | <p>The engagement process will be constantly reviewed and evaluated to ensure the views of all those who have an interest are taken into account.</p> <p>Engagement is an ongoing continual process. A number of 'staff champions' have stepped forward to help with the process to communicate and support teams on the ground. An electronic newsletter is sent to all staff periodically when there is any further information or progress to share. There is also a central location on the Hub for staff to view relevant documentation and post views and opinions on the process. This ensures all staff are receiving a consistent message and the champions have something to share with teams and collect any feedback in necessary.</p> |
|  <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>The business plans for each service are being developed with the site teams and managers. In the plans there are opportunities for growth and investment.</p> <p>If this is not done the services will be managing decline and income targets will not be maintained causing a downward spiral.</p> | <p>The ADM along with the Shadow Board will develop a new staffing structure and investigate how best to mobilise it's incredible talented teams across the various business opportunities and services. We are currently identifying key income pipelines for each area and how these can be developed and joined up within the new model moving forwards.</p>  |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?  |
|--|--|--|
|  <p><b>Integration</b><br/>Considering impact on all wellbeing goals together and on other bodies</p> | <p>The opportunity to develop a new way of delivering services and sustaining their long term future should give the opportunity to better connect wellbeing outcomes to other partners and bodies. All the services being considered contribute to the wellbeing goals although some are more clearly defined than others. It is important that the services are able to clearly demonstrate and understand their input into the wellbeing goals – it is also important to consider the impact.</p> | <p>One of the key drivers of the Alternative Delivery Model will be the promotion of activity, health, equality, culture and art and its structure and key developments will reflect that. All of this will be linked back to ensuring the key priorities of the Future Generations Act are met. A Performance Evaluation Framework will be developed to help the ADM measure its impact on all of the wellbeing goals</p> |

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

|                | Describe any positive impacts your proposal has   | Describe any negative impacts your proposal has | What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?                                 |
|----------------|---|---|--|
| Social Justice | The ADM will give opportunities to all, giving people the best start in life and support them throughout their lives to lead a healthy and active lifestyle. It will look to close the gap and improve access to services across Monmouthshire. | n/a   | We will continue to work closely with our partners to ensure we better understand the needs and engage closely with our users / non-users. |

|                     |  |     |  |
|---------------------|--|-----|--|
| Safeguarding        | We will ensure safeguarding is at the forefront of all plans with the relevant documentation, systems and procedures and levels of training in place for all staff relevant to the role consistently across the board. | n/a | We will continue to prioritise our safeguarding measures, reflect on current practice and continue to train staff to the appropriate levels. All service areas have updated SAFE procedures in place in line with MCC procedures and a training database is maintained by all managers to reflect upskilling of staff within this area. We also link with our sports clubs to ensure they have nominated individuals to safeguard their users. |
| Corporate Parenting | We will continue to work with our partners to assist in any way we can and add value to the current provisions.  | n/a | We will continue to have representation for this area at all team meetings and continuously monitor and review all systems and procedures mentioned above to ensure we are providing as safe an environment for all of our customers as possible. We actively encourage all staff to be vigilant and report any instances they feel appropriate and have procedures in place for this.   |

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

Throughout this process the following documents have underpinned the agreed move to an ADM:

- Final Business Case
- Amion report regarding the Future Options for MCC's Cultural Services;
- The Medium Term Financial Plan;
- Full Engagement Plan;

- Welsh Government Guide to Alternative Delivery Models;
- Anthony Collins Strategic Outline Case;
- MCC Strategic Outline Case;
- Outline Business Case produced by Kevin Ford working as an associate with Anthony Collins
- VAT Report by Mazars
- Advice and Support from other Leisure Trusts/Charitable Organisations
- Draft Heads of Terms for Teckal and Charity
- Draft Articles of Association for Teckal and Charity
- Shadow Board Paper
- Governance note for Teckal and Charity from Anthony Collins
- Draft Business Plan

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

The purpose of the proposed Alternative Delivery Model is to ensure much valued local services are maintained and by their nature continue to provide employment, growth and an increasingly skilled workforce. The proposals will enable services to be kept open but with more community focus and coordination, helping knit communities together. Activities in establishing the Alternative Delivery Model will require positive engagement and coordination with community focused services as well as income generation and investment in key aspects of the business to ensure the culture and business thrives. Incorporated services will contribute greatly to our local culture, environment, heritage and art with the promotion of activity, health and wellbeing forming part of its key drivers.

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

|  |                                |                              |
|--|--------------------------------|------------------------------|
| Produce and present Strategic Outline Case to Joint Select (SOC)                                 | 5 <sup>th</sup> October 2016   | Ian Saunders & Working Group |
| Subject to approval Draft Outline Business Case will be developed                                | October – February 2017        | Ian Saunders & Working Group |
| Presentation for Senior Leadership Team around the Draft Outline Business Case                   | 26 <sup>th</sup> January 2017  | Ian Saunders & Working Group |
| Draft Outline Business Case to go to Senior Leadership Team                                      | February 2017                  | Ian Saunders & Working Group |
| Draft Outline Business Case to go to Joint Select  | 27 <sup>th</sup> February 2017 | Ian Saunders & Working Group |
| Draft Outline Business Case to go to Full Council for approval to progress to full Business Case | 20 <sup>th</sup> March 2017    | Ian Saunders & Working Group |
| Complete full business case and first draft of Business Plan to present to Cabinet               | March – December 2017          | Ian Saunders & Working Group |
| Subject to approval the ADM group structure will be established                                  | June – August 2018             | Ian Saunders & Working Group |
| Subject to approval the ADM will go live (Scrutiny/Cabinet/Council)                              | Dates to be confirmed          | Ian Saunders & Working Group |

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

| Version No. | Decision making stage                                      | Date considered | Brief description of any amendments made following consideration |
|-------------|--|-----------------|--|
| 1           | Principle of the Alternative Delivery Model to be approved | September 2016  |  |

|          |  |               |  |
|----------|--|---------------|--|
| <b>2</b> | Outline Business Case Draft  | March 2017    |  |
| <b>3</b> | Completion of Final Business Case and first draft of Business Plan             | November 2017 |  |
| <b>4</b> | Completion of update report and associated draft legal and governing documents | June 2018     |  |
| <b>5</b> | Formalising final stage of political decision making process                   | December 2018 |  |

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

|   |   |
|---|---|
| <p><b>Name of the Officer</b><br/>Frances Williams</p> <p><b>Phone no:</b> 01633 644686<br/><b>E-mail:</b> franceswilliams@monmouthshire.gov.uk</p> | <p><b>Please give a brief description of the aims of the proposal</b></p> <p>As part of the Authority's MTFP process and in setting an annual budget, we have reviewed all of our current fees &amp; charges and if there is any scope to increase this for 2019/20.</p> <p>Full details of all proposals can be found under Efficiency Saving Proposal ENT025 – Enterprise Fees and Charges (inc associated spreadsheet)</p> |
| <p><b>Name of Service</b><br/>Enterprise</p>  | <p><b>Date Future Generations Evaluation form completed</b><br/>5<sup>th</sup> December 2018</p>  |

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


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







| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?  |
|--|---|--|
| <p><b>A prosperous Wales</b><br/>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>                                       | <p>Allows for the fees and charges we levy to be uplifted to reflect current price of goods, services and works</p>                         | <p>The full range of increased fees and charges incorporated within this proposal will be subject to full engagement and consultation with the community and elected members of the authority prior to being considered for inclusion in the 19/20 budget.</p> |
| <p><b>A resilient Wales</b><br/>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>       | <p>N/A</p>  | <p>N/A</p>   |
| <p><b>A healthier Wales</b><br/>People's physical and mental wellbeing is maximized and health impacts are understood</p>  | <p>Uplift in fees and charges allows resources to be allocated to priority areas across the authority such as social care and education</p> | <p>N/A</p>   |
| <p><b>A Wales of cohesive communities</b><br/>Communities are attractive, viable, safe and well connected</p>  | <p>N/A</p>  | <p>The full range of increased fees and charges incorporated within this proposal will be subject to full engagement and consultation with the community and elected members of the authority prior to being considered for inclusion in the 19/20 budget.</p> |
| <p><b>A globally responsible Wales</b><br/>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p> | <p>Adhere to the charging legislation of the Act will mean a fairer and consistent charging for services across Wales</p>                   | <p>The full range of increased fees and charges incorporated within this proposal will be subject to full engagement and consultation with the community and elected members of the</p>  |

| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
|   |  | authority prior to being considered for inclusion in the 19/20 budget.  |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | N/A  | N/A   |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances   | N/A  | N/A   |

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

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
|  <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p> | <p>Fee increases have been considered in the context of whole life cost analysis over the long term in order to ensure sustainable and cost effective service delivery now and in the future.</p> | <p>Continuous whole life cost analysis informed via regular measurement of impact and return on investment</p>          |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?                   |
|--|---|---|
|  <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>          | <p>Fee increases are considered in conjunction with opportunities to deliver services more efficiently in collaboration with existing and new partners</p>  | <p>Consultation and engagement with communities and elected members of proposed increases as part of MCC 19/20 budget setting process</p> |
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>              | <p>Proposals are informed by market testing and customer engagement and consultation</p>  | <p>Consultation and engagement with communities and elected members of proposed increases as part of MCC 19/20 budget setting process</p> |
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>Proposed fee increases enable priority services across the authority to receive additional financial support for pre-emptive services to be delivered that help reduce demand for costly provision in the future</p> | <p>Consultation and engagement with communities and elected members of proposed increases as part of MCC 19/20 budget setting process</p> |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.    | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?                   |
|--|--|---|
|  <p><b>Integration</b><br/>Considering impact on all wellbeing goals together and on other bodies</p> | <p>The proposal will generate additional revenue and ultimately support the economy of Monmouthshire</p> | <p>Consultation and engagement with communities and elected members of proposed increases as part of MCC 19/20 budget setting process</p> |

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

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

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

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

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

|                     | <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        | Neutral  | Neutral  | N/A   |
| Corporate Parenting | Neutral  | Neutral  | N/A   |

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

- Review of competitors charges
- Review of practices within other public sector organisations
- Current spend and income data
- Feedback Select Committees, SLT and Cabinet
- Professional advice from investment and legal advisors

**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?**

**Benefits**

- Create an additional revenue source for the Council without affecting services or being an additional cost to tax payers.
- Ensuring services are delivered in line with inflation

### Negative Impacts

- Increasing costs for customers – Mitigated by a freeze or minimal increase of services provided where the aggregated impact may have greater impact, e.g. School meals and Breakfast Club

**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  |
|-------------------------------|---|------------------------------|-----------|
| Public consultation           | January 2019  | Chief Officer for Enterprise | On target |
| Inform service users affected | Following consultation and agreement through the budget setting process | Enterprise Finance Manager   | On target |
|                               |   |                              |           |

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

|  |                 |
|--|-----------------|
| The impacts of this proposal will be evaluated on: 1 <sup>st</sup> June 2019 | Environment DMT |
|--|-----------------|

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

| Version No. | Decision making stage | Date considered           | Brief description of any amendments made following consideration |
|-------------|-----------------------|---------------------------|--|
| 1           | Enterprise DMT        | 21 <sup>st</sup> Nov 2018 |  |



|  |   |
|--|---|
| <p><b>Name of the Officer</b> completing the evaluation<br/>Matt Phillips</p> <p><b>Phone no:</b></p> <p><b>E-mail:</b> <a href="mailto:matthewphillips@monmouthshire.gov.uk">matthewphillips@monmouthshire.gov.uk</a></p> | <p><b>Please give a brief description of the aims of the proposal</b></p> <p>Budget pressure to allow the implementation of the Future Legal Department Business Case</p> <p>(Refer to budget proposal PCEO003 for further information)</p> |
| <p><b>Name of Service</b></p> <p>Legal</p>   | <p><b>Date Future Generations Evaluation</b> form completed</p> <p>28 Nov 18</p>  |

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

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



| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
| <p><b>A prosperous Wales</b><br/>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p> | <p>I need to employ skilled and educated lawyers in Monmouthshire from a variety of non-traditional LA backgrounds. This is a job creating proposal.</p> |   |






| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|---|
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)                                      |   |   |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood   | The work of the legal department is about protecting and enabling the work done across MCC so everything it does should be in support of the corporate and public services plans through the work of other departments. |   |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected   |   |   |
| <b>A globally responsible Wales</b><br>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><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation |   |   |
| <b>A more equal Wales</b>   | The recruitment of new lawyers will only be constrained by the need for suitable qualification  |   |

| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
| 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   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|---|
|  <p><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p> | <p>This is the foundation step required for an ever evolving piece when it comes to hoe legal service is provided in MCC</p>  |   |
|  <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>     | <p>Collaboration has been a part of the procurement process undertaken thus via for new electronic ways of working both with SRS partners but also by becoming the first LA in a number of years to get involved in the legal portal developed and used by 8 other South Wales LAs.</p> |   |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
|  <p data-bbox="219 596 376 624">Involvement</p> <p data-bbox="427 376 566 655">Involving those with an interest and seeking their views</p>             | <p data-bbox="591 376 1290 587">Internally I have engaged with all SLT and Heads of Service, as well as political group leaders to understand what they require of the legal department. Externally, I have worked with neighbouring LAs and the network of law firms across Wales to contribute to my thinking, and will continue to do so.</p>                          |   |
|  <p data-bbox="232 928 367 956">Prevention</p> <p data-bbox="421 692 560 971">Putting resources into preventing problems occurring or getting worse</p> | <p data-bbox="591 692 1308 940">Demand in child protection cases is up 75% this year and the cost of putting just 2 cases to a private law firm was in excess of £16,000. We must continue to retain our people and grow in order to prevent future cost implications. We are in a stronger position than most LAs and must work hard to stay there and then improve.</p> |   |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
|  <p><b>Integration</b><br/>Considering impact on all wellbeing goals together and on other bodies</p> | <p>This should be a first step to developing a legal team capable on taking on work from external bodies – BBNP, MHA and Melin in the first palce maybe, but possible work from other LAs in the future.</p> |   |

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

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

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic  | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|-------------------------------|--|---|---|
| Age                           | By creating the capacity and skills these proposals are seeking to achieve the aim is to provide scope in the future to take on a trainee lawyer – something that has disappeared from a lot of LA practice but would be hugely beneficial to those starting their careers as it is these training contracts or pupillage places that is the greatest barrier to qualifying as a lawyer currently. |   |   |
| Disability                    | These matters are all irrelevant to the recruitment process where a recognised qualification is the only hard bar to success.  |   |   |
| Gender reassignment           |  |   |   |
| Marriage or civil partnership |  |   |   |
| Pregnancy or maternity        |  |   |   |
| Race                          |  |   |   |
| Religion or Belief            |  |   |   |

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

|                     | 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        | The lawyer sits at the heart of all child protection work around the Court system and so it is imperative we have the right structure and content when it comes to these roles. |   |  |
| Corporate Parenting |   |   |  |

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

This proposal has been formulated after 3 solid months of understanding conducted through interviews with the current department, SLT, heads of service, other key service users, Councillors, national forums, other LAs, a Judge, law firms and more beyond. It has also included a detailed examination of the finances regarding legal spend across all MCC departments going back to 2012, and the impact of the current situation being at over-capacity (individuals applying for other jobs, mistakes in Court leading to wasted costs orders, work having to be sent externally etc).

**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?**

It's all positive.

**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: continually

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

| <b>Version No.</b> | <b>Decision making stage</b>                               | <b>Date considered</b> | <b>Brief description of any amendments made following consideration</b>  |
|--------------------|--|------------------------|--|
|                    | <i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinetetc</i> |                        | <i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i> |
|                    |  |                        |  |
|                    |  |                        |  |



## Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

|   |   |
|---|---|
| <b>Name of the Officer completing the evaluation</b><br>Tudor Baldwin<br><br><b>Phone no: 01633 644075</b><br><b>E-mail: <a href="mailto:tudorbaldwin@monmouthshire.gov.uk">tudorbaldwin@monmouthshire.gov.uk</a></b> | <b>Please give a brief description of the aims of the proposal</b><br>Address the Land Charges income pressure.<br><br>(Refer to budget proposal PCEO004 for further information) |
| <b>Name of Service</b><br><br>Land Charges  | <b>Date Future Generations Evaluation form completed</b><br><br>30 November 2018  |

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



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



| Well Being Goal | Does the proposal contribute to this goal? Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|-----------------|--|---|
|                 |  |   |


| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.                        | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs                                       | A stable Land Charges service facilities residential and commercial land and property sales in Monmouthshire. | None  |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)       | None  | N/A   |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood  | None  | N/A   |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected  |   | N/A   |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing |   | N/A   |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and                                   |   | N/A   |

| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
| protected. People are encouraged to do sport, art and recreation  |  |   |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances | None   | N/A   |

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

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
|  <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p> | Recognises that yearly income pressures, when addressed, will allow the Land Charges and Common Land services to continue to modernise for the long term.  | None  |
|  <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>      | Will allow the modernisation of the Land Charges and Common Land services, including automation, to continue, which will benefit conveyancers, residents and internal services that use the M3 Land Charges system and access the statutory registers. | None  |

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.      | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>             | <p>Internally I have engaged with the Head of Law, Finance Manager, and the service's accountant.</p>      |   |
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>Will allow the Land Charges service to continue to process property searches within 5 working days.</p> | <p>None</p>   |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why. | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
|  <p><b>Integration</b><br/>Considering impact on all wellbeing goals together and on other bodies</p> | None  | N/A   |

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

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|---|---|---|
| Age                       |   |   |   |
| Disability                | <i>Neutral</i>  | Neutral   | N/A   |

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

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

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

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

Analysis of Land Charges income for the period 2010 to 2017, and monthly income trends for the current financial year.

Monthly statistics for searches completed by the Land Charges service.

The effect of Brexit on the property market has been widely reported.

**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?**

Stability and will allow the Land Charges and Common Land services to continue to modernise for the long term.

**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: | Continual |
|--|-----------|

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

| Version No. | Decision making stage | Date considered | Brief description of any amendments made following consideration |
|-------------|-----------------------|-----------------|--|
|             |                       |                 |  |
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## Equality and Future Generations Evaluation

|   |  |
|---|--|
| <p><b>Name of the Officer</b> Matthew Gatehouse</p> <p><b>Phone no:</b> 01633 644397 / 0778 555 6727<br/><b>E-mail:</b> matthewgatehouse@monmouthshire.gov.uk</p> | <p><b>Please give a brief description of the aims of the proposal:</b></p> <p>The proposal will improve the efficiency of our customer contact arrangements. This includes using demand data to optimise staffing rotas in the contact centre; aggregating responses to multiple customer channels including telephony, social media and chatbot in one service; reviewing software and associated license costs and removing under-used licenses and devices; procuring a new telephony/integrated communications software in the second half of 2019/20.</p> <p>(See Budget Proposal CEO006 for further information)</p> |
| <p><b>Name of Service area:</b> Policy Governance and Customer Service</p>  | <p><b>Date:</b> 20 November 2018</p>   |

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

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

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic  | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?   |
|-------------------------------|--|---|---|
| Age                           | The proposal should benefit people of all ages. Younger people are more likely to use channels such as the chatbot and social media. By shifting some demand to these channels it will reduce the pressure on conventional access points such as telephony which are the preferred method of contact for a higher proportion of older people.  | None identified at this stage   | No additional actions identified at this stage  |
| Disability                    | Increasing the amount of information that is available over the chatbot will provide an additional choice for people who have a hearing impairment. Ensuring the continued availability and viability of a broad range of contact channels including telephony will also ensure the council remains accessible to people who have mobility issues and cannot travel to community hubs. |   | Explore the effectiveness of chatbots for people with visual impairments who may be using them over a screen-reader.<br><br>Further improve the accessibility of the council's website using guidance developed by the Government Digital Service |
| Gender reassignment           | There are no impacts, either positive or negative that have been identified.   | There are no impacts, either positive or negative that have been identified.    | No additional actions identified at this stage  |
| Marriage or civil partnership | There are no impacts, either positive or negative that have been identified.   | There are no impacts, either positive or negative that have been identified.    | No additional actions identified at this stage  |
| Pregnancy or maternity        | There are no impacts, either positive or negative that have been identified.   | There are no impacts, either positive or negative that have been identified.    | No additional actions identified at this stage  |

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic   | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?  |
|---------------------------|---|---|--|
| Race                      | None identified   | Research has shown that Artificial Intelligence has the potential to reinforce existing biases. This is because computer algorithms are unequipped to consciously counteract learned biases in the same way that humans do. | Work closely with developers to understand any applications where this could potentially occur within the council's chatbot and immediate any remedy immediately.                  |
| Religion or Belief        | There are no impacts, either positive or negative that have been identified.    | There are no impacts, either positive or negative that have been identified.  |  |
| Sex                       | None identified   | Any changes to staffing arrangement in the council's contact centre or hubs will impact disproportionately on females who are more likely to be employed in these job roles   | Seek to mitigate any negative impacts by engaging with individuals and, if necessary, exploring re-deployment opportunities through the council's protection of employment policy. |
| Sexual Orientation        | None  | Research has shown that Artificial Intelligence has the potential to reinforce existing biases. This is because computer algorithms are unequipped to consciously counteract learned biases in the same way that humans do. | Work closely with developers to understand any applications where this could potentially occur within the council's chatbot and immediate any remedy immediately.                  |

| 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?  |
|---------------------------|---|--|--|
| Welsh Language            | .Arrangements include the development of what we believe to be the first bilingual chatbot for council services in Wales. | Low turnover in the council's contact centre limits the ability to recruit Welsh speakers into this front-facing service | Continue to translate all responses into Welsh and ensure the chatbot operates equally effectively in both languages. Ensure the effective promotion of any vacancies to increase applications from Welsh speakers |
| Poverty                   | None identified   | None identified  | None identified  |



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



| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?  |
|--|---|--|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs                                 | We have contracted with a firm in the Cardiff City Capital Region to develop the chatbot which contributes to well-paid, highly skilled work in an industry of the future.            | Ensure that staff working in the council's contact centre are trained in using the new chatbot and continue to engage with them to maintain skill levels.  |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change) | Availability of multiple contact channels that enable people to access services from their homes reduces to need to travel and the associated impact of air pollution and congestion. | The ability to operate the contact centre remotely reduces the need to travel and increases resilience that could result from adverse weather conditions by enabling telephony services to operate from any location with wi-fi. |


| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts.   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|---|--|---|
| <p><b>A healthier Wales</b><br/>People's physical and mental wellbeing is maximized and health impacts are understood</p>   | <p>There is a risk that increasing use of technology could limit peoples social interactions in the physical environment which could have potential</p>        | <p>This is a global rather than a local issue. The Council's Corporate Plan and the PSBs Well-being Strategy contain activities aimed at improving well-being. We will continue to run community hubs that offer a physical contact point for council queries to be answered. The chatbot will also be monitored by staff at the contact centre who can intervene in conversations where they identify a complex issue that cannot be resolved by the bot</p> |
| <p><b>A Wales of cohesive communities</b><br/>Communities are attractive, viable, safe and well connected</p>   | <p>By investing in a broad range of customer channels we are enabling people in all communities to engage and connect with the council to meet their needs</p> | <p>This could eventually be connected with any outcomes from the GovTech projects which seek to reduce oneliness and increase connections between people in our communities to enhance wwell-being</p>  |
| <p><b>A globally responsible Wales</b><br/>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>                                | <p>No impacts have been identified at this stage</p>   | <p>No potential actions identified at this stage</p>  |
| <p><b>A Wales of vibrant culture and thriving Welsh language</b><br/>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p> | <p>Arrangements include the development of what we believe to be the first bilingual chatbot for council services in Wales</p>                                 | <p>As the chatbot is developed it will be able to signpost people to leisure and cultural opportunities</p>   |
| <p><b>A more equal Wales</b></p>  | <p>The key issues have been identified in the above section.</p>   | <p>By investing in the technology of the future and working with a local technology firm we are supporting an industry that can contribute to increased GVA raising prosperity in the Cardiff</p>   |

| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?    |
|--|--|--|
| People can fulfil their potential no matter what their background or circumstances |  | Capital Region and contributing to a reduction in income differentials between this area and other parts of the UK |

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

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|---|
|  <p><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p> | <p>We are embracing new technology to increase the ways in which people can engage with the council. The need to understand and maximize the potential of Artificial Intelligence and automation is one of the issues identified in future trends reports commissioned as a result of the PSBs well-being assessment.</p> | <p>None identified at this stage</p>  |
|  <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>     | <p>We have collaborated with a local firm to commission the development of this chatbot which has the potential to be adopted by other local authorities throughout Wales and the UK.</p>   | <p>None identified at this stage</p>  |

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|---|
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>             | <p>Staff from the council's contact centre were amongst a group of staff who developed proposals to improve customer experience as part of the Evolve Cohort in October 2017. They have been involved in this development throughout. It was informed by an analysis that sought customer views and was tested at the Usk show and with a user group of residents</p>   | <p>Continue to seek user feedback to enhance the offer.</p>   |
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>People have increasing expectations of being able to contact services 24/7. By creating an approach that enables simple queries to be answered outside normal office hours we expect to lessen demand on the contact centre between 9am and 11am which will prevent calls going unanswered.</p> <p>By providing effective communications channel people should be able to get queries and secure access to services preventing escalation.</p> | <p>None identified at this stage</p>  |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
|  <p><b>Integration</b><br/>Considering impact on all wellbeing goals together and on other bodies</p> | <p>At this stage there are no competing impacts that need to be re-considered. The proposal is seeking to fully integrate different communication channels into a single place to enhance customer experience and improve the quality of response</p> |   |

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

|                | Describe any positive impacts your proposal has  | Describe any negative impacts your proposal has  | What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?  |
|----------------|--|--|---|
| Social Justice | <p>By investing in the technology of the future and working with a local technology firm we are supporting an industry that can contribute to increased GVA raising prosperity in the Cardiff Capital Region and contributing to a reduction in income differentials between this area and other parts of the UK</p> | <p>There is a risk that some people who are digitally excluded will not be able to benefit from the council's chatbot.</p> | <p>The proposal ensures a broad range of communication channels that should meet the needs of all sections of our communities ensuring equality of access. We provide digital skills courses through community education services within the council's community hubs</p> |



|                     |  |  |  |
|---------------------|--|--|--|
| Safeguarding        | No safeguarding implications have been identified at this time.        |  |  |
| Corporate Parenting | No corporate Parenting implications have been identified at this time. |  |  |

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

- The contact centre handles around 53,000 incoming calls each year, of which around 17% are not answered.
- Analysis of staffing rotas shows they do not match with the demand patterns for incoming calls, there are particular pinch points between 9am and 11am with excess capacity towards the end of the afternoon. Demand is also higher at the beginning of the week than the end.
- Call volumes have dropped since the introduction of MyCouncil Services which presently accounts for about 3.5% of 'visits' across hubs, telephony and digital channels. (This figure is known to be an imperfect measure but can be tracked consistently over time)
- Analysis suggest that over time people will become more and more comfortable, and indeed expecting, of digital channels as a way for council services to be delivered
- A 'leads-to' analysis was completed as part of the Evolve Cohort which led to the identification of the need to develop new digital solutions to meet customers needs.

### 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?

*.This section should summarise the key issues arising from the evaluation. This summary must be included in the Committee report template*

The proposal will optimise staffing to be more closely aligned with demand while also ensuring the adoption of new customer channels that will make services accessible outside of office hours. This is generally positive, however it will be important to understand the impact on some groups with protected characteristics to ensure that they are not disadvantaged and still have access to all existing channels.

### 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        |
|---|------------------------------|---------------------------|
| Ensure the testing of the chatbot for people with visual disabilities | December 2018                | Digital Marketing Officer |
|   |                              |                           |
|   |                              |                           |

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

| Version No. | Decision making stage | Date considered                   | Brief description of any amendments made following consideration |
|-------------|-----------------------|-----------------------------------|--|
| 1.0         | Budget Consultation   | Not yet considered by councillors |  |
|             |                       |                                   |  |
|             |                       |                                   |  |

## Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

|  |   |
|--|---|
| <p><b>Name of the Officer: Nikki Wellington</b></p> <p><b>Phone no: 07766 504389</b><br/> <b>E-mail: NicolaWellington@monmouthshire.gov.uk</b></p> | <p><b>Federation of a small number of schools in a local area.</b><br/> <b>(See Budget Proposal CYP001 for further information)</b></p> |
| <p><b>Name of Service: CYP support Services</b></p>  | <p><b>Date Future Generations Evaluation: 28-11-18</b></p>  |

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

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




| Well Being Goal | Does the proposal contribute to this goal? Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|-----------------|--|---|
|-----------------|--|---|



| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?  |
|--|---|--|
| <p><b>A prosperous Wales</b><br/>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>                                 | <p>The proposal will allow best practice to be shared across the federated schools. This will provide additional opportunities for staff and governors to work across a number of schools.</p> <p>The negative is that there may be less opportunities for Headteachers as there will be fewer posts.</p>                 | <p>Opportunities for Headteachers to cover a larger number of schools will allow them to develop their skills and share their experience.</p> <p>Any opportunities for Headteacher vacancies will be advertised nationally allowing maximum cover for the vacancy.</p> |
| <p><b>A resilient Wales</b><br/>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p> | <p>There will be no impact.</p>   | <p>N/A</p>   |
| <p><b>A healthier Wales</b><br/>People's physical and mental wellbeing is maximized and health impacts are understood</p>                                  | <p>Schools will be able to share best practice this may help schools to plan workload together. It will give greater opportunities for both teaching and non-teaching staff in schools.</p>   | <p>None</p>  |
| <p><b>A Wales of cohesive communities</b><br/>Communities are attractive, viable, safe and well connected</p>  | <p>This may bring two communities closer together as the schools will be in the local area. This should allow the communities to be better connected. In some cases our smaller schools do not have the resources to provide all the opportunities that pupils in larger schools have. This will help that situation.</p> | <p>None</p>  |

| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts.   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing                                | Potentially there may be less travel for staff. The wider community will be able to work together for the good of the greater community.   | None  |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | Schools can share the best practice around the culture, heritage and Welsh language. They will be able to share resources which will reduce costs going forward.   | None  |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances   | Pupils will have more opportunities to work with neighboring schools, allowing a greater sharing of knowledge and understanding. Staff will be able to work closing to develop skills and progress career opportunities. | None  |

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

| Sustainable Development Principle | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why. | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|-----------------------------------|---|---|
|                                   |   |   |

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?          |
|---|---|--|
|  <p><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p> | <p>The proposal will allow MCC to more sustainable in the long term. It addresses short term pressures in expertise but also allows future plans to consider consolidation.</p> | <p>Continuous analysis and monitoring of long term benefits against short costs to ensure value for money is being delivered</p> |
|  <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>       | <p>This will allow, staff, governors and parents of both schools to work closer together and deliver the shared objectives.</p>   | <p>Joint events to be held to maintain a spirit of collaboration and partnership</p>   |
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>          | <p>Staff, governing bodies and parents – they will be involved and consulted as part of the process.</p>  | <p>Ensure good lines of communication are established to ensure all opinions are taken on board</p>                              |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?  |
|--|---|--|
|  <p><b>Prevention</b><br/>Putting resources into preventing problems occurring or getting worse</p>   | <p>Both schools will be able to share resources, this may increase the resources available in each school, and will potentially allow for a saving.</p> | <p>Ensure that the effectiveness of shares resources is constantly reviewed to ensure quality is maintained</p>  |
|  <p><b>Integration</b><br/>Considering impact on all wellbeing goals together and on other bodies</p> | <p>The wellbeing of staff should be improved as best practice is shared. It will impact on the workload of the Headteacher.</p>                         | <p>The recruitment process will identify the best person to lead this with the necessary skills and experience. There will also be a head of school / deputy in each school and therefore should help to share the workload.</p> |

**3. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow

this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

| <b>Protected Characteristics</b> | <b>Describe any positive impacts your proposal has on the protected characteristic</b> | <b>Describe any negative impacts your proposal has on the protected characteristic</b> | <b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b> |
|----------------------------------|--|--|--|
| Age                              | No impact pupils will still be educated in their chosen school.                        | None   | N/A  |
| Disability                       | No impact pupils will still be provided with the necessary resources to support them.  | None   | N/A  |
| Gender reassignment              | Neutral  | Neutral  | N/A  |
| Marriage or civil partnership    | Neutral  | Neutral  | N/A  |
| Pregnancy or maternity           | Neutral  | Neutral  | N/A  |
| Race                             | Neutral  | Neutral  | N/A  |
| Religion or Belief               | Neutral  | Neutral  | N/A  |



| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic  | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|--|---|---|
| Sex                       | Neutral  | Neutral   | N/A   |
| Sexual Orientation        | Neutral  | Neutral   | N/A   |
| Welsh Language            | Greater opportunities to share best practice with the Welsh language and culture. There will be greater opportunities for staff to learn the Welsh language. | None  | N/A   |

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

|                     | Describe any positive impacts your proposal has on safeguarding and corporate parenting | Describe any negative impacts your proposal has on safeguarding and corporate parenting | What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------|---|---|--|
| Safeguarding        | There will be no change to the good practice regarding safeguarding in our schools.     | No impact   | N/A  |
| Corporate Parenting | No impact.  | No impact   | N/A  |

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

This model has been implemented successfully in the past where a Headteacher is absent. MCC are currently undertaking a consultation to federate two schools. All this evidence around standards / resources will be used to shape any model going forward.

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

The positive impacts are:

- Sharing of best practice and resources.
- More opportunities for staff and pupils.

The negative impacts are:

- This will impact on the number of Headteacher vacancies there are across the LA.

**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 |
|--------------------------|------------------------------|--------------------|----------|
| Identify schools         | Jan – March 19               | Will McLean        |          |
| Consult on federations   | April – August 19            | Cath Saunders      |          |

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

**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: | August 2020 |
|--|-------------|

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

| Version No. | Decision making stage | Date considered | Brief description of any amendments made following consideration |
|-------------|-----------------------|-----------------|--|
| 1           | Initial proposal      | 28-11-18        |  |
|             |                       |                 |  |
|             |                       |                 |  |

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

|  |  |
|--|--|
| <p><b>Name of the Officer:</b> Nikki Wellington</p> <p><b>Phone no:</b> 07766 504389</p> <p><b>E-mail:</b></p> | <p><b>Reduction in the contribution to Gwent Music. The proposal is that the charges for the music centres will increase to offset the savings.</b></p> <p>(For additional information see Budget Proposal CYP003)</p> |
| <p><b>Name of Service:</b> CYP support Services</p>  | <p><b>Date Future Generations Evaluation</b> 28-11-18</p>  |


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




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


| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.                                      | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|--|---|---|
| <p><b>A prosperous Wales</b><br/>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>                                       | <p>The proposal will result in an increase in charges to parents, which may impact on the opportunities for our pupils.</p> | <p>It is hoped that the impact will be minimized by increasing the fees for the music centres, therefore the cost of music lessons will not be affected.</p> <p>Pupils who are entitled to free school meals will be able to apply for funding from out access fund. This will provide a subsidy for the provision.</p> |
| <p><b>A resilient Wales</b><br/>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>       | <p>No impact.</p>   | <p>N/A</p>  |
| <p><b>A healthier Wales</b><br/>People's physical and mental wellbeing is maximized and health impacts are understood</p>  | <p>It is well known that music has a positive impact on some people. Helping with mental health and wellbeing.</p>          | <p>Any increase in charges may affect some people, however this will be minimized by pupils that are entitled to free school meals being able to apply for a subsidy for costs.</p>   |
| <p><b>A Wales of cohesive communities</b><br/>Communities are attractive, viable, safe and well connected</p>  | <p>There may be less opportunities for young people to access music provision across Monmouthshire,</p>                     | <p>Will be minimized by pupils that are entitled to free school meals being able to apply for a subsidy for costs.</p>  |
| <p><b>A globally responsible Wales</b><br/>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p> | <p>No impact</p>  | <p>N/A</p>  |

| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts.   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|---|--|---|
| <p><b>A Wales of vibrant culture and thriving Welsh language</b><br/>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p> | <p>Music is an important part of the Welsh heritage, any impact may have a negative effect</p>   | <p>This will be minimized by pupils that are entitled to free school meals being able to apply for a subsidy for costs.</p>                                 |
| <p><b>A more equal Wales</b><br/>People can fulfil their potential no matter what their background or circumstances</p>   | <p>The music lessons in schools will not be impacted by this proposal but this may impact on the ability for some pupils to fulfil their potential</p> | <p>To minimise this impact, pupils that are entitled to free school meals will be able to apply for funding for the access fund to support their costs.</p> |

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

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?                                   |
|---|---|---|
|  <p>Balancing short term need with long term and planning for the future</p> <p><b>Long Term</b></p> | <p>All proposals will be considered to minimize the impact on the short term, to allow the service to develop and still support our pupils in the future. The proposal going forward should create equity across all music centres for charges etc. and not affect the provision of music lessons in schools.</p> | <p>Any increases in charges will be minimized and there will be opportunities through the access fund for those pupils entitled to free school meals.</p> |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?                                   |
|--|--|---|
|  <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>          | <p>Both Gwent music and Monmouthshire county council are committed to support music provision, therefore the savings proposed have been developed by the two partners.</p> |   |
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>              | <p>The two partners have developed both Gwent music and Monmouthshire county council are committed to support music provision, therefore the savings proposed.</p>         | <p>Schools and parents will have an opportunity through the budget process to provide views on this proposal</p>  |
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>By making the savings now, the service will be more viable and sustainable for a wide number of pupils in the future.</p>   | <p>Any increases in charges will be minimized and there will be opportunities through the access fund for those pupils entitled to free school meals.</p> |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?                                   |
|--|--|---|
|  <p><b>Integration</b><br/>Considering impact on all wellbeing goals together and on other bodies</p> | <p>The proposal has been developed between the two parties. Wellbeing impact will be minimised by not impacting the music lessons in schools and provision of a fund to support those entitled to free school meals.</p> | <p>Any increases in charges will be minimized and there will be opportunities through the access fund for those pupils entitled to free school meals.</p> |

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

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



| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic  | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?                                |
|-------------------------------|---|--|--|
| Age                           | No impact   |  |  |
| Disability                    |   | This could impact on those families that are supporting a child with a disability. While it is not always the case, these families may have limited earning capacity and limited income. | Any increases in charges will be minimized and there will be opportunities through the access fund for those pupils entitled to FSM. |
| Gender reassignment           | Neutral   | Neutral  | N/A  |
| Marriage or civil partnership | Neutral   | Neutral  | N/A  |
| Pregnancy or maternity        | Neutral   | Neutral  | N/A  |
| Race                          | Neutral   | Neutral  | N/A  |
| Religion or Belief            | Neutral   | Neutral  | N/A  |
| Sex                           | Neutral   | Neutral  | N/A  |
| Sexual Orientation            | Neutral   | Neutral  | N/A  |

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

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

|                     | Describe any positive impacts your proposal has on safeguarding and corporate parenting | Describe any negative impacts your proposal has on safeguarding and corporate parenting | What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------|---|---|--|
| Safeguarding        | All safeguarding arrangements will remain unchanged                                     | <i>None</i>   | N/A  |
| Corporate Parenting | All corporate parenting arrangements will remain unchanged                              | None  | N/A  |

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

|   |
|---|
| Data from Gwent Music. Evidence received from reductions made in the past for the Gwent Music. Data from other LA's as to how they have made savings. |
|---|

**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?**

Potential increase in costs for pupils. This will be minimized by considering increasing charges for other activities and the use of an access fund for pupils entitled to FSM.

**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 |
|-------------------------------------|------------------------------|--------------------|----------|
| Finalise proposals with Gwent Music | January                      | Nikki Wellington   |          |
| Communication with parents          | February - March             | Gwent Music        |          |
|                                     |                              |                    |          |

**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: | March 2020 |
|--|------------|

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

| <b>Version No.</b> | <b>Decision making stage</b> | <b>Date considered</b> | <b>Brief description of any amendments made following consideration</b> |
|--------------------|------------------------------|------------------------|---|
| 1                  | Initial proposal             | 28-11-18               |   |
|                    |                              |                        |   |
|                    |                              |                        |   |

## Future Generations Evaluation

**(Includes Equalities and Sustainability Impact Assessments)**

|  |   |
|--|---|
| <p><b>Name of the Officer</b> Nikki Wellington</p> <p><b>Phone no:</b> 01633 644549<br/><b>E-mail:</b> nicolawellington@monmouthshire.gov.uk</p> | <p>Proposal was submitted for 18/19 to charge £1 per pupil to attend the before schools clubs held in our schools. These clubs usually run for 1 hour, the first 30 minutes are childcare and the remaining 30 minutes are for breakfast. The proposal is that if a child attends for the full hour, they will pay £1 for the childcare element. If they attend only for the second 30 minutes, there will be no charge. As a consequence of this decision in the budget for 2018-19 this mandate reflects the 4-month (April to July 2019) £1 charge to all non-Free School Meal pupils.</p> <p>All children who are entitled to free school meals can attend the whole session with no charge.</p> <p>(Please see Budget Proposal CYP004 for further information)</p> |
| <p><b>Name of Service</b> CYP Finance</p>  | <p><b>Date Future Generations Evaluation</b> 29<sup>th</sup> November 2018</p>  |


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




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

| <b>Well Being Goal</b>   | <b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>  | <b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>      |
|--|--|---|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs                                       | By increasing the charge for these clubs, it ensures their sustainability. This will provide part time jobs in our local schools.                        | All pupils who are entitled to free school meals will not be charged and all pupils will be entitled to a free breakfast.   |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)       | No impact  | N/A   |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood  | All pupils will have access to a free healthy breakfast. Charges will be for the childcare element for pupils that are not entitled to free school meals | The breakfast provision remains free and pupils entitled to free school meals do not need to pay for the childcare element. |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected  | No impact  | N/A   |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing | No impact  | N/A   |


| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts.                                       | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | Some clubs do run activities during this time to promote sport etc. All pupils will be entitled to a healthy free breakfast. | None  |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances   | No impact  | N/A   |

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

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why. | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|--|---|---|
|  <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p> | The charges will enable the clubs to be sustainable for the longer term.                              | While the proposal is to charge for the childcare element, pupils entitled to free school meals will not need to pay and all pupils can attend free for the breakfast part of the club. |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
|  <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>          | <p>Schools have worked with the local authority to implement this provision and collect the charges where applicable.</p>  | <p>None</p>   |
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>              | <p>Consultation with parents and partners took place last year via the budget proposals.</p>   | <p>Continued consultation with parents</p>  |
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>Pupils will access a healthy breakfast prior to school. This will help them concentrate in school and could lead to an increase in achievements for that pupil.</p> | <p>None</p>   |



| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why. | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
|  <p><b>Integration</b><br/>Considering impact on all wellbeing goals together and on other bodies</p> | Pupils will access a healthy breakfast prior to school.   | None  |

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

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

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic  | Describe any negative impacts your proposal has on the protected characteristic  | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?   |
|-------------------------------|--|--|---|
| Age                           | Pupils of school age will have access to a healthy breakfast. This will be free to pupils on FSM.  | There will be a charge to those pupils that are not entitled to FSM.   | All pupils that are entitled to FSM can attend the whole club for the hour. Those that are not will still have access to the free breakfast, but will need to pay for the childcare element. They can chose not to attend the initial half hour, and therefore the club will be free. |
| Disability                    | All pupils regardless of their disability will have access to the club and will be supported appropriately. le one to one support if required. | This could impact on those families that are supporting a child with a disability. While it is not always the case, these families may have limited earning capacity and limited income. | All pupils that are entitled to FSM can attend the whole club for the hour. Those that are not will still have access to the free breakfast, but will need to pay for the childcare element. They can chose not to attend the initial half hour, and therefore the club will be free. |
| Gender reassignment           | Neutral  | Neutral  | N/A   |
| Marriage or civil partnership | Neutral  | Neutral  | N/A   |
| Pregnancy or maternity        | Neutral  | Neutral  | N/A   |
| Race                          | Neutral  | Neutral  | N/A   |
| Religion or Belief            | Neutral  | Neutral  | N/A   |

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic   | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|---|---|---|
| Sex                       | Neutral   | Neutral   | N/A   |
| Sexual Orientation        | Neutral   | Neutral   | N/A   |
| Welsh Language            | The breakfast clubs also carry out additional activities for pupils; this will include activities focusing around Welsh Language and Welsh Culture. | None  | None  |

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

|              | Describe any positive impacts your proposal has on safeguarding and corporate parenting   | Describe any negative impacts your proposal has on safeguarding and corporate parenting | What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts? |
|--------------|---|---|--|
| Safeguarding | All safeguarding policies will be followed by schools. Pupils will be in school for a longer period of time and this could be a benefit to some pupils. | None  | None   |

|                     |  |  |  |
|---------------------|--|--|--|
| Corporate Parenting |  |  |  |
|---------------------|--|--|--|

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

- Current provision both for costs and sustainability.
- Data from other Local Authorities
- External childcare provider costs
- Data from the first term of introducing a £1 charge.

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

The main negative impact is the costs to families for this. There will be an impact on families, and it could make it unaffordable for some. The mitigation is that all pupils entitled to free school meals, will be able to access the whole duration at no cost, and those that are not entitled will be able to access the breakfast duration for free, with a charge for the childcare element. The proposed charges are less than would be paid via an external childcare provider.

**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 |
|--|------------------------------|-------------------------------|----------|
| Assess the impact of these proposals, both in terms of income received and any actual fall in attendance | August 2020                  | Nikki Wellington and Sue Hall |          |
|  |                              |                               |          |

**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: | August 2020 |
|--|-------------|

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

| Version No. | Decision making stage | Date considered                 | Brief description of any amendments made following consideration |
|-------------|-----------------------|---------------------------------|--|
| 1.0         | Initial draft         | 29 <sup>th</sup> November 2018. |  |
|             |                       |                                 |  |

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

|  |   |
|--|---|
| <p><b>Name of the Officer</b> Nikki Wellington</p> <p><b>Phone no:</b> 01633 644549<br/><b>E-mail:</b> nicolawellington@monmouthshire.gov.uk</p> | <p>The budget proposal is to reduce the funding via the funding formula for Mounon House. This is based on a reduction in pupil numbers attending the provision. This has also led to a reduction in recoupment income for pupils attending the school.</p> <p>The current numbers on roll are 19 pupils.</p> <p>The funding formula delegation for Mounon House Special School has not been reviewed since 2010 and at which stage the formula funded based on full residential capacity, being 42 placements. However in 2016-17 the budget was reduced by £250,000 as reflection of the reduction in pupil numbers at that time. At that time there were 10 residential pupils, there is currently 1.</p> <p>(Please see Budget Proposal CYP006 for further information)</p> |
| <p><b>Name of Service</b> CYP Finance</p>  | <p><b>Date Future Generations Evaluation</b> 30<sup>th</sup> November 2018</p>  |


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

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




| <b>Well Being Goal</b>   | <b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>  | <b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>  |
|--|--|---|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs                                 | There may be an impact on staffing, given the funding reduction it will be necessary to make staffing reductions to balance the budget.                                | All employment protection policies will be followed.  |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change) | No impact  | No impact   |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood                                  | There could be an impact on staff wellbeing while the process for staffing reductions is carried out. There may also be an impact on the pupils with staffing changes. | All employment protection policies will be followed.<br><br>The impact on pupils will be managed through the staff at the school.   |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected  |  | The impact on the school community and pupil community may see a negative impact. All staffing reductions will follow the protection of employment policy and all pupils' views will be considered in determining the final impact. |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local  | No impact  |   |


| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|---|---|---|
| social, economic and environmental wellbeing  |   |   |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation |   | The reduction in staff may see an impact on the provision of opportunities for pupils. This is be minimised by achieving the saving in the way that least impacts the school, |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances   | No pupils who are currently accessing the school will see any change in provision. All pupils will continue to be supported to achieve their potential. |   |

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

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.                              | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?     |
|--|--|---|
|  <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p> | With the reduction in pupil numbers there is a need to reduce funding to the school to ensure best use of resources across the LA. | Full consultation will take place with regard to the changes. Any changes will be reviewed to minimize the impact to staff. |



| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
|  <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>          | <p>Partners such as Social Services and Health are key partners in securing success and they will be consulted at all stages and their views will be discussed and considered when determining the most appropriate provision to meet the needs of the pupil.</p>  |   |
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>              | <p>All partners and key stakeholders will be consulted. The views of children and young people will be listened to and will form a central part of the decision making process.</p>  |   |
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>There is a need to reduce the funding as the pupil numbers are falling, therefore the use of the financial resource needs to be considered for the wider LA.</p> <p>If this is not considered other services will be impacted, with the school seeing a growing surplus which is not being put to best use.</p> |   |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
|  <p><b>Integration</b><br/>Considering impact on all wellbeing goals together and on other bodies</p> | <p>All partners will work together and therefore the partners will have a clear understanding of the needs of that pupil so that they can collectively act in the best interests of the child or young person in determining the most suitable provision. This will allow them to better meet the child or young person's educational needs as well as their wider social, emotional and community needs.</p> |   |

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

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic   | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|---|---|---|
| Age                       |   | <i>Depending on the age profile of staff and their length of service, there could be an impact on younger members of staff.</i> | <i>Protection of employment policy will be followed.</i>  |

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic                                       | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?                             |
|-------------------------------|---|---|---|
| Disability                    |   | <i>Pupils supported by the school have a range of needs. Any reduction in staffing could impact on the provision.</i> | <i>Careful consideration around the needs of the child and the wider provision before any decisions are made to make savings.</i> |
| Gender reassignment           | <i>No impact</i>  |   |   |
| Marriage or civil partnership | <i>No impact</i>  |   |   |
| Pregnancy or maternity        | <i>No impact</i>  |   |   |
| Race                          | <i>No impact</i>  |   |   |
| Religion or Belief            | <i>No impact</i>  |   |   |
| Sex                           | <i>No impact</i>  |   |   |
| Sexual Orientation            | <i>No impact</i>  |   |   |
| Welsh Language                | <i>No impact</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 <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        | All safeguarding arrangements will remain unchanged.   |  |   |
| Corporate Parenting |  |  |   |

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

Pupil data.  
 Review of current and future needs.  
 Current provision within our schools.  
 Current and future budgets.

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

The positive impact is the proposal to identify needs at an earlier age and to educate pupils in their own communities, where possible. This will have a positive impact on the wellbeing of the pupils and their families. The main negative impact is the potential redundancies for staff where they cannot be redeployed.

**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 |
|---|------------------------------|-----------------------------|----------|
| Consultation with school and wider partners | January 2019                 | Finance and people services |          |
|   |                              |                             |          |
|   |                              |                             |          |

**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 2019 |
|--|---------------|

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

| Version No. | Decision making stage | Date considered | Brief description of any amendments made following consideration |
|-------------|-----------------------|-----------------|--|
| 1.0         | Initial draft.        | 30-11-18        |  |
|             |                       |                 |  |
|             |                       |                 |  |

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

|  |  |
|--|--|
| <p><b>Name of the Officer</b> Nikki Wellington</p> <p><b>Phone no:</b> 01633 644549<br/><b>E-mail:</b> nicolawellington@monmouthshire.gov.uk</p> | <p>The proposal is to make staffing budget savings for early years. One post is grant funded and funded in the base budget, therefore this saving can be made.</p> <p>(For further information see Budget Proposal CYP007)</p> |
| <p><b>Name of Service</b> CYP Finance</p>  | <p><b>Date Future Generations Evaluation</b> 29<sup>th</sup> November 2018</p>   |

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



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



| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs                                       | The post enhances the service provided by the Early Years section. This will continue as the terms of the grant can support these two posts. | The grant funding has been in place for a number of years and has been agreed for 2019-20.                      |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)       | No impact  | No impact   |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood  | The posts support wellbeing in our young people and therefore this support can continue.   | Monitor impact via service business plans and performance appraisals  |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected  | No impact  | N/A   |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing | No impact  | N/A   |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and                                   | No impact  | N/A   |




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

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

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why. | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|---|---|---|
|  <p><b>Long Term</b></p> Balancing short term need with long term and planning for the future | In the short term these posts can be funded via a grant.  | If the grants are withdrawn the posts may need to be withdrawn, or core budget found to support these.<br><br>Both these grants have been longstanding grants and support core areas of work. |
|  <p><b>Collaboration</b></p> Working together with other partners to deliver objectives      | N/A   | N/A   |

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why. | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|---|
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>             | N/A   | N/A   |
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p> | This proposal will stop the double funding of two posts.  | None  |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why. | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
|  <p><b>Integration</b><br/>Considering impact on all wellbeing goals together and on other bodies</p> | <p>The grants support the well-being agenda for early years.</p>                                      | <p>None</p>   |

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

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

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

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

|                     | <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        | All safeguarding arrangements will remain unchanged.   | <i>None</i>  |   |
| Corporate Parenting | N/A  | N/A  | N/A   |

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

The grant terms and conditions will be used to assess the impact of the grant. The evidence for the proposal is the posts are currently funded via a grant and also there is a base budget within the directorate the fund these posts, hence these are double funded. There will be no impact on the service or the roles as the grant has already been provided for the 2019-20 financial year.

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?
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 |
|-------------------------------|-----------------------------------|----------------------------|----------|
| <b>Review of grant impact</b> | <b>31<sup>st</sup> March 2020</b> | <b>Early years manager</b> |          |
|                               |                                   |                            |          |
|                               |                                   |                            |          |

**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: | March 2020. |
|--|-------------|

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

| Version No. | Decision making stage | Date considered                 | Brief description of any amendments made following consideration |
|-------------|-----------------------|---------------------------------|--|
| 1.0         | Budget Papers         | 29 <sup>th</sup> November 2018. |  |
|             |                       |                                 |  |
|             |                       |                                 |  |

## Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

|  |   |
|--|---|
| <p><b>Name of the Officer:</b> Sharon Randall-Smith</p> <p><b>Phone no:</b> 01633 644549<br/><b>E-mail:</b> SharonRandall-Smith@monmouthshire.gov.uk</p> | <p><b>Please give a brief description of the aims of the proposal</b></p> <p>Our proposal is to remodel the SpLD Service to deliver more effective support for pupils with literacy difficulties in primary schools. This means that we would target our support towards literacy difficulties, rather than on the global definition of SpLD. As a result, we propose to reduce the SpLD team from the current 3.8 fte to 1.6 fte. Schools would still be able to access advice, support, guidance and training from the SpLD team.</p> <p>At present primary schools currently contribute to cost of the SpLD service through an SLA. Under this proposal, primary schools would no longer be required to buy into an SLA to access this support. Secondary schools could still commission bespoke advice and support as required and as they do under the existing arrangements.</p> <p>(Refer to Budget Proposal CYP009 for further information)</p> |
| <p><b>Name of Service</b> CYP SpLD</p>   | <p><b>Date Future Generations Evaluation</b> 4<sup>th</sup> December 2018</p>   |

***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan,***

**Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**

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



| <b>Well Being Goal</b>   | <b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>   | <b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>                                    |
|--|---|---|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs                                 | There will be an impact on staffing, given the narrower focus for the service and a reduction in funding. It will be necessary to make staffing reductions to balance the budget.                 | All employment protection policies will be followed.  |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change) | No impact   | No impact   |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood                                  | There could be an impact on staff wellbeing while the process for staffing reductions is carried out. There may also be an impact on the pupils if staffing is reduced without sufficient notice. | All employment protection policies will be followed.<br><br>The impact on pupils will be managed through by the SpLD Team Leader and staff at the school. |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected  | No impact   | No impact   |
| <b>A globally responsible Wales</b>  | No impact   | No impact   |





| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|---|---|---|
| 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><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | No impact   | No impact   |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances   | Pupils may not make the expected progress if schools do not have the skills to effectively implement the SpLD Framework to meet the needs of this group of pupils | The SpLD team has delivered 'Identifying SpLD Dyslexia and Supporting Strategies within the Classroom' training to all thirty primary schools, one secondary school and our special school. The SpLD team will offer this training to the remaining schools and continue to provide on-going advice, guidance and support to ensure schools maintain a high level of skill to support these pupils to fulfil their potential. |

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

| Sustainable Development Principle | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why. | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|-----------------------------------|---|---|
|                                   |   |   |

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?                      |
|---|---|--|
|  <p><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p> | <p>Following the publication of the Specific Learning Difficulties Framework Welsh Government Guidance in 2015, schools have developed the skills and capacity to support pupils with SpLD within their wider approach to providing support for pupils with ALN.</p> <p>This enables the SpLD team to focus on supporting literacy difficulties. As a consequence, this means that there is a need to reduce the size of the SpLD team to ensure the best use of resources across the LA.</p> | <p>Full consultation will take place with regard to the changes. Any changes will be reviewed to minimize the impact to staff or pupils.</p> |
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>           | <p>All partners and key stakeholders will be consulted. The views of children and young people will be listened to and will form a central part of the decision making process.</p>   | <p>Full consultation will take place and any changes will be considered in the light of feedback from key stakeholders.</p>                  |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?  |
|--|---|--|
|  <p><b>Prevention</b><br/>Putting resources into preventing problems occurring or getting worse</p>   | <p>There is a need to continue to support schools by providing SpLD advice, guidance and training so that they have the skills and capacity to meet the needs of these learners within their wider arrangements for ALN. Therefore we will retain a proportion of the team to facilitate this support.</p> <p>If we don't continue to provide some support, there potentially could be an increased demand on other services including EPS and ALN.</p> | <p>Retaining 1.6 fte SpLD team will ensure that schools receive access to on-going advice, support and training as well as specialist assessments and some direct teaching.</p>        |
|  <p><b>Integration</b><br/>Considering impact on all wellbeing goals together and on other bodies</p> | <p>Schools and the SpLD will work together to ensure that practitioners receive appropriate training, support and advice to identify, understand and meet the needs of these learner and in doing so, ensure they achieve their potential academically, socially and emotionally.</p>   | <p>The SpLD team will ensure that schools continue to receive suitable access to on-going advice, support and training as well as specialist assessments and some direct teaching.</p> |

**3. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow

this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

| <b>Protected Characteristics</b> | <b>Describe any positive impacts your proposal has on the protected characteristic</b> | <b>Describe any negative impacts your proposal has on the protected characteristic</b>  | <b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>  |
|----------------------------------|--|---|---|
| Age                              | Neutral  | The age profile and experience of staff and their length of service, there could be an impact on younger members of staff   | Protection of employment policy will be followed.   |
| Disability                       | Neutral  | Pupils and schools supported by the SpLD service have become accustomed to a wider range of support and this may have a negative impact for some pupils where there is less expertise in schools. | The SpLD Service has delivered 'Identifying SpLD Dyslexia and Supporting Strategies within the Classroom' training to all thirty primary schools. The service will ensure that any schools requiring additional training will be supported. |
| Gender reassignment              | Neutral  | Neutral   | N/A   |
| Marriage or civil partnership    | Neutral  | Neutral   | N/A   |
| Pregnancy or maternity           | Neutral  | Neutral   | N/A   |
| Race                             | Neutral  | Neutral   | N/A   |
| Religion or Belief               | Neutral  | Neutral   | N/A   |

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

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

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

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

Pupil progress data  
Pupil standardised data  
Specific Learning Difficulties Framework Guidance 175/2015

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

The positive impact is the proposal will enable the SpLD service to focus on supporting pupils with literacy difficulties and continue to provide advice, support training and guidance to schools and that schools will be able to access this service without a cost. The main negative impact is the potential redundancies for staff where they cannot be redeployed,

**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:

July 2019

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

| Version No. | Decision making stage | Date considered | Brief description of any amendments made following consideration |
|-------------|-----------------------|-----------------|--|
| 1.0         | Initial draft.        | <b>04-12-18</b> |  |
|             |                       |                 |  |
|             |                       |                 |  |

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

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|   |   |
|---|---|
| <p><b>Name of the Officer</b><br/>Eve parkinson</p> <p><b>Phone no: 07970433277</b><br/><b>E-mail:</b><br/><b>eveparkinson@monmouthshire.gov.uk</b></p> | <p><b>Please give a brief description of the aims of the proposal</b></p> <p>Continue to review and implement practice change across social care and health.</p> <p>Over recent years introduction of new ways of working have realised savings in adult services, this is an on-going journey and further savings are expected to be realised.</p> <p>These will be achieved by;</p> <ul style="list-style-type: none"> <li>• Place based working in collaboration with third / independent sector</li> <li>• Preventative innovations</li> <li>• Ensuring all assessments and interventions are person centred with a focus on well-being therefore reducing dependency and empowering individuals / families / communities to realise and achieve their own outcomes.</li> </ul> <p>(See Budget Proposal SCH001 for further information)</p> |
| <p><b>Name of Service</b></p> <p>Adult Services</p>   | <p><b>Date Future Generations Evaluation form completed</b></p> <p>29<sup>th</sup> November 2018</p>  |

***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan,***




**Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**




**10. 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.


| <b>Well Being Goal</b>   | <b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b> | <b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b> |
|--|---|--|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs                                 | Utilisation of skilled workforce<br>Community and individual assets                           |  |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change) | N/a   |  |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood                                  | Focus is on health and well – being of individuals / families / communities                   |  |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected  | Development of place based services to contribute to healthy inclusive communities            |  |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local  | N/A   |  |

| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
| social, economic and environmental wellbeing  |  |   |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | N/A  |   |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances   | Focus on supporting people to achieve what matters to them                             |   |

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

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why. | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
|  <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p> | Effective practice change will ensure the long term sustainability of the service                     |   |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.                            | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
|  <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>          | <p>Working with health / third sector / independent sector / other areas in MCC / other partners e.g. education / police etc</p> |   |
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>              | <p>Will have a direct positive impact on those in receipt of services</p>  |   |
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>Focus on health and well-being supporting people to be as independent as possible, included and with a sense of purpose</p>   |   |

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

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

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

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic   | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|-------------------------------|---|---|---|
| Age                           | Efficient and resilient service delivery will enable us to continue to meet the needs of older people through a 'what matters' approach.                | N/A   |   |
| Disability                    | Efficient and resilient service delivery will enable us to continue to meet the needs of those with additional needs through a 'what matters' approach. | N/A   |   |
| Gender reassignment           | N/A   | N/A   |   |
| Marriage or civil partnership | N/A   | N/A   |   |
| Pregnancy or maternity        | N/A   | N/A   |   |
| Race                          | N/A   | N/A   |   |
| Religion or Belief            | N/A   | N/A   |   |
| Sex                           | N/A.  | N/A   |   |
| Sexual Orientation            | N/A   | N/A   |   |

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

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

|                     | Describe any positive impacts your proposal has on safeguarding and corporate parenting                                       | Describe any negative impacts your proposal has on safeguarding and corporate parenting | What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------|---|---|--|
| Safeguarding        | Our approach to delivering adult care services always considers safeguarding factors and works with people to minimize risks. | N/A   |  |
| Corporate Parenting | N/A   |   |  |

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

- Practice change over previous years
- Local and national initiative – FGWBA, Parliamentary review

**15. 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?

Promoting healthy, , inclusive communities with sustainable futures

**16. 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 |
|--------------------------|------------------------------|--------------------|----------|
| <b>On-going</b>          |                              |                    |          |
|                          |                              |                    |          |
|                          |                              |                    |          |

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

The impacts of this proposal will be evaluated on:

1<sup>st</sup> September 2019 – SCH DMT

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

| Version No. | Decision making stage  | Date considered | Brief description of any amendments made following consideration   |
|-------------|------------------------|-----------------|--|
| 1.          | Budget mandate for SLT |                 | <i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i> |
|             |                        |                 |  |
|             |                        |                 |  |



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

**Name of the Officer**

Tyrone Stokes

Phone no: 01633 644589

E-mail: tyronestokes@monmouthshire.gov.uk

**Please give a brief description of the aims of the proposal**

The additional income from non-residential charging for the below: -

1. Anticipating Welsh Government increasing the current weekly maximum charge from £80 to £90 in 2019/20 and then £100 in 2020/21

Currently when assessing clients through the means tested criteria set out in the SSWB Act 2014, the maximum weekly charge we can enforce for non-residential services is £80. The Government pledge was to increase the maximum charge to £100 per week by 2020. This proposal is to model if the Government rose next year the maximum to £90 per week, and then the following year to £100 per week, what additional income that would generate, based on our current client base and their ability to pay the increased charge.

2. Introducing a flat rate charge for respite care

At present we charge for respite care based on a person's means tested ability to pay and the unit is per night's stay of £11.95, our current hourly rate charge for non-residential care. There is an inequity with this charge as a night stay can be up to 12 hours, but the current charge is based on an hour's non-residential charge. This proposal is to introduce a flat charge equivalent to the maximum non-residential weekly charge, or their means tested assessed charge, whichever is the lower.

|  |  |
|--|--|
|  | (See Budget Proposal SCH002 – SCH003 for further information)                                  |
| <b>Name of Service</b><br><br><b>Finance</b> | <b>Date Future Generations Evaluation</b> form completed<br><br>27 <sup>th</sup> November 2018 |

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



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



| <b>Well Being Goal</b>   | <b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>   | <b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>       |
|--|---|--|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs | Allows for the maximisation of income generation from means tested services to meet budget and provide additional funds for future stability. | Ensure the SSWB Act charging legislation is adhered too, so service users are means tested to determine their ability to pay |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support                          | N/A   |  |


| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?                    |
|---|---|--|
| resilience and can adapt to change (e.g. climate change)  |   |  |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood   | Ensures the financial viability of future non residential services, allowing clients to remain within their own homes and their Community, promoting greater independence and wellbeing | Ensure the SSWB Act charging legislation is adhered to so that service users continue to be able to access the services they need. |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected   | People can remain within their Community, friends and neighbours for as long as possible.   |  |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing                                | N/A   |  |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | N/A   |  |
| <b>A more equal Wales</b>   | Ensuring the future sustainability of the service through increased income generation will enable our service to continue to support the  | Ensure the SSWB Act charging legislation is adhered too to ensure that those with reduced  |

| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
| People can fulfil their potential no matter what their background or circumstances | development of opportunities for people to reach their potential and live a good life. | affordability are still able to access the services they need.  |

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

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?  |
|---|---|--|
|  <p><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p> | Will sustain non-residential, community based services while remaining within financial resource  | As non-residential services are means tested, clients will only pay what they can afford. If clients find themselves in financial hardship their charge will be reviewed on request. |
|  <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>     | As this is a Welsh Government policy, we will work with Welsh Government to report back any difficulties while administering any changes on our citizens. |  |

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|---|
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>             | <p>All service users are being reassessed to determine who will be affected and by how much.</p>  | <p>Those who cannot afford the increased charge can ask for a review.</p>   |
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>Will balance financial resources to ensure non-residential, community services are maintained and invested in that promotes well-being and allowing people to remain within their Community for as long as possible.</p> |   |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why. | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
|  <p><b>Integration</b><br/>Considering impact on all wellbeing goals together and on other bodies</p> | <p>In line with Welsh Government policy for non-residential services.</p>                             |   |

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

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

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic                                      | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|-------------------------------|--|---|---|
| Age                           | Older people, predominantly 65+ are still able to access the services they need through sustainable service delivery | May pay more for their services   | Charges are means tested, with any hardship cases reviewed as they are presented to the Authority.    |
| Disability                    | Ensuring a sustainable and resilient service to continue to deliver to those with additional needs                   | May pay more for their services   | Charges are means tested, with any hardship cases reviewed as they are presented to the Authority.    |
| Gender reassignment           | N/A  | N/A   |   |
| Marriage or civil partnership | N/A  | N/A   |   |
| Pregnancy or maternity        | N/A  | N/A   |   |
| Race                          | N/A  | N/A   |   |
| Religion or Belief            | N/A  | N/A   |   |
| Sex                           | N/A  | N/A   |   |
| Sexual Orientation            | N/A  | N/A   |   |

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

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

|                     | Describe any positive impacts your proposal has on safeguarding and corporate parenting                                       | Describe any negative impacts your proposal has on safeguarding and corporate parenting | What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------|---|---|--|
| Safeguarding        | Our approach to delivering adult care services always considers safeguarding factors and works with people to minimize risks. | May pay more for their services   | Charges are means tested, with any hardship cases reviewed as they are presented to the Authority.         |
| Corporate Parenting | N/A   |   |  |

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



From the introduction of the SSWB Act 2014, and the replacement of its charging regulations which came into force from 1st April 2016, the Government announced the maximum weekly charge for non-residential services would rise to £100 by 2020. Each year Welsh Government have increased the maximum weekly non-residential charge by £10 per week. Initial discussions with Welsh Government have indicated, but we are awaiting official announcement, that the maximum weekly charge will increase again by £10 per week in 2019/20 to £90 and then 2020/21 to £100.

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

- **Positive impact on adhering to the charging legislation contained in the SSWB Act**
- **Negative impact will be some people who have the ability to pay more will do. As the ability to pay is means tested a service user will not pay more than they can afford.**

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

| <b>What are you going to do</b>      | <b>When are you going to do it?</b>                             | <b>Who is responsible</b>  | <b>Progress</b>  |
|--------------------------------------|---|----------------------------|------------------|
| <b>Inform service users affected</b> | <b>Once Welsh Government announce new maximum weekly charge</b> | <b>SCH Finance Manager</b> | <b>On target</b> |
|                                      |   |                            |                  |

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

The impacts of this proposal will be evaluated on: 1<sup>st</sup> June 2019

SCH DMT

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

| Version No. | Decision making stage | Date considered           | Brief description of any amendments made following consideration |
|-------------|-----------------------|---------------------------|--|
| 1           | <i>DMT</i>            | 21 <sup>st</sup> Nov 2018 |  |
|             |                       |                           |  |
|             |                       |                           |  |

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

|   |   |
|---|---|
| <p><b>Name of the Officer</b><br/>Ceri York</p> <p><b>Phone no: 01633 644933</b><br/><b>E-mail:</b></p> | <p><b>Please give a brief description of the aims of the proposal</b></p> <p>Following a review of operational practice a range of efficiency activity has been identified across the budget areas which will deliver a range of modest budget savings. These will be achieved by:</p> <ul style="list-style-type: none"> <li>• Increased income generation</li> <li>• Reduction in staffing costs following end of current two year detriment</li> <li>• Increased effectiveness of rotas and staff deployment</li> </ul> <p>(See Budget Proposal SCH006 – SCH008 for further information)</p> |
| <p><b>Name of Service</b><br/>Commissioning</p>   | <p><b>Date Future Generations Evaluation form completed</b></p> <p>27<sup>th</sup> November 2018</p>  |


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




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


| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs                                       | More effective use of staffing resources to ensure the future sustainability of the service for current and future generations  | N/A   |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)       | N/a   | N/A   |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood  | Efficient use of resources will enable us to continue to support people through a 'what matters' approach, enabling the positive identification of all areas of wellbeing physical and mental health.   | N/A   |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected  | Our 'what matters' approach concentrates on strengthening community connections and works to develop a range of opportunities for people to remain resilient. Effective use of resources will enable us to continue to achieve this positive impact | N/A   |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing | N/A   |   |

| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts.   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | N/A  |   |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances   | An effective and efficient service will continue to support the development of opportunities for people to reach their potential and live a good life. | N/A   |

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

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?               |
|---|---|---|
|  <p>Balancing short term need with long term and planning for the future</p> <p><b>Long Term</b></p> | Whilst these proposals will be achieved in the short term, without an expectation of a long term adverse impact, the efficient use of resources will enable us to strengthen the long term sustainability of the service. | Co- producing approaches with 3rd Sector , citizens and providers is key to ensuring we have a sustainable future for care provision. |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
|  <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>          | <p>Our service delivery relies on collaborative approaches to ensure that care is co-designed around a place based approach and is delivered in partnership with contributing services.</p>  | <p>Keeping positive relationships is key across all partners and stakeholders.</p>                                      |
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>              | <p>These proposals will have no direct or indirect impact upon the people who receive services or the staff teams. Our approach to adult services fundamentally involves at its core the people we support and those charged with supporting people with us.</p> |   |
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>Increased efficiency of rotas and staff deployment will enable us to focus our finite resources where it is most needed, focusing on enablement and prevention.</p>   | <p>Monitoring progress to ensure the right resource is available to deliver will be a priority.</p>                     |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
|  <p><b>Integration</b><br/>Considering impact on all wellbeing goals together and on other bodies</p> | <p>The range of operational efficiencies will deliver budget savings via more robust service management and increase in income generation. The service will continue to operate as usual delivering support to people to maintain and achieve their well being goals.</p> |   |

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

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

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic   | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|-------------------------------|---|---|---|
| Age                           | Efficient and resilient service delivery will enable us to continue to meet the needs of older people through a 'what matters' approach.                | N/A   |   |
| Disability                    | Efficient and resilient service delivery will enable us to continue to meet the needs of those with additional needs through a 'what matters' approach. | N/A   |   |
| Gender reassignment           | N/A   | N/A   |   |
| Marriage or civil partnership | N/A   | N/A   |   |
| Pregnancy or maternity        | N/A   | N/A   |   |
| Race                          | N/A   | N/A   |   |
| Religion or Belief            | N/A   | N/A   |   |
| Sex                           | The end of the detriment period will result on all team members receiving equal remuneration. The majority of the workforce is female.                  | N/A   |   |
| Sexual Orientation            | N/A   | N/A   |   |



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

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

|                     | Describe any positive impacts your proposal has on safeguarding and corporate parenting                                       | Describe any negative impacts your proposal has on safeguarding and corporate parenting | What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------|---|---|--|
| Safeguarding        | Our approach to delivering adult care services always considers safeguarding factors and works with people to minimize risks. | N/A   |  |
| Corporate Parenting | N/A   |   |  |

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

- Budget outturn and projection data
- Staffing establishments data
- Staff absence data
- Service activity data
- Staffing rotas

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

- Positive impact upon harmonisation of pay grades

**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: | 1 <sup>st</sup> Septemeber 2019 – SCH DMT |
|--|---|

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

| Version No. | Decision making stage  | Date considered | Brief description of any amendments made following consideration   |
|-------------|------------------------|-----------------|--|
| 1.          | Budget mandate for SLT |                 | <i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i> |
|             |                        |                 |  |
|             |                        |                 |  |

## Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

|  |   |
|--|---|
| <b>Name of the Officer</b><br>Tyrone Stokes<br><br><b>Phone no: 01633 644589</b><br><b>E-mail: tyronestokes@monmouthshire.gov.uk</b> | <b>Please give a brief description of the aims of the proposal</b><br><br>To maximize the cost recovery from cases that have identified eligible Continuing Health Care need.<br><br>(See Budget Proposal SCH009 for further information) |
| <b>Name of Service</b><br><br>Finance  | <b>Date Future Generations Evaluation form completed</b><br><br>29 <sup>th</sup> November 2018  |



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



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


| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|--|--|---|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs                                       | Ensure Social Care budgets are efficiently used for their intended purpose             | Continuing Health Care (CHC) practitioner will co-ordinate and/or complete the necessary assessments for CHC application, and exercise knowledge and skills to resolve any potential disputes |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)       | N/a  |   |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood  | Identify Continuing Health Care needs from the outset of a person's assessment of need | In house skills to carry out this function to best effect.  |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected  | N/A  |   |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing | Adhere to the Continuing Health Care guidance.   |   |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and                                   | N/A  |   |

| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|---|
| protected. People are encouraged to do sport, art and recreation  |   |   |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances | Our integrated approach to delivering care supports development opportunities for people to reach their potential and live a good life. |   |

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

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.                       | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?               |
|---|---|---|
|  <p><b>Long Term</b></p> Balancing short term need with long term and planning for the future | Maximising cost recovery will strengthen the long term sustainability of the service.                                       | Co- producing approaches with 3rd Sector , citizens and providers is key to ensuring we have a sustainable future for care provision. |
|  <p><b>Collaboration</b></p> Working together with other partners to deliver objectives      | Shared responsibility and collaborative delivery of care to ensure that we work together to meet the needs of service users |   |

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|---|
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>             | <p>Our approach to adult services fundamentally involves at its core the people we support and those charged with supporting people with us.</p>                  |   |
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>Maximising cost recovery will ensure that our Social Care budgets are efficiently used for their intended purpose and focused on prevention and enablement</p> |   |

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

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

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?                                |
|---------------------------|---|---|--|
| Age                       | Identifies the need to ensure they receive the appropriate care provision       | Possible delay in care plan approval  | The established CHC practitioner role plays an active role in making the CHC process as minimal disruption to the person as possible |



| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?                                |
|-------------------------------|---|---|--|
| Disability                    | Identifies the need to ensure they receive the appropriate care provision       | Possible delay in care plan approval  | The established CHC practitioner role plays an active role in making the CHC process as minimal disruption to the person as possible |
| Gender reassignment           | N/A   | N/A   |  |
| Marriage or civil partnership | N/A   | N/A   |  |
| Pregnancy or maternity        | N/A   | N/A   |  |
| Race                          | N/A   | N/A   |  |
| Religion or Belief            | N/A   | N/A   |  |
| Sex                           | N/A   | N/A   |  |
| Sexual Orientation            | N/A   | N/A   |  |
| Welsh Language                | N/A   | N/A   |  |

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

|                     | <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        | The needs of vulnerable adults will be identified to ensure they receive the appropriate care provision | Possible delay in care plan approval   | The established CHC practitioner role plays an active role in making the CHC process as minimal disruption to the person as possible |
| Corporate Parenting | N/A   |  |  |

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

Past and current caseloads and outcomes achieved in cost recovery

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

- Positive impacts – 1) that the social care budget only supports those people with social care need, 2) service users have the correctly identified care provision
- Negative impact could be a delay in funding body agreement

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  |
|---|------------------------------|--------------------|-----------|
| Maintain the current CHC caseload tracker to inform workload and priorities | Already in existence         | CHC practitioner   | On target |
|   |                              |                    |           |

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

|  |         |
|--|---------|
| The impacts of this proposal will be evaluated on: 1 <sup>st</sup> June 2019 | SCH DMT |
|--|---------|

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

| Version No. | Decision making stage | Date considered           | Brief description of any amendments made following consideration |
|-------------|-----------------------|---------------------------|--|
| 1           | DMT                   | 21 <sup>st</sup> Nov 2018 |  |
|             |                       |                           |  |

## Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

|  |   |
|--|---|
| <b>Name of the Officer</b><br>Tyrone Stokes<br><br><b>Phone no:</b> 01633 644589<br><b>E-mail:</b> tyronestokes@monmouthshire.gov.uk | <b>Please give a brief description of the aims of the proposal</b><br><br>As part of the Authority's MTFP process and in setting an annual budget, we have reviewed all of our current fees & charges and if there is any scope to increase this for 2019/20. |
| <b>Name of Service</b><br><br>Finance  | <b>Date Future Generations Evaluation form completed</b><br><br>29 <sup>th</sup> November 2018  |

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


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




| Well Being Goal | Does the proposal contribute to this goal? Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|-----------------|--|---|
|                 |  |   |


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

| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?                    |
|---|---|--|
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | N/A   |  |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances   | Adherence to the charging legislation of the Act will ensure that there people from all backgrounds and circumstances are able to access care and support | Ensure the SSWB Act charging legislation is adhered to so that service users continue to be able to access the services they need. |

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

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

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?               |
|--|---|---|
|  <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>          | <p>Our service delivery relies on collaborative approaches to ensure that care is co-designed around a place based approach and is delivered in partnership with contributing services.</p> | <p>Maintainin positive relationships with all partners and stakeholders to ensure we continue to deliver a collaborative service.</p> |
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>              | <p>Our approach to adult services fundamentally involves at its core the people we support and those charged with supporting people with us.</p>  | <p>Continue to deliver services through a 'what matters' approach</p>   |
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>Securing the financial stability and sustainability of services will enable us to focus resources where they are most needed to deliver preventative care.</p>                           |   |

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

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

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic                                      | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|--|---|---|
| Age                       | Older people, predominantly 65+ are still able to access the services they need through sustainable service delivery | May pay more for their services   | Charges are means tested, with any hardship cases reviewed as they are presented to the Authority.    |



| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic                    | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|-------------------------------|--|---|---|
| Disability                    | Ensuring a sustainable and resilient service to continue to deliver to those with additional needs | May pay more for their services   | Charges are means tested, with any hardship cases reviewed as they are presented to the Authority.    |
| Gender reassignment           | N/A  | N/A   |   |
| Marriage or civil partnership | N/A  | N/A   |   |
| Pregnancy or maternity        | N/A  | N/A   |   |
| Race                          | N/A  | N/A   |   |
| Religion or Belief            | N/A  | N/A   |   |
| Sex                           | N/A  | N/A   |   |
| Sexual Orientation            | N/A  | N/A   |   |
| Welsh Language                | N/A  | N/A   |   |

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

|                     | <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        | Our approach to delivering adult care services always considers safeguarding factors and works with people to minimize risks. | May pay more for their services  | Charges are means tested, with any hardship cases reviewed as they are presented to the Authority.                |
| Corporate Parenting | N/A   |  |   |

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

Proposed increases by Department of Works and Pensions on benefits and State Retirement Pension uplifts and Consumer Prices Index as at October 2018.

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

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

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

| What are you going to do      | When are you going to do it?  | Who is responsible  | Progress  |
|-------------------------------|---|---------------------|-----------|
| Inform service users affected | Following consultation and agreement through the budget setting process | SCH Finance Manager | On target |
|                               |   |                     |           |
|                               |   |                     |           |

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

|  |         |
|--|---------|
| The impacts of this proposal will be evaluated on: 1 <sup>st</sup> June 2019 | SCH DMT |
|--|---------|

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

| Version No. | Decision making stage | Date considered           | Brief description of any amendments made following consideration |
|-------------|-----------------------|---------------------------|--|
| 1           | DMT                   | 21 <sup>st</sup> Nov 2018 |  |
|             |                       |                           |  |

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

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

|  |  |
|--|--|
| <p><b>Name of the Officer</b> completing the evaluation</p> <p>Debra Hill-Howells<br/> <b>Phone no:</b> 01633 644281<br/> <b>E-mail:</b> debrahill-howells@monmouthshire.go.uk</p> | <p><b>Proposal Name:</b></p> <p>Acquisition of Investment Properties<br/>         (See Budget Proposal RES003 RES004 for further information)</p>              |
|  | <p><b>Please give a brief description of the aims of the proposal</b></p> <p>To acquire commercial assets to generate a net revenue stream for the Council</p> |
| <p><b>Name of Service</b></p> <p>Landlord Services</p>   | <p><b>Date Future Generations Evaluation</b> form completed</p> <p>29.11.18</p>  |


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




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

| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|--|--|---|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs                                 | Assets will be acquired that support revenue and capital generation and where possible support the creation or retention of employment.  |   |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change) | Where assets are acquired we will review existing infrastructure to identify opportunities to reduce running costs through improved M&E installations, reduce the carbon footprint and where possible implement renewal technologies | If re-development of assets is necessary we work with the LPA to mitigate any impacts of the proposals on the local environment and wildlife.   |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood                                  | Not identified at this time as it will be dependent on each individual asset. At Castlegate we are intending to install showers to encourage active travel   |   |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected  | We will where opportunities present and the proposal are viable seek to acquire assets within Monmouth shire and CCCR boundaries   | Some communities may be opposed to commercial development or regeneration schemes. Whilst we will be seeking to acquire existing assets we may need to consider other ways of enhancing the value through intensification, change of use or re-development. If these options were exercised they would be subject to planning and local consultation. |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local  | Where possible we will consider ways to develop local supply chains, utilizing local materials and reduce our carbon emissions   |   |


| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
| social, economic and environmental wellbeing  | through the implementation of energy efficient and renewable technologies.             |   |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | Welsh language reception facilities and signage within operational buildings.          |   |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances   |  |   |

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

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
|  <p>Balancing short term need with long term and planning for the future</p> <p><b>Long Term</b></p> | The strategy supports the development of whole life costing principles, implementation of renewable technologies and low zero carbon technologies to reduce energy consumption. Rationalisation of the operational portfolio will continue and emerging policies support a commercial approach utilizing assets for income generation that can also support economic and regenerative activities |   |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
|  <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>          | <p>Opportunities will be identified as asset investment properties are identified.</p>   |   |
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>              | <p>Opportunities will be identified as asset investment properties are identified.</p>   |   |
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>We are intending to acquire assets to generate a net income which will be used to subsidise front line service provision and the consequences of the austerity programme.</p> |   |



| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
|  <p><b>Integration</b><br/>Considering impact on all wellbeing goals together and on other bodies</p> | <p>The proposal of investing in commercial assets is intended to generate revenue streams and capital appreciation and where possible support the economy of Monmouthshire and the CCCR by providing commercial space. We will also consider investments /loans that meet our criteria and improve infrastructure for local communities e.g. broadband and retain local businesses within our county.</p> |   |

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

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

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic                             | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|-------------------------------|---|---|---|
| Disability                    | Assets that are acquired if not meeting accessibility requirements will be upgraded to ensure that they do. | Neutral   |   |
| Gender reassignment           | Neutral   | Neutral   |   |
| Marriage or civil partnership | Neutral   | Neutral   |   |
| Pregnancy or maternity        | Neutral   | Neutral   |   |
| Race                          | Neutral   | Neutral   |   |
| Religion or Belief            | Neutral   | Neutral   |   |
| Sex                           | Neutral   | Neutral   |   |
| Sexual Orientation            | Neutral   | Neutral   |   |
| Welsh Language                | Ensure that signage is compliant with the Welsh Language measure 2011                                       | Neutral   |   |

**22. 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        | Neutral  | <i>Neutral</i>   |   |
| Corporate Parenting | Neutral  | Neutral  |   |

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

- Review of practice within other Authorities
- Feedback from Economy & Development Select Committee
- Professional advice from investment and legal advisors
- Learning from the acquisition of Castelgate

**24. 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?**

**Benefits**

- Create an additional revenue source for the Council without impacting on services or being an additional cost to tax payers.
- Potential to support the local economy and jobs by acquiring assets within Monmouthshire and the Capital City region

**Negative Impacts**

- Competing with the private sector
- Risks associated with property market

**25. 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 |
|--------------------------|------------------------------|--------------------|----------|
|                          |                              |                    |          |
|                          |                              |                    |          |
|                          |                              |                    |          |

**26. 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: |  |
|--|--|

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

| Version No. | Decision making stage | Date considered | Brief description of any amendments made following consideration |
|-------------|-----------------------|-----------------|--|
|             | County Council        | 10th May        |  |
|             |                       |                 |  |
|             |                       |                 |  |

## Equality and Future Generations Evaluation

|   |   |
|---|---|
| <p><b>Name of the Officer</b> completing the evaluation</p> <p>Rob O'Dwyer</p> <p><b>Phone no:</b> 07786114512<br/><b>E-mail:</b> robertodwyer@monmouthshire.gov.uk</p> | <p><b>Please give a brief description of the aims of the proposal</b></p> <p>Reducing the mileage and travel costs of our organisation by utilising existing technologies that provide effective alternatives to travelling and taking a planned approach to reducing and monitoring travel.</p> <p>(Refer to budget proposal RES005 for further information)</p> |
| <p><b>Name of Service area</b></p> <p>Resources/Business Transformation</p>   | <p><b>Date</b></p> <p>30/10/18</p>  |

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

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic  | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|--|---|---|
| Age                       | None   | None  | NA  |
| Disability                | Greater use of technology such as Skype to reduce requirement for travelling to meetings and to deliver services across the county |   |   |

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic  | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|-------------------------------|--|---|---|
| Gender reassignment           | None   | None  | NA  |
| Marriage or civil partnership | None   | None  | NA  |
| Pregnancy or maternity        | Greater use of technology such as Skype to reduce requirement for travelling to meetings and to deliver services across the county | Neutral   | NA  |
| Race                          | Neutral  | Neutral   | NA  |
| Religion or Belief            | Neutral  | Neutral   | NA  |
| Sex                           | Neutral  | Neutral   | NA  |
| Sexual Orientation            | Neutral  | Neutral   | NA  |
| Welsh Language                | Neutral  | Neutral   | NA  |

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

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




| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?                                |
|--|---|--|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs                                 | Positive impact in that it will ensure a greater level of efficiency in our use of resources and enable us to be more productive and efficient. | Engagement with staff to understand service requirements and to ensure there is sufficient flexibility where required in higher risk areas.    |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change) | Reduce our impact on the environment through a lower carbon footprint as an organisation  | Monitoring of mileage to ensure travel is reduced and that the wider benefits are recognized and applauded to give positive feedback to staff. |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood                                  | Potential to encourage/enable alternative methods of travelling where appropriate.  | Positive links must be developed to staff benefits (cycling scheme) and active travel policy   |





| Well Being Goal   | Does the proposal contribute to this goal? Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?              |
|---|---|--|
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected   | Better use of Council resources contributes to our ability to focus on supporting cohesive communities                                    | Effective monitoring of spend to reduce additional costs   |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing                                | This proposal aims to reduce our impact on the environment. A reduction in travel will reduce our carbon footprint.                       | Seek to measure the carbon footprint reduction and share messages with staff to increase value and drive and build momentum. |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | N/A   | N/A  |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances   | Reducing our spend in service areas enables us to remain sustainable and able to continue to deliver services to all those who need them. | Continue to provide services for those who require them  |

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

| Sustainable Development Principle | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why. | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|-----------------------------------|---|---|
|                                   |   |   |

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?                                    |
|---|--|--|
|  <p><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p> | <p>Our proposal aligns with the Future Monmouthshire principle that focuses on keeping our services going now, through more effective use of resources, to enable us to grow service models that are fit for the future.</p> | <p>Monitor and evaluate and understand potential for wider engagement with such a scheme. Continue to understand how we further leverage the benefits.</p> |
|  <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>       | <p>Working with neighboring authorities to share best practices.</p>   | <p>No</p>  |
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>          | <p>Continued engagement with all stakeholders identified to ensure that any solutions identified are workable and sustainable based on varied stakeholder perspectives.</p>  | <p>No</p>  |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
|  <p><b>Prevention</b><br/>Putting resources into preventing problems occurring or getting worse</p>   | <p>Focus this proposal is to maximize the use of resources to ensure we are a fair and more equitable organisation</p>  | <p>No</p>   |
|  <p><b>Integration</b><br/>Considering impact on all wellbeing goals together and on other bodies</p> | <p>We will explore all opportunities that may arise to share models and services with neighboring authorities, with the potential to share transport opportunities.</p> | <p>No</p>   |

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

|                     | <b>Describe any positive impacts your proposal has</b>   | <b>Describe any negative impacts your proposal has</b> | <b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b> |
|---------------------|--|--|---|
|                     | There are no impacts on either social justice, safeguarding or corporate parenting through this proposal however, we recognise that some services have a closer proximity to safeguarding issues and so will operate with higher levels of risks and thus, emergency travel will feature in these areas. . |  |   |
| Social Justice      | No social justice implications have been identified at this time.  |  |   |
| Safeguarding        | No safeguarding implications have been identified at this time.  |  |   |
| Corporate Parenting | No corporate Parenting implications have been identified at this time  |  |   |

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

Review of current and previous year's mileage and fares for travel spend.

Looking at good practice in other organisations e.g. Lloyds Bank

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

The main positive impact of this proposal will be more effective use of resources that will enable our services to be sustainable for the future. At this stage no negative impacts have been identified. We recognize the need for early engagement and involvement with staff to ensure the reduction in spend can be achieved through solutions that are workable for the service.

**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 |
|--|------------------------------|--------------------|
| If proposal is accepted we will commence the actions outlined in the proposal and engage with colleagues | 19/20                        | Rob O'Dwyer        |
|  |                              |                    |
|  |                              |                    |

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

| Version No. | Decision making stage | Date considered                  | Brief description of any amendments made following consideration |
|-------------|-----------------------|----------------------------------|--|
| 1.0         | Budget Consultation   | Not yet considered by councilors |  |
|             |                       |                                  |  |

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

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

|   |   |
|---|---|
| <p><b>Name of the Officer</b><br/>Peter Davies</p> <p><b>Phone no:</b> 01633 644294<br/><b>E-mail:</b> peterdavies@monmouthshire.gov.uk</p> | <p><b>Please give a brief description of the aims of the proposal</b></p> <p>As part of the Authority's MTFP process and in setting an annual budget, we have reviewed all of our current fees &amp; charges to explore scope to increase this for 2019/20.</p> <p>Full details of all proposals can be found under Efficiency Saving Proposal RES006 – Resources Fees and Charges (inc associated spreadsheet)</p> |
| <p><b>Name of Service</b><br/>Resources</p>   | <p><b>Date Future Generations Evaluation form completed</b><br/>5<sup>th</sup> December 2018</p>  |

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


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




| Well Being Goal  | Does the proposal contribute to this goal? Describe the positive and negative impacts.                                    | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|--|---|---|
| <p><b>A prosperous Wales</b><br/>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>                                       | <p>Allows for the fees and charges we levy to be uplifted to reflect current price of goods, services and works</p>       | <p>The 10% increase in fees for burial costs and associated hardship can be offset against access to a means tested gov.uk support</p> <p><a href="https://www.gov.uk/funeral-payments">https://www.gov.uk/funeral-payments</a></p> |
| <p><b>A resilient Wales</b><br/>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>       | <p>N/A</p>  |   |
| <p><b>A healthier Wales</b><br/>People's physical and mental wellbeing is maximized and health impacts are understood</p>  | <p>N/A</p>  |   |
| <p><b>A Wales of cohesive communities</b><br/>Communities are attractive, viable, safe and well connected</p>  | <p>N/A</p>  |   |
| <p><b>A globally responsible Wales</b><br/>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p> | <p>Adhere to the charging legislation of the Act will mean a fairer and consistent charging for services across Wales</p> |   |
| <p><b>A Wales of vibrant culture and thriving Welsh language</b></p>   | <p>N/A</p>  |   |




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

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

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
|  <p><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p> | <p>Fee increases have been considered in the context of whole life cost analysis over the long term in order to ensure sustainable and cost effective service delivery now and in the future.</p> | <p>Continuous whole life cost analysis informed via regular measurement of impact and return on investment</p>          |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
|  <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>          | <p>Fee increases are considered in conjunction with opportunities to deliver services more efficiently in collaboration with existing and new partners</p>  |   |
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>              | <p>Proposals are informed by market testing and customer engagement and consultation</p>  | <p>Specific consultation of proposed increases as part of MCC 19/20 budget setting process</p>                          |
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>Proposed fee increases enable priority services across the authority to receive additional financial support for pre-emptive services to be delivered that help reduce demand for costly provision in the future</p> |   |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.    | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
|  <p><b>Integration</b><br/>Considering impact on all wellbeing goals together and on other bodies</p> | <p>The proposal will generate additional revenue and ultimately support the economy of Monmouthshire</p> |   |

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

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

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

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        | Neutral  | Neutral  |   |
| Corporate Parenting | Neutral  | Neutral  |   |

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

- Review of competitors charges
- Review of practices within other public sector organisations
- Current spend and income data
- Feedback Select Committees, SLT and Cabinet
- Professional advice from investment and legal advisors

**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?**

- Benefits**
- Create an additional revenue source for the Council without impacting on services or being an additional cost to tax payers.
  - Ensuring services are delivered in line with inflation
- Negative Impacts**
- Increased costs for customers

**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  |
|-------------------------------|---|-----------------------------|-----------|
| Public consultation           | January 2019  | Chief Officer for Resources | On target |
| Inform service users affected | Following consultation and agreement through the budget setting process | Resources Finance Manager   | On target |
|                               |   |                             |           |
|                               |   |                             |           |

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

|  |               |
|--|---------------|
| The impacts of this proposal will be evaluated on: 1 <sup>st</sup> June 2019 | Resources DMT |
|--|---------------|

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

| Version No. | Decision making stage | Date considered           | Brief description of any amendments made following consideration |
|-------------|-----------------------|---------------------------|--|
| 1           | Resources DMT         | 21 <sup>st</sup> Nov 2018 |  |
|             |                       |                           |  |
|             |                       |                           |  |

## **Appendix 6 – Future Generations Evaluation**

### **Wellbeing of Future Generations Assessment – Budget Proposals for 2019-20**

#### **Introduction**

Future Generations Evaluations have been completed for each of the budget proposals that are being considered for 2019-20. This document brings together some of the headline messages and recognises that these will continue to evolve through the public consultation stage in January and February 2019. Presenting the information at this stage provides an opportunity to demonstrate the dynamic and real-time nature of the approach and we expect this analysis to be built upon following public engagement. The summary does not purport to highlight every single issue but should help highlight some of the key impacts of budget proposals and provide scope for continual learning and improvement as proposals are developed.

The council's strong record of delivery within a balanced budget has enabled us keep frontline services going and strengthen commitments to sustainability and resilience aligned to the well-being objectives as described in the Corporate Plan. Work has been done to cost the Corporate Plan and ensure that the clear ambition it describes remains affordable within the current financial climate. Throughout the process it is clear that money should follow purpose and priorities.

This evaluation is an early one, applying to budget *proposals* only at this pre-consultation, pre-decision stage. The aim of the narrative is to demonstrate the dynamic nature of the process. Open and robust scrutiny and challenge is essential as the proposals continue to be shaped in line with the priorities in the corporate plan and the issues that matter most to our communities.

Where a budget proposal could alter a service, or the way in which it is delivered in 2019-20, the Future Generations Evaluation assesses its potential impact on the national well-being goals, the ways of working enshrined in the act and also the people and groups who possess the protected characteristics specified as part of our duty under the Equality Act 2010.

#### **Our objectives**

The council's five organisational goals described in the Corporate Plan incorporate the council's well-being objectives but go further in reflecting the need for a deeper organisational and council business focus. Setting our goals in this plan and the actions necessary to deliver on them enables us to identify the future we want.

The goals are:

- Giving people the best possible start in life
- Enable thriving and well-connected county
- Maximising the potential of the natural and built environment
- Lifelong well-being
- A future focused council

Our plan has nine design principles that link to longer-term goals. We will be:

- **Accountable** - through setting out plans and goals in clear ways and ensuring we are open in all decision-making, engagement and evaluation of performance. We will give account of and be held accountable for the things we do and for the things we do not do. The process of member and public scrutiny will continue to be an important feature in this.
- **Responsible** – we will safeguard and optimise public money. In so doing we will ensure that people are supported to act responsibly, and to take measured and supported risks, recognising that caution, inactivity and indecision can be as costly as uncalculated and ill-considered actions.
- **Inclusive** – we will help shape communities and create a sense of place – applying the principles of social justice and community resilience. We recognise that to deliver quality public services, wealth creation and tax yield is vital, and so we will focus on driving- up levels of business productivity as a means of supporting prosperity for all.
- **Innovators** – we will boost our productivity by not just doing the same old things better, but committing to doing fundamentally better things. Efficiency and effectiveness has to go beyond ‘back office’ savings and simply reducing spend. We will continue to invest in adapting our models for service delivery to deliver on outcomes, effective governance and smart use of public money.
- **Learners** – we will boost our capacity for research and development to ensure we understand the problems we need to solve and we will work in a ‘challenge-driven’ way to open up opportunities for the co-development of new, better and more cost-effective solutions.
- **Good friends** – we will honour commitments that we make to others. Where things don’t go well we will work them out together. Our desire for collaboration will be based on designing services that best suit the needs and aspirations of our public.
- **Getting the basics right** – we are focused on doing better things and getting right the most important aspects of our core business. This includes providing a high quality customer experience and ensuring that safeguarding continues to run through everything that we do.
- **Community focused** – we have high levels of social capital and will create the conditions that enable people to easily come together and develop solutions to build better communities. We recognise that communities are more vibrant when people work together and this makes a real difference to well-being.
- **Future focused** – we will ensure that we fully consider whether the decisions we take are consistent with the well-being of future generations and are: long-term; integrated; collaborative; preventative and have involved people.

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 national Well-being Goals:

- A globally responsible Wales
- A Wales of vibrant culture and Thriving Welsh Language
- A Wales of cohesive communities
- A more equal Wales
- A health Wales
- A more resilient Wales



- A Prosperous Wales

### **Socio-economic impact of the budget**

Almost any change to a council service has some socio-economic impact. This is because of the nature of our responsibilities and the extent to which some groups, communities and vulnerable people rely on public services. Our aim is to properly understand this impact so that we can identify appropriate mitigations wherever possible and minimise the impact on people in greatest need.

We provide and help fund a wide-range of services in communities to ensure support for communities. These include:

- Council Tax reduction scheme
- The single person council tax discount
- Financial Support for Monmouthshire Citizen's Advice Bureau has been confirmed for each of the next three years
- Community Connectors to help
- Community hubs that provide advice and also host community learning opportunities that can help people with the digital skills necessary to maximise their own income opportunities

### **The proposals**

The proposals are a broad mix of small adjustments designed to optimise efficiency and longer term proposals aligned with our long-term objectives. The corporate plan gives us the framework to focus on the big challenges but we can never lose sight of the need to spend every pound wisely, nor the reality that the cumulative impact of many small changes can add up to a significant impact on some people within our communities and the need to ensure that there is some degree of mitigation against this for the most vulnerable.

The final set of proposals circulated for public consultation are accompanied by individual impact assessments as well as an overall cumulative impact assessment that identifies the financial impact on groups of people depending on their income and family makeup. The present list of draft proposals includes the following items which are also analysed using our Future Generations Evaluation tool.

#### Giving people the best possible start in life

School budgets continue to be protected. We continue to invest in new school buildings and will be bringing forward proposals for capital borrowing for a new secondary school in Abergavenny. This will be more energy efficient and provide an enhanced learning environment for pupils. We are proposing to reduce the funding to Mounton House school which has seen a tenfold reduction in the number of residential pupils and will be increasing charges for the childcare element of school breakfast clubs by 5 pence per session to ensure the financial viability of this much relied-upon service.

There is an emphasis on moving towards shared resources and systems building upon cluster working and beginning the move towards federated school models that will see

headteachers overseeing multiple school sites. There will be some changes to services for pupils with specific learning disabilities as the central service becomes refocused around literacy with more specific support being delivered directly by schools.

We are also investing more money into children's social service to safeguard the most vulnerable with more children being subject to child protection procedures. We will also put funding in place to secure services that are focused on securing better long-term outcomes and more stable placements for the rising number of children who have been in care. This ensures we continue to protect our vulnerable young people while practice change will focus on preventative approaches that improve well-being and ensure resources can be focused on those in greatest need.

#### Enable thriving and well-connected county

The move to a dynamic purchasing system for transport will help secure value improved value for money for local transport provision.

Some changes such as car parking charges increases will impact more on people with a disability who may be more dependent on private cars. The removal of free car parking for blue badge holders will have a negative financial impact on people with a disability.

#### Maximising the potential of the natural and built environment

We will move to new collection methods for household recycling. This means we will have a better quality recycled product which can be sold for a higher price than we get using to current approach, it will also result in a reduction in single use plastics and save money. We will be reducing the opening hours of household waste recycling centres which will result in savings

We have borrowed money for investing in street lighting and will be looking to extend the length of time over which this loan is repaid to Welsh Government.

#### Lifelong well-being

Practice change in adult social services will continue to develop services which are person-centred reducing dependency and empowering individuals and families to achieve their own outcomes. This is expected to deliver financial benefits as well as positive outcomes for individuals but the rising numbers of older people in our county alongside increased numbers of children on the child protection register mean that social care will continue to experience financial pressure.

Increased charges for non-residential social care will have a financial impact which will be experienced by a higher proportion of older people.

#### A future focused council

We will be moving forward with the development of a chatbot and will increase the range of ways in which people can get in touch with the council. This will help release efficiency in telephony software and free up staff to focus to the issues that matter most to people as simple queries can be handled by the chatbot.

The proposals highlighted above are supplemented by small-scale ongoing efficiencies and back office improvements including leveraging the benefits of technology with no discernible negative impact on the well-being goals or people with protected characteristics.

These emerging proposals are a contributor to the aspirations in our corporate plan and our purpose of building sustainable and resilient communities. We recognise that they are not without challenges, however they are will enable us to focus our finite resources on the areas that matter most to people and enable us to build a sustainable service offer for current residents and businesses as well as future generations.



## Equality and Future Generations Evaluation

|  |  |
|--|--|
| <p><b>Name of the Officer:</b> Matthew Gatehouse</p> <p><b>Phone no:</b> 01633 644397<br/><b>E-mail:</b></p> | <p><b>Please give a brief description of the aims of the proposal:</b> To deliver a balanced budget while continuing to make progress against the council's well-being objectives and delivering the long-held purpose of building sustainable and resilient communities</p> |
| <p><b>Name of Service area:</b> Chief Executive's</p>  | <p><b>Date:</b> 11 November 2018</p>   |

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

| 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                       | Councils provide many universal services such as highways and waste collections which bring multiple benefits to all age groups. Proposals on changes to waste arrangements will impact equally on all age groups. However many of our services are delivered to proportionately higher numbers of younger and older people. Changes with a particular impact on these age groups include practice change in adult social services which are person-centred with a focus on well-being reducing dependency and empowering individuals and families to achieve their own outcomes | Increased charges for non-residential social care will have a financial impact and will be experienced by a higher proportion of older people. | Ensure the Social Services and Well-being Act charging legislation is adhered too, so service users are means tested to determine their ability to pay. |

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic  | Describe any negative impacts your proposal has on the protected characteristic  | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?   |
|---------------------------|--|--|---|
| Disability                | Any changes to social care arrangements are likely to have a particular impact on people who have disabilities.  | <p>Any changes to social care arrangements are likely to have a particular impact on people who have disabilities, this includes increased charges as described above. Some changes such as car parking charges increases will impact more on people with a disability who may be more dependent on private cars. The removal of free car parking for blue badge holders will have a negative financial impact on people with a disability.</p> <p>Pupils and schools supported by the Specific Learning Disability Service (SpLD) have become accustomed to a wider range of support and the proposed re-modelling of the service may have a negative impact for some pupils where there is less in-house expertise</p> | <p>Mitigation on car parking charges will be sought through discounts and different pricing structures.</p> <p>For social care charging increases we will ensure that service users are means tested to determine their ability to pay.</p> <p>The Specific Learning Disability Service will ensure that any schools requiring additional training will be supported.</p> |
| Gender reassignment       | At this stage none of the proposals have identified a particular impact, either positive or negative, on people who have undergone or are considering gender reassignment. | None identified  |   |

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic   | Describe any negative impacts your proposal has on the protected characteristic   | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?                  |
|-------------------------------|---|---|--|
| Marriage or civil partnership | Same-sex couples who register as civil partners have the same rights as married couples in employment and must be provided with the same benefits available to married couples, such as survivor pensions, flexible working, maternity/paternity pay and healthcare insurance. At this point of the analysis there are no proposals which have been assessed as having either a positive or negative impact on this group | None of the budget proposals have been identified as having either a positive or negative impact at this stage.   | No mitigating actions are necessary  |
| Pregnancy or maternity        | In the provision of services, goods and facilities, recreational or training facilities, a woman is protected from discrimination during the period of her pregnancy and the period of 26 weeks beginning with the day on which she gives birth. None of the budget proposals have been identified as having either a positive or negative impact at this stage.  | None of the budget proposals have been identified as having either a positive or negative impact at this stage.   | No mitigating actions necessary  |
| Race                          | There are no proposals identified that will have a specific positive outcome that will differ by race.  | Proposals to increase back office efficiency may have an element of artificial intelligence or AI. Research has shown that AI has the potential to reinforce existing biases. This is because computer algorithms are unequipped to consciously counteract learned biases in the same way that humans do. | Work closely with developers to understand any applications where this could potentially occur and remedy immediately. |
| Religion or Belief            | There are no impacts, either positive or negative that have been identified.  | There are no impacts, either positive or negative that have been identified.  | No mitigating actions necessary  |

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic  | Describe any negative impacts your proposal has on the protected characteristic   | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?   |
|---------------------------|--|---|---|
| Sex                       | The council has already carried out a full pay evaluation exercise. However proposals to raise pay levels for the lowest paid workers as result of a national pay settlement, will have a positive impact on pay differentials between the highest and lowest paid workers and any male/female pay differentials |   |   |
| Sexual Orientation        | None of the budget proposals have been identified as having either a positive or negative impact at this stage.  | None of the budget proposals have been identified as having either a positive or negative impact at this stage.                           | No mitigating actions necessary   |
| Welsh Language            | Proposals relating to more efficient use of telephony include the use of a chatbot. This has been developed to be bilingual and respond to queries using the Welsh language  |   | All signage and material arising from budget proposals will be compliant with the Welsh Language measure 2011   |
| Poverty                   | Although Poverty isn't a protected characteristic, it is important to assess and understand the impact of our proposals on those in poverty, especially if there is a cumulative impact from a number of proposals. This is in line with our Social Justice policy.  | An increase in council tax will have a financial impact on all households. The impact will be felt more acutely by those on lower incomes | There are a range of mitigations in place. These include a council tax reduction scheme and the waiving of charges on breakfast clubs to those eligible for free school meals |





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




| Well Being Goal  | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|--|--|---|
| <p><b>A prosperous Wales</b><br/>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>                                 | <p>Examples of proposals that impact positively on this goal include the acquisition of commercial assets which will generate a financial return and where possible support the creation or retention of employment in the county and in the wider Cardiff Capital Region.</p> <p>An increase in car park charges will result in people paying more to park near retail and business centres. However the proposals must be seen in a wider context where car park income is reinvested into Council priorities such as public transport, traffic management, highway maintenance, car park management and maintenance etc. These are services that might otherwise be under greater financial pressure from the budget setting overall.</p> | <p>Regular car park users have options to buy various permutations of season tickets at heavily discounted rates. The towns of Abergavenny, Monmouth and Chepstow continue to offer free parking in each in certain car parks.</p> <p>Changes to recycling arrangements will allow the service to operate more efficiently now and in the future. Higher quality recycled material will allow county to move closer towards a circular economy model.</p> |
| <p><b>A resilient Wales</b><br/>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p> | <p>Proposals to reduce the amount of travel by officers and members of the council through better use of communications technology such as Skype will reduce our impact on the environment through a reduction in harmful emissions which have a negative impact on biodiversity.</p>  |   |
| <p><b>A healthier Wales</b></p>  | <p>Charges for breakfast clubs will be for the childcare element for pupils that are not entitled to free school meals ensuring access to a healthy meal.</p>  | <p>Examples of proposals within the budget include practice change in Adult Social Services which</p>   |

| <b>Well Being Goal</b>  | <b>Does the proposal contribute to this goal?<br/>Describe the positive and negative impacts.</b>   | <b>What actions have been/will be taken to<br/>mitigate any negative impacts or better<br/>contribute to positive impacts?</b>   |
|---|---|--|
| People's physical and mental wellbeing is maximized and health impacts are understood   |   | focus on prevention and a person centred well-being.   |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected   | Place-based approaches proposed as part of practice change proposals in adult social care will contribute to healthy inclusive communities.   | We will apply to open and operate a Post Office in Usk hub to mitigate the closure if the current service and local bank.<br><br>Some communities may be opposed to commercial development or regeneration schemes In such cases we will involve people with proposals subject to planning and local consultation. |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing                                | Efforts to reduce pollution and increase recycling and featured in a number of proposals and these will have a small but important positive impact on CO2 emissions and waste which will contribute to global environmental efforts.                            | Wales has an enviable record in sustainable waste management. Changes to the scheme for recycling will ensure that waste is dealt with in the right place which important to keep these services viable and contributing positively towards being globally responsible.  |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | Proposals relating to more efficient use of telephony include the use of a chatbot. This has been developed to be bilingual and respond to queries using the Welsh language.  | The proposals to reduce funding of the Gwent Music Service could have a negative impact and this will need to be managed carefully considering any proposals to ensure the impact on opportunities is minimized.   |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances   | The council has already carried out a full pay evaluation exercise. However proposals to raise pay levels for the lowest paid workers, as a result of the national pay settlement from April 2018, will have a positive impact on pay differentials between the | Increased charges for some services enable the council to provide other services such as transport which benefit people on low incomes and which has positive environmental impacts. Many of the council services that are sustained through charging  |

|                        |   |  |
|------------------------|---|--|
| <b>Well Being Goal</b> | <b>Does the proposal contribute to this goal?<br/>Describe the positive and negative impacts.</b> | <b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b> |
|                        | highest and lowest paid workers and any gender pay differentials as identified in the council's.  | provide a valuable safety net and contribute to more equal outcomes.   |

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

| <b>Sustainable Development Principle</b>  | <b>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</b>   | <b>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</b>   |
|---|--|--|
|  <p>Balancing short term need with long term and planning for the future</p> <p><b>Long Term</b></p> | <p>Increases in fees and charges have been considered in the context of whole life cost analysis over the long-term in order to ensure sustainable and cost effective service delivery now and in the future.</p> <p>Commercial proposals aligned with the council's commercial strategy support the development of whole life costing principles, implementation of renewable technologies and low zero carbon technologies to reduce energy consumption.</p> | <p>Mitigating arrangements are in place to minimize the impact of increased fees of charges on people on low incomes such as free access to breakfast clubs for those eligible for free school meals and the council tax reduction scheme.</p> |
|  <p>Working together with other partners to deliver objectives</p> <p><b>Collaboration</b></p>      | <p>The budget includes a range of collaborative proposals. This includes working with health the voluntary sector and private companies including the development of a dynamic purchasing system for transport developed in collaboration with other councils in Gwent.</p>  |  |

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?  |
|---|--|--|
|  <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>                | <p>These proposals will form part of the budget exercise and will be subject to a public consultation exercise. This will include sessions with existing groups such as the Access for All forum that represents people with disabilities.</p>   | <p>Ensure that proposals and the accompanying Future Generations evaluations are used during, and updated as a result of, consultation and engagement.</p>   |
|  <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>    | <p>Practice change in adult social services which person centred with a focus on well-being reducing dependency and empowering individuals and families to achieve their own outcomes.</p> <p>Proposals to improve increase recycling and the capture of energy from residual waste prevent the use of landfill which is costly financially and environmentally</p>  |  |
|  <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p> | <p>The council works across many areas and many of these proposals can have positive and potentially negative impacts on another. It is important that as individual proposals are developed we seek to balance competing impacts, for example environmental schemes and more strategic use of section 106 funding can help mitigate the impact of new developments in the built environment on the natural environment.</p> | <p>The council's Corporate Plan contains a table which highlights which of the objectives impacts on each of the 7 national well-being goals and any detailed proposals brought forward following this consultation will need to assess the impact of that proposal on the well-being goals.</p> |

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

|                     | <b>Describe any positive impacts your proposal has</b>  | <b>Describe any negative impacts your proposal has</b>   | <b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>  |
|---------------------|---|--|--|
| Social Justice      | Social justice is about reducing inequalities in society by working towards more equal distribution of wealth and opportunities so everyone can achieve their full potential. The proposals in the budget include those focused on children and preventative services that reduce loneliness and isolation.   | There is a risk that any budget proposals that increase in costs will have a disproportionate impact on people on low incomes and therefore will widen inequality. | The council is committed to aligning evidence based policy, programmes of work and resources with the aim of supporting people and communities to fulfil their potential and live the lives they want to live. Mitigation is in place to reduce the financial burden on people who can least afford it. This includes the council tax reduction scheme and free access to before and after school clubs for children eligible for free school meals. |
| Safeguarding        | 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. Specific Proposals include the strengthening of the councils legal service since lawyers sits at the heart of all child protection work around the Court system. | There are no specific negative impacts identified at this stage  | Safeguarding is at the heart of everything the council does. All staff are trained to a level that is appropriate to their role.   |
| Corporate Parenting | Further investment is being made into children's social services including securing longer-term funding for the MySupportTeam (MyST) works with looked-after children and young people whose needs are such that they require significant support to keep them safe, maintain secure relationships and stable placements and improve their life chances.                              | There are no specific negative impacts identified at this stage  | Put long-term funding in place to continue the service when external funding sources come to an end  |

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

The proposals are based upon a wide range of data and evidence and this will be contained within the evaluations of each of the individual proposals. Future monitoring will be done in accordance with the evaluation arrangements recently developed by the council's democratic services committee. This will allow members to assess whether any changes resulting from the implementation of the recommendation have had a positive or negative effect.

Data sources include for example:

- Quantitative data such as user numbers, measuring whether changes have had a positive or negative impact on the number of people using the service, in some cases, such as preventative services less users will be a positive
- Qualitative data that gives people views of the service which includes analysis of complaints
- Data derived from national sources such as stats Wales and the National Survey for Wales which allow us to measure whole population

**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?**

*.This section should summarise the key issues arising from the evaluation. This summary must be included in the Committee report template*

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

**8. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this**

**process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.**

| <b>Version No.</b> | <b>Decision making stage</b> | <b>Date considered</b>            | <b>Brief description of any amendments made following consideration</b> |
|--------------------|------------------------------|-----------------------------------|---|
| 1.0                | Cabinet                      | Scheduled for discussion 19/12/18 |   |
|                    |                              |                                   |   |
|                    |                              |                                   |   |

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## REPORT

|                                     |   |
|-------------------------------------|---|
| <b>SUBJECT</b>                      | <b>REVENUE &amp; CAPITAL MONITORING 2018/19<br/>OUTTURN STATEMENT</b> |
| <b>DIRECTORATE</b>                  | <b>Resources</b>  |
| <b>MEETING</b>                      | <b>Adult Select committee</b>   |
| <b>DATE</b>                         | <b>29th January 2019</b>  |
| <b>DIVISIONS/<br/>WARD AFFECTED</b> | <b>All Authority</b>  |

### 1. PURPOSE

1.1 The purpose of the report is twofold,

- to provide all Members with holistic information on the revenue and capital outturn position of the Authority at the end of reporting period 2 which represents the financial outturn position for the 2018/19 financial year based on October inclusive activities.
- to be considered by Select Committees as part of their responsibility to,
  - assess whether effective budget monitoring is taking place,
  - monitor the extent to which budgets are spent in accordance with agreed budget and policy framework,
  - challenge the reasonableness of projected over or underspends, and
  - monitor the achievement of predicted efficiency gains or progress in relation to savings proposals.

(In an attempt to assist Select members in their navigation of the report, Members have volunteered whether Select specific aspects could be highlighted in a different coloured font – green. This is being trialled in this report).

### 2. RECOMMENDATIONS PROPOSED TO CABINET

- 2.1 That Members consider a net revenue forecast of £316,000 surplus, and approves the local education authority costs of compromise agreements being borne by the corporate redundancy budget rather than Children and Young People Directorate.
- 2.2 That they also recognise circa £1.3m extra capital resourcing provided recently and note that the revenue forecast is predicated on capitalising £444k expenditure accordingly, a decision that still needs to be considered by full Council in January 2019.
- 2.3 That Members note the 86% delivery of the budget setting savings agreed by full Council previously and a need for remedial action/savings in respect of £727k savings reported as delayed or unachievable by service managers.
- 2.4 That Members consider the capital outturn spend of £40.8m, introducing a £1m anticipated overspend and the presumption made around financing such as per para 3.6.7.
- 2.5 That members note the anticipated use of reserve funding predicted at outturn and the low level of earmarked reserves, which will notably reduce the flexibility the Council has in re-

engineering services and facilitating change to mitigate the challenges of scarce resources going forward.

- 2.6 Members note the extent of movements in individual budgeted draws on school balances, and reported recovery plan intentions as a consequence of their approving changes to Fairer Funding guidelines since month 2

### 3. MONITORING ANALYSIS

#### 3.1 Revenue Position

- 3.1.1 Revenue budget monitoring information for each directorate's directly managed budgets is provided together with information on corporate areas.

#### 3.1.2 Responsible Financial Officer's Summary of Overall Position Period 2

Table 1: Council Fund 2018/19 Outturn Forecast Summary Statement at Outturn

| Service Area                             | Initial 2018-19 Annual Budget | Virements to budget Mth2 | Virements to budget Mth 7 | Period 7 Annual Budget | Revised Forecast Outturn | Revised Forecast Variance | Forecast Over/ (Under) @ Month 2 |
|--|-------------------------------|--------------------------|---------------------------|------------------------|--------------------------|---------------------------|----------------------------------|
|  | £'000                         | £'000                    | £'000                     | £'000                  | £'000                    | £'000                     | £'000                            |
| Adult Services                           | 7,501                         | 0                        | -89                       | 7,412                  | 7,388                    | -24                       | 72                               |
| Children Services                        | 11,373                        | 0                        | 87                        | 11,460                 | 12,022                   | 562                       | 282                              |
| Community Care                           | 22,704                        | 0                        | 64                        | 22,768                 | 21,974                   | -794                      | -132                             |
| Commissioning                            | 1,631                         | 0                        | -4                        | 1,627                  | 1,542                    | -85                       | -48                              |
| Partnerships                             | 366                           | 0                        | 0                         | 366                    | 366                      | 0                         | 0                                |
| Public Protection                        | 1,417                         | 0                        | -7                        | 1,410                  | 1,401                    | -9                        | 18                               |
| Resources & Performance                  | 676                           | 0                        | -21                       | 655                    | 615                      | -40                       | -16                              |
| <b>Total Social Care &amp; Health</b>    | <b>45,668</b>                 | <b>0</b>                 | <b>30</b>                 | <b>45,698</b>          | <b>45,308</b>            | <b>-390</b>               | <b>176</b>                       |
| Individual School Budget                 | 43,620                        | 0                        | 1                         | 43,621                 | 43,436                   | -185                      | 1                                |
| Resources                                | 1,440                         | 0                        | 0                         | 1,440                  | 1,390                    | -50                       | 0                                |
| Standards                                | 5,113                         | 0                        | -2                        | 5,111                  | 5,582                    | 471                       | 381                              |
| <b>Total Children &amp; Young People</b> | <b>50,173</b>                 | <b>0</b>                 | <b>-1</b>                 | <b>50,172</b>          | <b>50,408</b>            | <b>236</b>                | <b>382</b>                       |
| Business Growth & Enterprise             | 1,456                         | 0                        | -124                      | 1,332                  | 1,208                    | -124                      | 8                                |
| Operations                               | 15,394                        | 47                       | 64                        | 15,505                 | 16,126                   | 621                       | 174                              |
| Planning & Housing                       | 1,815                         | 0                        | -88                       | 1,727                  | 1,576                    | -151                      | 0                                |
| Tourism Life & Culture                   | 3,445                         | 0                        | 0                         | 3,445                  | 3,702                    | 257                       | 58                               |
| <b>Total Enterprise</b>                  | <b>22,110</b>                 | <b>47</b>                | <b>-148</b>               | <b>22,009</b>          | <b>22,612</b>            | <b>603</b>                | <b>240</b>                       |

|  |                 |            |            |                 |                 |             |             |
|--|-----------------|------------|------------|-----------------|-----------------|-------------|-------------|
| Legal & Land Charges                               | 458             |            | -2         | 456             | 501             | 45          | -3          |
| Governance, Democracy and Support                  | 3,893           | 0          | -13        | 3,880           | 3,820           | -60         | -11         |
| <b>Total Chief Executives Unit</b>                 | <b>4,351</b>    | <b>0</b>   | <b>-15</b> | <b>4,336</b>    | <b>4,321</b>    | <b>-15</b>  | <b>-14</b>  |
| Finance  | 2,486           | 0          | -2         | 2,484           | 2,328           | -156        | -47         |
| Information Communication Technology               | 2,679           | 0          | 0          | 2,679           | 2,740           | 61          | 54          |
| People   | 1,680           | -47        | -3         | 1,630           | 1,660           | 30          | 34          |
| Future Monmouthshire                               |                 |            | 123        | 123             | 143             | 20          | 0           |
| Commercial and Corporate Landlord Services         | 844             | 0          | -14        | 830             | 911             | 81          | 158         |
| <b>Total Resources</b>                             | <b>7,689</b>    | <b>-47</b> | <b>104</b> | <b>7,746</b>    | <b>7,782</b>    | <b>36</b>   | <b>199</b>  |
| Precepts and Levies                                | 18,467          | 0          | 0          | 18,467          | 18,466          | -1          | -1          |
| Corporate Management (CM)                          | 120             | 0          | 131        | 251             | -72             | -323        | -59         |
| Non Distributed Costs (NDC)                        | 669             | 0          | 0          | 669             | 707             | 38          | 0           |
| Strategic Initiatives                              | 493             | 0          | -69        | 424             | 92              | -332        | -493        |
| Insurance  | 1,333           | 0          | 0          | 1,333           | 1,237           | -96         | 0           |
| <b>Total Corporate Costs &amp; Levies</b>          | <b>21,082</b>   | <b>0</b>   | <b>62</b>  | <b>21,144</b>   | <b>20,430</b>   | <b>-714</b> | <b>-553</b> |
| <b>Net Cost of Services</b>                        | <b>151,073</b>  | <b>0</b>   | <b>32</b>  | <b>151,105</b>  | <b>150,861</b>  | <b>-244</b> | <b>430</b>  |
| Fixed Asset disposal costs                         | 153             | 0          | 0          | 153             | 160             | 7           | 0           |
| Interest and Investment Income                     | -56             | 0          | 0          | -56             | -114            | -58         | -6          |
| Interest payable & Similar Charges                 | 3,326           | 0          | 11         | 3,337           | 3,373           | 36          | 5           |
| Charges required under regulation                  | 4,500           | 0          | -63        | 4,437           | 4,430           | -7          | 0           |
| Contributions to Reserves                          | 224             | 0          | -131       | 93              | 93              | 0           | 0           |
| Contributions from Reserves                        | -1,408          | 0          | 151        | -1,257          | -1,257          | 0           | 0           |
| Capital Expenditure funded by revenue contribution |                 |            | 0          | 0               | 0               | 0           | 0           |
| <b>Appropriations</b>                              | <b>6,739</b>    | <b>0</b>   | <b>-32</b> | <b>6,707</b>    | <b>6,685</b>    | <b>-22</b>  | <b>-1</b>   |
| General Government Grants                          | -63,091         |            | 0          | -63,091         | -63,091         | 0           | 0           |
| Non Domestic rates                                 | -30,177         |            | 0          | -30,177         | -30,177         | 0           | 0           |
| Council Tax  | -70,838         | 0          | 0          | -70,838         | -70,778         | 60          | 0           |
| Council Tax Benefits Support                       | 6,294           |            | 0          | 6,294           | 6,184           | -110        | -50         |
| <b>Financing</b>                                   | <b>-157,812</b> | <b>0</b>   | <b>0</b>   | <b>-157,812</b> | <b>-157,862</b> | <b>-50</b>  | <b>-50</b>  |
| <b>Net Council Fund (Surplus) / Deficit</b>        | <b>0</b>        | <b>0</b>   | <b>0</b>   | <b>0</b>        | <b>-316</b>     | <b>-316</b> | <b>379</b>  |

3.1.3 This outturn forecast presumes the beneficial effect of £444k of revenue cost meeting capital definitions, and being capitalised against the additional national capital resources (£1.3m) notified by Welsh Government as per para 3.6.6, however this decision still requires consideration by full Council in January 2019 as the Constitution is specific in requiring their assent to add any new projects to capital programme.

The outturn variance at month 7 is compared against that reported at month 2 for comparative purposes. The potential volatility around Children’s services and Tourism, Leisure and Culture was highlighted at month 2, so those variances aren’t too surprising at month 7, but the additional adverse movement in Children and Young people additional learning needs wasn’t predicted. Despite these volatilities, Children’s services pressures continue to be absorbed by the beneficial effect of wider Social Care activities, and Additional learning pressures is anticipated absorbed by wider Children and Young people Directorate activities. Putting such variances in context, they both equate to less than 0.5% variation against the net cost budget before financing. This is an incredibly close correlation given the volume of budget holders involved in the process, the volatility in pressures and savings proposals experienced during the year and the need to secure compensatory savings to mitigate adverse positions highlighted earlier in the year. However clearly a surplus is more attractive to the Council than an equivalent deficit, so the use of periodic monitoring as a tool for change during the year should not be underestimated.

3.1.4 There have been continuing budget movements between Directorates since month 2 as new responsibilities bed in, the main ones being the movement of Operations into Enterprise directorate and the removal of Governance, Democracy and Support subdivision out of Enterprise Directorate and back to Chief Executives Dept.

3.1.5 A comparison of the Net Council fund line against previous years activity indicates the following,

| Net Council Fund Surplus | 2018-19     | 2017-18     | 2016-17       | 2015-16       | 2014-15     |
|--------------------------|-------------|-------------|---------------|---------------|-------------|
|                          | £'000       | £'000       | £'000         | £'000         | £'000       |
| Period 1                 | 379 deficit | 164 deficit | 1,511 deficit | 867 deficit   | 219 deficit |
| Period 2                 | 316 surplus | 62 deficit  | 839 deficit   | 1,066 deficit | 116 deficit |
| Period 3                 |             |             | 79 surplus    | 162 deficit   | 144 deficit |
| Outturn                  |             | 652 surplus | 884 Surplus   | 579 surplus   | 327 surplus |

3.2 A summary of main pressures and under spends within the Net Cost of Services Directorates include,

**3.2.1 Stronger Communities Select Portfolio (£81k net underspend)**

- Operations (£621k deficit)

The position for each of main Operations areas is as follows, Transport Garage and car parks £272k deficit, catering £25k deficit, cleaning breakeven, Passenger Transport £210k deficit, Waste and Streetscene £113k deficit and Highways at a break even forecast.

- Chief Executives Unit (£15k underspend)

**Legal division** exhibited a £45k overspend, due to staff cost pressure and a shortfall in land charges income. **Governance, democracy and support** anticipate a £60k surplus due to

staff vacancies and windfall electoral management grant more than compensating for the pressure in Contact centre and inability to make staff vacancy efficiencies in support and scrutiny positions.

- Resources Directorate (£36k overspend)

**Finance Division predict an underspend of £156k**, predominantly predicted savings in Revenues and Exchequer sub division and saving in management cost. **IT predicts an £61k overspend**, due to overestimation of SRS reserve returned to MCC at year end, and a degree of salary savings not yet delivered within SRS. **People services predicts £30k deficit**, mainly the result of sickness and maternity cover within the division. **Landlord division anticipates a £81k deficit**, predominantly the effect of procurement savings anticipated but not delivered as yet. **Future Monmouthshire** responsibility has moved across to Resources since month 2, and exhibits a **£20k deficit**, being a proportion of digitisation and agency cost savings not yet attributable to services.

- Corporate (£714k underspend)

The net effect of the unutilised redundancy budget (£332k), together with one off rate refund receipts in respect of Council's buildings and an extraordinary dividend from the Crematoria Joint Committee.

- Appropriations (£22k underspend)

Anticipated reserve usage has been adjusted in both Appropriations and service Directorates hence the budgetary virements undertaken between month 2 and 7, such that anticipated use of reserves agrees with budget. The savings are instead a mixture of additional interest receivable on investments and small savings in minimum revenue provision required to repay borrowing after accommodating the net costs of affording ££1m anticipated overspend to this year's capital programme.

Unusually Treasury consultants cannot easily predict future interest rate trends into the spring. This is due to uncertainty as how smooth the Brexit process will be, but they have indicated a sense in having a balanced loan portfolio with a mixture of short/long term debt and proportion of variable/fixed debt. Over the medium term we have tended to take short term recurrent borrowing at effectively variable rate. This has provided Treasury savings over the last 3 years. It is more likely that we will be locking a higher proportion of that short term recurrent borrowing into more fixed rate longer term instruments. Longer term rates are more expensive than recurrent short term rates, so this is anticipated to mitigate the positive effect that Treasury traditionally brings in balancing the budget in future years.

- Financing (£50k underspend)

Council tax receipts indicates a £60k shortfall given an increasing level of discounts and allowances being requested. The traditional underspend in anticipated Council tax benefit payments is still being forecast as £110k benefit, however this is an area where activity is likely to be more volatile than traditionally given advertising campaign undertaken by Welsh Government and the advent of universal credit bringing focus to individual's financial circumstances.

## **RESOURCES DIRECTOR'S CONTEXT & COMMENTARY**

It is pleasing to note that the over spend reported at month 2 (£144k) has reduced to a forecast £35k over spend, assisting the overall Authority position.

Savings have been derived from staff vacancies within the Estates team, lower than anticipated insurance costs with the solar farm and higher than anticipated income from PV installations. There will soon be a restructuring of the Estates team that will look to ensure that we have the capability to progress with the delivery of the revised Asset Management and Commercial strategies.

Additional premises cost have resulted with our Industrial Units and County Farms have incurred cost pressures resulting from a compensation payment and professional fees together with strain on rental incomes being achieved from farm holdings. A £50k saving on accommodation costs across our main office sites has been offset by additional supplies and services costs within Office Services.

Procurement is still reporting an over spend resulting from the non-delivery of an element of the authority wide savings (£147k). This has been factored in as a pressure into next year's budget proposals. Alongside this a proposal is being finalised that will look to direct some targeted resources into identifying and exploiting further procurement opportunities consistent with taking forward the revised procurement strategy.

Finance is reporting an increased underspend of £156k (£47k at month 2). Savings have resulted from staff vacancies, one-off grant received from DWP in respect of Housing Benefits and the cost of the cash system and merchant fees being less than anticipated. The introduction of the new cash system will increase costs but for now the saving is welcomed in allowing the directorate to put downward pressure on its net over spend position.

The Future Monmouthshire budget is exhibiting some strain (£19k over spend) as a result of cross authority savings not yet being allocated in respect of digitisation, agency costs and mileage allowances. It is anticipating that this situation will improve moving towards the year end. These cost pressures have been offset through downward pressure being placed on professional fees.

ICT and the specifically the Shared Resource Service are forecasting an over spend of £61k as a reserve that the Authority was looking to call on to contribute to the budget savings for the current year have been confirmed as not being available though further work is being undertaken to determine an amount that can be recovered.

The picture is completed by a net cost pressures continuing within People Services (£31k) and resulting from increasing staff costs as a result of the need to cover staff sickness, one-off costs with HMRC regarding historic mileage claims offset by savings in Corporate Training with a delay in recruiting a modern apprentice.

Further downward pressure will be placed on budgets by teams working across the Directorate and with the aim of bringing the budget out over an over spend position by the end of the year.

### **3.2.2 Economy & development Select Portfolio (£548k net underspend)**

- Enterprise Directorate (£603k net overspend)

**Business growth and enterprise** predict a net **£124k underspend**, being effect of staffing savings, and a small net income from Events firework display. The staffing has been core funded through a reduction to corporate redundancy budget, an Events Service Plan will be finalised by the end of the year following advice from the performance management team. but there is still no formal Events strategy to indicate how events income will contribute a holistic benefit in sustaining services. This remains similar to the Borough Theatre situation. Following the appointment of the Borough Theatre manager on the 5th of November we are now working with Arts Council Wales to produce a business plan which will align with the service business plan and will also enable us to draw down the capital funding for the refurbishment in 2019/20.

**Planning & Housing (net £151k underspend)** – Development control has historically experienced a significant deficit in income against budget. The extent of some larger sites coming online during the year allowed us to predict higher than usual income levels.

The pressure accommodated in respect of lodging scheme as part of 2018-19 budget process, allows the Housing service to predict a breakeven position.

**Tourism, leisure & culture (£257k overspend)** - £85k of overspend is artificial to the MCC bottom line as it relates to the Outdoor Education service which transfers any surpluses or deficit to its trading reserve. The pressure within Outdoor Education relates to an eroding income base as historic partners look to withdraw their core support. This has been known for the last 3 years with the team developing a recovery plan over the past month for consideration at select in December 2018 with a further action plan to follow.

Attractions anticipate a £60k pressure in respect of redundancies. The 2<sup>nd</sup> stage report requesting corporate funding is being prepared, but for now this shows as an overspend.

Leisure centres anticipate a net £50k pressure to income target in South establishments, and unexpected expenditure at Monmouth LC.

Youth has incurred a £10k job evaluation regrading consequence.

Museums anticipated a £32k overspend mainly for staff and sickness cover, and remediation consequences of withdrawing from using the Caldicot storage facility.

- Social Care & Health (£9k underspend)

**Public Protection (£9k underspend)** – predominantly the net effect of minor savings across the Division and whilst Registrars services still anticipating a deficit, the income prediction has improved since month 2.

## **ENTERPRISE DIRECTOR'S CONTEXT & COMMENTARY**

Whilst the month 7 forecast indicates an under spend for the Enterprise Directorate overall there are deficit trends in the Operations Department that cause concern. Whilst the Highways section are reporting a forecast break even position, as we enter the winter period there is a risk that the financial outturn will deteriorate if adverse weather is encountered and whilst our response is extremely effective the two periods of snow last winter resulted in significant extra expenditure.

There is a projected overspend on the Passenger Transport Unit of £210k. This section has experienced a great deal of operational and financial change during this year. The introduction of the Dynamic Purchasing System (DPS) brought service cost savings when all education services were submitted to tender but these savings have been eliminated by increased maintenance costs for the in house fleet coupled with hiring in of buses to fulfil our service commitments. Overtime costs have also exceeded the budget and work is underway to review the fleet, routes and staffing issues to get these costs back under control. There are also some underlying changes which are worth mentioning at this time; in particular whilst taxi and minibuss operators are reasonably common (creating a healthy market) there are fewer coach operators in this area resulting in coach contracts increasing in cost. Finally the special education needs (transport) budget is on budget but it should be noted that transport for SEN students is over £1.5m and recent trends suggest that it will continue to rise. Officers are investigating what might be done to control these costs without undue impact upon the students.

There is a projected overspend in transport (fleet management and maintenance plus car park management) of around £242k. This partly due to maintenance costs on an ageing fleet (£44k) although this will be addressed by the new waste fleet arriving in the New Year. Of

greater concern is the reduction in car parking income. This service has performed well for many years but in 18/19 the forecast is a loss of £197k. One cause has been the closure of two car parks for essential utility installation work but the largest impact has been the opening of the Morrison's store and car park in Abergavenny. The store allows two hours free parking. This undermines the MCC charging regime and the affect has been dramatic with approximately £2.5k loss of income per week.

There is a loss of £113k in waste although this is largely explained by 18/19 budget assumptions that did not come to fruition – in particular and assumed £100k income from Blaenau Gwent CBC as contribution to HWRC costs at Llanfoist due to BGCBC residents using the facility; ultimately BGCBC declined to make the payment (but shortly members will see proposals to limit use of our HWRC's to MCC residents). The other smaller element was £13k attributable to changing opening times at HWRC sites which was not progressed.

Finally there has been a reduction in primary school meal income. Although only £25k it is a matter of concern for this well respected service and officers are developing ideas to restore custom levels including advertising and emphasising the healthy aspect of the meals and possibly bring forward proposals to discount meal cost for loyalty or even multiple siblings. There is some anecdotal evidence that the parent pay system may be focusing parents minds of the cost of the service (having to pay weekly or monthly) so an incentive to take up the service may bring dividends in custom levels – any such proposals will be reported separately to members

### **3.2.3 Adult Select Portfolio (net £894k underspend)**

- **Social Care & Health**

**Adult Services (£24k underspend)** – a drop off in community meals income of £20k is anticipated , together with £51k staffing pressures (sickness cover and ERS pension saving not realised) within net direct care establishments (Severn View and Mardy Park), compensated for by vacancies and management savings of £72k.

**Community Care (£794k underspend)** – net savings within Mental Health Care team budget and Frailty pooled budget compensate for the inherent pressure to external agreement costs as recharge agreements are historic in nature and haven't kept pace with periodic inflation. Ad hoc extraordinary resourcing of £406k provided by Welsh Government to assist with Social Care funding.

**Commissioning (£85k underspend)** – predominantly a part year saving to commissioning staffing, and a continued savings within Drybridge Gardens service area.

**Resources (£40k underspend)** – capitalisation of IT development work.

### **SOCIAL CARE & HEALTH DIRECTOR'S CONTEXT & COMMENTARY**

The month 7 forecast outturn for the directorate is predicting an underspend of £309,000, which against a budget of £45.7M is a great achievement. This underspend is after a savings budget reduction of £925,000, of which £896,000 is forecast to be delivered. It has included the effect of extraordinary in year resourcing (£406,000) provided by Welsh Government recently.

However, we are entering the winter months which traditionally brings added pressures on Social Care, and coupled with the current unmet care need of 300 weekly hours, an increased take up of older people's residential placements, Looked After Children numbers increasing to 148, with 66 in placements, could present a challenge to remain within forecast.



Within the Adult Services budget, the forecast is set to deliver an underspend of £894,000, this after delivering savings totalling £653,000. This position is masked by the current 300 weekly hours of unmet need which we are unable to presently procure in the market, against a backdrop of rising older people's residential placements. The continuance of practice change within the service has been an effective method of budget management, cases moving over to Continuing Healthcare and property sales income have been significant this year.

For Children's Services, the budget is predicted to overspend by £561,000, after savings target deductions of £260,000. Currently we are supporting 148 Looked After Children, with 66 in placement, accounting for £302,000 of the forecast overspend. A significant amount of work has been carried out by the service to not only meet current savings, such as reviewing and right sizing of high cost placement packages, but bolstering our front of house/edge of care provision. A forward plan of action around reducing the cost pressure is in place, this will be aided by the reconfiguration of the Family Contact service and the development of the therapeutic foster care programme known as MyST, initially funded through an Integrated Care Fund grant. We are also benefiting from a more stable workforce following the successful introduction of our Workforce plan, which has seen the service move away from reliance on agency staffing.

Public Protection operates on a very small budget of just £1.4M to provide its wide range of services such as Trading Standards, Environmental and Public Protection, Licensing, Health & Safety and Registrars. This area of the budget is set to underspend by £10,000, this after a savings target deduction of £12,000.

### **3.2.4 Children & Young People Select Portfolio (net £798k overspend)**

- Social Care & Health (£562k overspend)

**Children's Services (net £562k overspend)** – this can be a fairly volatile area to manage budget wise, with individual placements potentially having a significant effect. The service did receive net £534k extra resourcing as part of 2018-19 budget process. The service's forecast assumptions also presume circa £390k funding from Health for 2 continuing care cases. In comparison to 2017-18 activity which was £1.6m overspend, the 2018-19 forecast still indicates a significantly improving position albeit circa £300k worse than month 2, predominantly in looked after children external placement costs and associated transport costs borne, and an increase in staffing cost deficit of £30k since month 2 to forecast a £290k deficit, in the form of not being able to meet staff efficiency reductions, travel savings and the continued employment of agency staff.

**Youth offending team partnership (breakeven)** – this partnership is managed in a similar fashion to Outdoor Education, in so far as surpluses or deficits do not affect MCC outturn position and are instead transferred to their trading account. The Board overseeing the management of the service has agreed to hold the combined surplus at £150k, which means that circa £99k beneficial effect will be redirected back through to partners at year end. It is not recommended to use this windfall in balancing 2018-19 position as it is also understood that should the partnership balance fall below £150k in future years as a result of overspends these will need to be borne by increased partner contributions. It is proposed to have any extraordinary credit off to an MCC specific reserve to mitigate any future volatility.

- Children and Young People (net £236k overspend)

Service colleagues report **School Budget Funding moved from breakeven at month 2 to £185k surplus at month 7**, based largely on capitalising expenditure and anticipating redundancy and settlement agreements being borne by corporate redundancy budget. **Resources Divisions** are now anticipating a £50k surplus, caused by net vacancies and reduced hours. **Standards subdivision** exhibits a **£471k overspend** reported as largely the consequence of continued reduced residential place numbers at Mounton House as MCC considers the future use for the facility. The main change since month 2 involving an £80k deficit swing involves the additional support provided to schools to manage additional learning needs.

## **SOCIAL CARE & HEALTH DIRECTOR'S CONTEXT & COMMENTARY**

The month 7 forecast outturn for the directorate is predicting an underspend of £309,000, which against a budget of £45.7M is a great achievement. This underspend is after a savings budget reduction of £925,000, of which £896,000 is forecast to be delivered. It has included the effect of extraordinary in year resourcing (£406,000) provided by Welsh Government recently.

However, we are entering the winter months which traditionally brings added pressures on Social Care, and coupled with the current unmet care need of 300 weekly hours, an increased take up of older people's residential placements, Looked After Children numbers increasing to 148, with 66 in placements, could present a challenge to remain within forecast.

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## **CHILDREN & YOUNG PEOPLE DIRECTOR'S COMMENTARY**

The Directorate's Month 7 position is a forecasted overspend of £329,448 which is an increase on the month 2 forecast over spend of £52,190. All parts of the directorate are working to reduce those areas of pressure and bring the budget back to a balanced position.

The Additional Learning Needs budget continues to remain under significant pressure due to the requirement to support more of our pupils with complex needs. This is not a simple picture of additional costs and officers have managed the costs of four students to reduce the pressure by £87,837. However, there have been new complex additions to the number of children requiring support; these can be significant and the part year impact of one of these placements is as much as £50,000. It is important to note that the pressure of supporting children within mainstream Monmouthshire schools is a more significant pressure than the out of county pressure.

Despite increasing the recoupment level i.e. charging level for students from outside of Monmouthshire, in last year's budget cycle Mounon House brings a recoupment pressure of £336,000. This will be address for the last term of the year by looking to increase the recoupment levels in year. The future of Mounon House is a key focus of the Additional Learning Needs (ALN) Review.

There have been some additional severance costs incurred by schools which have influenced the Directorate's overspend position. We will seek that these are addressed by the corporate redundancy budget.

Schools and CYP budgets remain exceptionally challenging across Wales and Monmouthshire is no different. Officers within the ALN team will review levels of funding to schools and the Directorate as a whole has moved to a position of essential spend only.

Along with the rest of the organisation, schools are facing a challenging financial settlement and have again budgeted to be in a collective deficit by the end of the year. This forecasted position has improved since month 2 were set and we will continue to work closely with our school colleagues to ensure their plans are as robust as possible to minimise any impact whilst continuing to improve standards for our young people.

### **3.3 Redundancy costs**

Members are commonly keen to understand the extent of any redundancy payments made during the year, as staffing remains the most significant and controllable expense to most service areas. Traditionally the expectation is that services absorb the cost of any redundancies in the first instance, only making a call upon the corporate budget where necessary. To date the only anticipated approval or caveated use of redundancy budget agreed by Members relates to the re-engineering of Attractions service incurring a £60k consequence. The corporate redundancy budget of £450k was reduced to £400k to allow the net creation of Events team staffing costs.

The above forecast also assumes the Local education authority's share of schools' compromise agreements is unlikely to be afforded by Children and Young People Directorate, and illustrates this cost instead being borne by corporate redundancy budget (£92k).

3.4 Given the financial challenges that will continue to face the Authority for the foreseeable future, Chief Officers continue to be tasked with ensuring that services live within the budgets and savings targets set for the current financial year.

3.4.1 It isn't particularly usual for a Senior Finance Officer to proffer symptomatic considerations as part of the periodic monitoring report in addition to Directors comments, but it would be sensible to highlight,

- The financial environment facing Councils over the next 4 years will be very challenging. It will be increasingly difficult to find additional remedial savings through the year in addition to those required to allow a balanced budget to be established every February. This volatility risk is traditionally mitigated by a heightened accountability culture whereby service managers are reminded of the need to comply within the budget control totals established by members, and are more responsible for any variances to SLT and Cabinet and equally for Select Committees to exhibit a more focussed reflection upon the adequacy of budget monitoring being applied. Members may wish to re-enforce such accountabilities and review any remedial action proposed by service managers to resolve adverse situations.
- The budget process this year involved the late consideration and development of additional savings caused predominantly by national 2% pay award agreed during the budget process introducing an extra £1m volatility into the usual budget process. By necessity some of the late savings were less robust, and less certain than earlier ones, as evidenced in the savings matrix below. A prudent approach has been adopted in the savings progress reported, as some of the intentions, whilst laudable, will always have an inherent speculative aspect, so for instance in relation to social care activities there is a presumption of colleagues negotiating effectively with other public sector colleagues to passport costs or secure funding/contribution where the nature of service is more reflective of health rather than care. They have been quite successful in such deliberations previously, but probability suggests, they won't win every case.
- An increasing feature for all Councils is how to sustain core services rather than reduce them. This does lend itself to the consideration of activities not traditional to Councils, often described as innovative, commercial or private sector influenced. Experience of such activities within MCC suggest the implementation phase is key to the success or otherwise of such initiatives. Commercial skills aren't necessarily commonplace to a local authority, such that when faced with considering such, members should increasingly test out the practicalities involved and establish a tolerance to any business case received after which officers are required to re-report to members. This is necessary as the Council has a different duty in the protection of public funds that wouldn't apply in private sector, and the private sector can more easily respond to a deficient project by dropping or amending the proposal. It isn't as easy to do that at pace in a public entity which is problematic as Councils have limited capacity to absorb the effect of deficient projects, so instead public sector will commonly look to reassess the success of the scheme against an alternate lens, most commonly the social benefit when instead the proposal was volunteered to members primarily as a financial benefit.
- Relatedly, there's an unusual degree of work being undertaken by a multi discipline team known as "hit squad" and targeted managers to consider the financial viability of commercial type services e.g. Borough Theatre, Events, PTU, procurement etc. These may have knock on consequences to reserve usage and costs to the Council not currently captured in annual budget agreed by members or evaluated in the current monitoring position.
- Similarly, Members have registered support for the provision of a Leisure Trust to become active at the end of the financial year, acknowledging that there will be an

additional cost to this facilitation approved by members to a ceiling of £155,000, to be afforded by one off reserve usage. Any additional costs volunteered during the process to best position the shadow organisation to succeed or reflect responsibilities captured in the future management agreement between new organisation and council e.g. the destabilising effect to Council's central support functions with budgets moving to the Trust, or the prioritising of capital expenditure towards Leisure establishments, aren't yet quantified or factored into current monitoring, but could be anticipated to add to the financial churn this year and the budget process for next.

### 3.5 2018/19 Budget Savings Progress

3.5.1 This section monitors the specific savings initiatives and the progress made in delivering them during 2018-19 as part of the MTFP budgeting process.

In summary they are as follows,

| <b>Disinvestment by Directorate 2018-19</b> | 2018/19 Budgeted Savings | Value of Saving forecast at Month 7 | Delayed Savings | Savings deemed Unachievable YTD |
|---|--------------------------|-------------------------------------|-----------------|---------------------------------|
| REVENUE MONITORING 2018-19                  | £000                     | £000                                | £000            | £000                            |
| Children & Young People                     | (631)                    | (596)                               | (20)            | (15)                            |
| Social Care & Health                        | (925)                    | (896)                               | (14)            | (15)                            |
| Enterprise                                  | (242)                    | (138)                               | (94)            | (10)                            |
| Resources                                   | (771)                    | (508)                               | (263)           | 0                               |
| Chief Executives Units                      | (1,296)                  | (1,059)                             | (79)            | (158)                           |
| Appropriations                              | (396)                    | (396)                               | 0               | 0                               |
| Financing                                   | (800)                    | (740)                               | 0               | (60)                            |
| <b>DIRECTORATE Totals</b>                   | <b>(5,061)</b>           | <b>(4,333)</b>                      | <b>(469)</b>    | <b>(258)</b>                    |

3.5.2 Mandated saving performance is running at 86% of budgeted levels, with currently £258,000 being deemed potentially unachievable, and a further £469,000 to be delayed to later years.

3.5.3 The emphasis of reporting savings has changed from previously where savings were reported when they were manifest, however the judgement is now whether saving is forecast to be achieved.

3.5.4 Consequently the savings appendix (appendix 1) also has a traffic light system to indicate whether savings are likely to be achieved or have justifiable reasons explaining delayed implementation. The following summary of savings mandates are highlighted as requiring further work to crystallise or exhibit an anticipated degree of volatility.

#### 3.5.5 Stronger Communities Select Portfolio

Resources Directorate

- Delayed savings are anticipated in respect of the likely introduction of the Revenues sub division's new document image system (£10k), the Procurement gateway review £150k appears to exhibit little progress to date, savings from more zealous use of duplicate payment software (£25k), and the reviewing of technology and systems

and introduction of chatbot functionality (£79k) all report delays in implementation and the timing when savings crystallise.

#### Enterprise (ENT) Directorate

- A Council wide target, overseen by Future Monmouthshire colleagues, to reduce agency costs by £80k is reported unlikely to be delivered. Similarly a shortfall to increase fees and income by £32k has fallen short by £10k and the presumption to reduce Council travel costs by £72k this year is likely to fall short of aspiration by circa £14k. A £30k saving in Community Hub expenditure in the form of vacant post freeze and software savings has been reported as achieved in full.

### **3.5.6 Economy & Development Select Portfolio**

#### Chief Executive's Office/Operations

- Approved car park price increases weren't introduced in April reducing the anticipated income levels (£21k). The CA site opening time reductions haven't been introduced resulting in £13k saving shortfall. Matter has fallen into a wider CA sustainability review during 2018-19.
- The savings agenda within PTU is significant and wide ranging and involves significant officer time outside of core PTU team. Latest anticipation from a current retendering exercise suggests a £29k shortfall on the £171k estimated. The £30k saving from reducing payments to contractors but providing a more timely cashflow has been reviewed, as it potentially discourages take up, and perpetuates a need for multiple approaches. The service is still trialling a payment on account process, with the intention of moving all contractors across to it from September, but has instead chosen to take an increased saving from the successful pilot of personal transport budgets. The extended provision of in-house ALN transport service designed to deliver £41k, is not as advanced as other PTU practice changes currently, and the saving of £49k from Raglan training is only anticipated to deliver £20k additional income this year.
- The £100k proposal to effectively sell Recycling activity targets to a neighbouring authority to avoid their penalisation hasn't been progressed, as they've received a relaxation to potential sanctions. £35k of the seasonal garden waste income saving has been achieved leaving a £5k shortfall.

### **3.5.7 Adult Select Portfolio**

#### Social Care & Health (SCH) Directorate

- Adult social care proposals are anticipated to the full extent of proposed £638k efficiencies.
- The additional income predicted from Meals on wheels (£15k) and Registrars (£12k) isn't yet manifest, and the increasing cost of meals on wheels has had a perceived reduction in demand.

### **3.5.8 Children and Young People Select Portfolio**

#### Social Care & Health (SCH) Directorate

- Whilst not a true net saving, a 4 year financial recovery improvement target was established to compensate for £560k in pressure volunteered by the service. As present

predictions suggest an outturn of £561k deficit, which would indicate no improvement against recovery plan aspirations. The financial volatility this causes is being significantly absorbed within wider Social Care directorate in exhibited only a net £55k deficit. However Children's services does remain one of the more volatile budgets within the Council, where individual decisions can result in significant consequences, so the position will need to be closely monitored through the year.

### Children and Young People (CYP) Directorate

- Directorate colleagues report a £20k shortfall in anticipated income from breakfast club income, and £15k shortfall in being able to adjust premature retirement budget.

## 3.6 Capital Position

3.6.1 The summary Capital position at Month 7 is as follows

| <b>MCC CAPITAL BUDGET MONITORING 2018-19 at Month 7 by SELECT COMMITTEE</b> |                                  |                                 |                                      |   |                                       |                                     |
|---|----------------------------------|---------------------------------|--------------------------------------|---|---------------------------------------|-------------------------------------|
| <b>SELECT PORTFOLIO</b>   | <b>Forecast Spend at Outturn</b> | <b>Slippage Brought Forward</b> | <b>Total Approved Budget 2018/19</b> | <b>Forecast Capital Slippage to 2019/20</b> | <b>Revised Capital Budget 2018/19</b> | <b>Capital Expenditure Variance</b> |
|   | <b>£000</b>                      | <b>£000</b>                     | <b>£000</b>                          | <b>£000</b>                                 | <b>£000</b>                           | <b>£000</b>                         |
| <b>Children &amp; Young People</b>  | 23,127                           | 9,359                           | 22,273                               | (231)                                       | 22,042                                | 1,085                               |
| <b>Adult</b>  | 23                               | 0                               | 23                                   | 0   | 23                                    | 0                                   |
| <b>Economic &amp; Development</b>   | 9,461                            | 98                              | 17,925                               | (8,464)                                     | 9,461                                 | 0                                   |
| <b>Strong Communities</b>   | 9,265                            | 2,376                           | 14,034                               | (4,774)                                     | 9,260                                 | 5                                   |
| <b>Capital Schemes Total 2018-19</b>  | <b>41,876</b>                    | <b>11,833</b>                   | <b>54,255</b>                        | <b>(13,469)</b>                             | <b>40,786</b>                         | <b>1,090</b>                        |

3.6.2 Capital expenditure at month 7 has two major overspends in 21<sup>st</sup> Century Schools building projects at the old Caldicot Comprehensive (£738,612) and at the old Monmouth Comprehensive (£346,230) due to project management costs incurred over a longer timeframe and greater incidence of asbestos remediation from ground and demolished buildings than anticipated upon survey. All other schemes are forecasting to come in on budget except for an over spend of £5k on the Off-roading Cycling Feasibility Study in S106.

### **Slippage to 2019-20**

3.6.3 Total Provisional Slippage at Month 7 is (£13,469k) due to delays in:-

- Finding suitable investment properties for the Asset Investment Fund (£8,463k), budget has been input into capital programme in equal instalments over 3 year period, and it was always unlikely that investment opportunities would mirror budget so closely.
- J Block re-development (£2,232k) and Abergavenny Community Hub (£1,956k) development are delayed into 2019-20 to reflect the refurbishment costs unlikely to be undertaken this financial year.
- Other notable delays are at:
  - Granville Street Car Park (£163k) due to drainage issues currently with NRW;



- £201k in regard to additional learning needs at Overmonnow Special Needs Resource (S106) as work needs to be undertaken in the school holidays next summer
- Reported delays to Access for all works (£90k).
- Other S106 delays (£275k) include
  - the New Playing Field Pitches at Clydach Juniors S106 scheme (£53k) that cannot proceed due to delays on the Heads of Valley duelling project
  - security of tenure delays on the S106 Llanelly Hill Welfare Car Park scheme (£22k),
  - also possible delays on Gilwern OEC (£53k).

### Capital Financing and Receipts

3.6.4 Given the anticipated capital spending profile reported in para 3.6.1, the following financing mechanisms are expected to be utilised.

| <b>MCC CAPITAL FINANCING BUDGET MONITORING 2018-19 at Month 7 by FINANCING CATEGORY</b> |                         |                                 |  |   |   |  |
|---|-------------------------|---------------------------------|--|---|---|--|
| <b>CAPITAL FINANCING SCHEME</b>   | <b>Annual Financing</b> | <b>Slippage Brought Forward</b> | <b>Total Approved Financing Budget 2018/19</b> | <b>Provisional Budget Slippage to 2019/20</b> | <b>Revised Financing Budget 2018/19</b> | <b>Forecast Capital Financing Variance 2018/19</b> |
|   | <b>£000</b>             | <b>£000</b>                     | <b>£000</b>                                    | <b>£000</b>                                   | <b>£000</b>                             | <b>£000</b>  |
| Supported Borrowing   | 2,323                   | 0                               | 2,410  | (87)  | 2,323                                   | 0  |
| General Capital Grant   | 1,467                   | 0                               | 1,467  | 0   | 1,467                                   | 0  |
| Grants and Contributions  | 7,974                   | 4,725                           | 7,974  | 0   | 7,974                                   | 0  |
| S106 Contributions  | 1,709                   | 650                             | 2,185  | (476)   | 1,709                                   | (0)  |
| Unsupported borrowing   | 16,132                  | 1,231                           | 28,825   | (12,693)                                      | 16,132                                  | (0)  |
| Earmarked reserve & Revenue Funding   | 21                      | 169                             | 174  | (153)   | 21                                      | (0)  |
| Capital Receipts  | 11,126                  | 5,024                           | 11,186   | (60)  | 11,126                                  | 0  |
| Low cost home ownership receipts  | 34                      | 34                              | 34   | 0   | 34                                      | (0)  |
| Unfinanced  | 1,090                   | 0                               | 0  | 0   | 0                                       | 1,090  |
| <b>Capital Financing Total 2018-19</b>  | <b>41,876</b>           | <b>11,833</b>                   | <b>54,255</b>                                  | <b>(13,469)</b>                               | <b>40,786</b>                           | <b>1,090</b>                                       |

3.6.5 Unusually, as part of its 2019-20 budget considerations, WG has identified extra capital funding to assist Councils during 2018-19 i.e.

*An extra £50m capital for local authorities' general capital fund – this is the first instalment of a £100m increase over three years to the general capital fund.”*



It is so recent that Councils are yet to receive any specific correspondence pertaining to their share of this national award. It will likely come through with final settlement information on 19<sup>th</sup> December, but if reasonably extrapolated on the same basis as general capital grant award, this could provide an additional £1.34m resourcing.

Colleagues have considered the headroom this creates and volunteer the following usage

| Service Area                                     | Nature                                     | Amount |
|--|--|--------|
|  |  | £'000  |
| Enterprise - Passenger transport                 | Major vehicle repairs                      | 150    |
| Enterprise - Garage                              | Major vehicle repairs                      | 44     |
| Enterprise – Garage                              | Caldicot Depot refurbishment               | 50     |
| Enterprise – Highways & Grounds                  | Capitalising maintenance programme         | 150    |
| Social Care – Adult                              | IT system development                      | 40     |
| Resources – Estates                              | Innovation House 2 <sup>nd</sup> flr refit | 20     |
|  | Solar farm invoices                        | 15     |
| Children & young people – Gilwern School         | Reception improvements                     | 32     |
| Children & young people – Y Fenni School         | Additional classroom                       | 30     |
| Children & young people – King Henry VIII school | IT replacement                             | 30     |
| Children & young people – schools general        | IT replacement                             | 63     |
| Total  |  | 624    |

3.6.6 Of this, £444k provides a beneficial effect to revenue monitoring forecasting. That assumption has been made in revenue monitoring table in para 3.1.2 above, however consideration from full Council is still required before that situation crystallises. It is intended to report the matter for approval alongside Members consideration of the 2019-20 capital proposals at the next scheduled full Council financial touchpoint on 17<sup>th</sup> January 2019.

3.6.7 This results in £716k of additional resourcing not utilised explicitly. Recognising a potential overspend of £1.09million to this year's capital programme which has to be financed, it is proposed to use any unused balance to mitigate the additional borrowing necessary and which has been added to the Treasury and Appropriations revenue forecast above.

### 3.7 Useable Capital Receipts Available

3.7.1 In the table below, the effect of the changes to the forecast capital receipts on the useable capital receipts balances available to meet future capital commitments is shown. This is also compared to the balances forecast within the 2018/22 MTFP capital budget proposals.

Movement in Available Useable Capital Receipts Forecast

| TOTAL RECEIPTS                    | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|-----------------------------------|---------|---------|---------|---------|
|                                   | £000    | £000    | £000    | £000    |
| Balance b/f 1 <sup>st</sup> April | 3,411   | 3,103   | 7,630   | 13,262  |

|  |              |              |               |               |
|--|--------------|--------------|---------------|---------------|
| <b>Add:</b>                                  |              |              |               |               |
| Receipts received in YTD                     | 6,312        |              |               |               |
| Receipts forecast received                   | 4,351        | 5,065        | 6,091         | 1,000         |
| Deferred capital receipts                    | 155          | 97           | 100           | 102           |
| <b>Less:</b>                                 |              |              |               |               |
| Receipts to be applied                       | (11,126)     | (635)        | (559)         | (559)         |
| Set aside                                    | 0            | 0            | 0             | 0             |
| <b>Predicted Year end receipts balance</b>   | <b>3,103</b> | <b>7,630</b> | <b>13,262</b> | <b>13,805</b> |
| <b>Financial Planning Assumption 2018/22</b> |              |              |               |               |
| <b>MTFP Capital Budget</b>                   | <b>856</b>   | <b>6,122</b> | <b>8,861</b>  | <b>10,599</b> |
| <b>Increase / (Decrease) compared to</b>     |              |              |               |               |
| <b>MTFP Capital Receipts Forecast</b>        | <b>2,247</b> | <b>1,508</b> | <b>4,401</b>  | <b>3,206</b>  |

- 3.7.2 The balances forecast to be held at the 31<sup>st</sup> March each year are higher than forecast in the MTFP due to a re-profiling of the LDP receipts for land at Undy (Rockfield Farm).
- 3.7.3 There is still an increasingly significant risk to the Council resulting from the need to utilise capital receipts in the same year that they come into the Council. This provides no tolerance or flexibility should the receipts be delayed, which isn't uncommon, and would necessitate compensatory temporary borrowing which is more costly than utilising capital receipts and would necessitate additional revenue savings annually to afford.

### 3.8 Reserves

#### Reserve Usage

3.8.1 Revenue and Capital monitoring reflects an approved use of reserves. A specific analysis is undertaken at every formal periodic monitoring exercise to establish whether reserve cover conveyed to them by members will be fully utilised within the financial year. Where it is apparent this is not the case, both the reserve movement budget in appropriations budget and the expenditure within service directorate is adjusted. This is to prevent any imbalance in the bottom line position for net cost of services. The forecast outturn position based on month 7 activity is,

| Account                                   | 2017/18<br>C/F     | 2018/19                                  |   |  |  |  | C/F                |
|---|--------------------|--|---|--|--|--|--------------------|
|   |                    | Slipped<br>reserve<br>usage from<br>1718 | In year<br>Contribution<br>s To Reserve | In Year<br>Contribution<br>from<br>Reserves for<br>Revenue<br>Purposes | In year<br>Contribution<br>from<br>Reserves for<br>Capital<br>Purposes | Delayed<br>Expenditure<br>,<br>contribution<br>slipped<br>forward into |                    |
| Council Fund (Authority)                  | -7,111,078         |  |   |  |  |  | -7,111,078         |
| School Balances                           | -175,225           |  |   |  |  |  | -175,225           |
| <b>Sub Total Council Fund</b>             | <b>-7,286,303</b>  |  | 0                                       | 0  | 0  |  | <b>-7,286,303</b>  |
| <i>Earmarked Reserves:</i>                | 0                  |  |   |  |  |  |                    |
| Sub-Total Invest to Redesign              | -1,302,343         | 29,000                                   | -40,000                                 | 418,828  | 152,214  | -36,170  | -778,472           |
| Sub-Total IT Transformation               | -734,881           | 111,913                                  | 0                                       | 114,000  | 16,573   | -10,000  | -502,396           |
| Sub-Total Insurance and Risk Management   | -1,046,416         | 0  | 0                                       | 0  | 0  | 0  | -1,046,416         |
| Sub-Total Capital Receipt Generation      | -347,139           | 72,072                                   | 0                                       | 81,343   | 0  | 0  | -193,724           |
| Sub Total Treasury Equalisation           | -990,024           | 0  | 0                                       | 0  | 0  | 0  | -990,024           |
| Sub-Total Redundancy and Pensions         | -496,813           | 0  | 0                                       | 163,978  | 0  |  | -332,835           |
| Sub-Total Capital Investment              | -648,336           | 0  | 0                                       | 0  | 0  | 0  | -648,336           |
| Sub-Total Priority Investment             | -686,751           | 88,000                                   | 0                                       | 628,751  | 0  | -300,000   | -270,000           |
| <b>Sub-Total Other Earmarked Reserves</b> | <b>-1,121,237</b>  | <b>0</b>                                 | <b>-53,000</b>                          | <b>185,460</b>   | <b>0</b>   | <b>-86,471</b>   | <b>-1,075,248</b>  |
| <b>Total Earmarked Reserves</b>           | <b>-7,373,942</b>  | <b>300,985</b>                           | <b>-93,000</b>                          | <b>1,592,360</b>   | <b>168,787</b>   | <b>-432,641</b>  | <b>-5,837,452</b>  |
|   | <b>-14,660,245</b> | <b>300,985</b>                           | <b>-93,000</b>                          | <b>1,592,360</b>   | <b>168,787</b>   | <b>-432,641</b>  | <b>-13,123,755</b> |

3.8.2 Earmarked reserves remain at limited levels unlikely to provide any material capacity/headroom to meet unanticipated volatility or significantly facilitate future service re-engineering and design.

As a useful reminder, with regard to the allocation of bottom line surplus to replenish reserves, the Sc151 officer's considered advice at last year's outturn was

|                                     |   |
|-------------------------------------|---|
| Priority Investment Fund            | £155k (to extinguish ADM deficit)   |
| Capital Receipts Generation Reserve | £70k (Capital receipts generation reserve part funds Valuation team's cost, and a top up is necessary to accord with their indicative 2018-19 costs.) |
| Balance Invest to Redesign Reserve  | £448k   |
| Total                               | £653k   |

3.8.3 Despite those top ups, the current predicted use of the Priority investment reserve means that it will likely expire by the end of 2018-19 as a funding source, as the £300k year end balance is earmarked/allocated to local development plan purposes. Given the forecast use of earmarked reserves, Cabinet has previously approved a policy on earmarked reserves to ensure that earmarked reserves are focused on investment in areas where they can achieve most impact hence putting the balance for redistribution into “Invest to Re-design”.

### **Schools Reserves**

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

3.8.5 The net effect of an individual school’s annual surplus or deficit is shown in a ring-fence reserve for the particular school. Details of which for each school are included in Appendix 2, together with an indication of any recovery plan targets agreed and how close the Governing Body is in satisfying that responsibility in current year.

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

|                         | <b>Opening Reserves<br/>2018-19 (surplus)/deficit</b> | <b>In year position at<br/>Month 7<br/>(surplus)/deficit</b> | <b>Anticipated Outturn<br/>Position<br/>(surplus)/deficit</b> |
|-------------------------|---|--|---|
| <b>Combined balance</b> | <b>(£175,225)</b>                                     | <b>£832,981</b>  | <b>£657,756</b>   |

3.8.7 Whilst any extraordinary funding from WG and beneficial revisions to budgeted draw on reserves will sustain the reserve situation for longer than is often predicted, it remains unlikely that the collective level of reserves will sustain the traditional annual draw by schools on reserves in recent years, which will add additional focus by schools to address the need to remain within budget going forward rather than passporting the consequences to their reserves, given that collective flexibility is now pretty much exhausted.

3.8.8 Our Fairer Funding Regulations adopted by Council and Governing Bodies have traditionally precluded governing bodies from planning for a deficit position. This was changed in 2016-17, (which coincides quite closely with declining net balance above) to allow licensed deficits where a recovery plan is agreed and followed. However this flexibility only extended as far as there being a collective schools reserve surplus.

The following table exhibits the net trend in use, indicating collectively schools are currently using reserves at a considerably faster rate than they have replenished them traditionally.

| <b>Financial Year-end</b> | <b>Net level of School Balances £'000</b> |
|---------------------------|---|
| 2011-12                   | (965)                                     |
| 2012-13                   | (1,240)                                   |
| 2013-14                   | (988)                                     |
| 2014-15                   | (1,140)                                   |
| 2015-16                   | (1,156)                                   |
| 2016-17                   | (269)                                     |
| 2017-18                   | (175)                                     |
| 2018-19 forecast          | 658                                       |

3.8.9 There are however weaknesses in the forecasting approaches of individual schools, such that the budgeted forecast in the last row above will seldom match the reality.

For instance, whilst extraordinary Welsh Government grant of £344k in the last quarter of 2017-18 would have had a beneficial effect on balance levels, collectively they only actually used £94k of their reserves for the year, a £900k variation in original forecasting. That sort of volatility potentially makes it very difficult for senior colleagues and Members to predict the necessary action from year to year.

3.8.10 At month 2 Cabinet agreed to alterations to Fairer Funding guidance available to governing bodies, in an attempt to strengthen forecasting arrangements helpfully recognising that the problem is not so much with schools actual use of reserves but more to do with their forecast or budgeted draw. The bringing forward of Recovery Plan submissions, to be consistent with annual budget consideration, is designed to provide a better quality of data/information on which to consider the approval of any deficit budget, and would be reassuring to Members that any annual deficit volatility is accommodated within a multi year budget strategy.

3.8.11 There is some evidence from narratives in Appendix 2 and extent of recovery figures provided, that this change is reducing the hiatus between reporting problem and reporting solution. However the month 7 prediction is £35k worse than forecast at month 2, so there's still a way to go, this deficit at month 7 is materially skewed by an unanticipated £156k adverse movement at Chepstow secondary school movement.

3.8.12 Based on school's predictions, general trends can be extrapolated, so 12 schools started this year in deficit. There is an increasing trend of schools entering deficit, (net further 5 predicted at present by schools), and that position looks particularly acute in secondary schools. Further insight/reassurance has been requested in respect of Chepstow secondary school, as whilst they still predict a small surplus by end of year, it is sensible to check the potential for them to yo-yo back into deficit and a need for a further recovery exercise, which wouldn't be advantageous to Governing body's administration.

3.8.13 It is questionable whether LEA colleagues have the capacity to facilitate the level of engagement and interaction necessary to resolve 18+ adverse financial scenarios within reasonable timeframes without extending recovery plans beyond usual 3 years. They will of course be prioritising the more significant aspects, but it can be seen from the recovery plan indicators included alongside the reserve position in Appendix 2, that some of the schools starting the year in deficit still had no agreed recovery plan, whilst others showed a perverse agreement to an increasing deficit.

#### **4 REASONS**

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

#### **5 RESOURCE IMPLICATIONS**

5.1 As contained in the report.

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

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

## **7 CONSULTTEES**

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

## **8 BACKGROUND PAPERS**

Outturn Monitoring Reports (Period 2)  
<http://corphub/initiatives/Budgetmon/20182019/Forms/Quarter%202.aspx>

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### **Appendices (attached below)**






Appendix 1 Mandated Savings Progress Report  
Appendix 2 School Reserves

## Appendix 1 – Savings Matrix

| <b>Disinvestment by Directorate 2018-19</b> | <b>2018/19 Budgeted Savings</b> | <b>Value of Saving forecast at Month 7</b> | <b>Delayed Savings</b> | <b>Savings deemed Unachievable YTD</b> | <b>Traffic Light based Risk Assessment</b> | <b>ASSESSMENT of Progress</b> | <b>Risk of current forecast saving NOT being achieved ( High / Medium / Low )</b> |
|---|---------------------------------|--|------------------------|--|--|-------------------------------|---|
| <b>REVENUE MONITORING 2018-19</b>           | <b>£000</b>                     | <b>£000</b>                                | <b>£000</b>            | <b>£000</b>                            | <b>£000</b>                                |                               |   |
| Children & Young People                     | (631)                           | (596)                                      | (20)                   | (15)                                   |  |                               |   |
| Social Care & Health                        | (925)                           | (896)                                      | (14)                   | (15)                                   |  |                               |   |
| Enterprise                                  | (242)                           | (138)                                      | (94)                   | (10)                                   |  |                               |   |
| Resources                                   | (771)                           | (508)                                      | (263)                  | 0                                      |  |                               |   |
| Chief Executives Units                      | (1,296)                         | (1,059)                                    | (79)                   | (158)                                  |  |                               |   |
| Appropriations                              | (396)                           | (396)                                      | 0                      | 0                                      |  |                               |   |
| Financing                                   | (800)                           | (740)                                      | 0                      | (60)                                   |  |                               |   |
| <b>DIRECTORATE Totals</b>                   | <b>(5,061)</b>                  | <b>(4,333)</b>                             | <b>(469)</b>           | <b>(258)</b>                           |  |                               |   |

| Ref   | Children & Young People   | 2018/19 Budgeted Savings | Value of Saving forecast at Month 7 | Delayed Savings | Savings deemed Unachievable | Traffic Light based Risk Assessment   | ASSESSMENT of Progress |
|---|---|--------------------------|-------------------------------------|-----------------|-----------------------------|---|------------------------|
|   |   | £000                     | £000                                | £000            | £000                        | £000  |                        |
| CYP1  | Federated school model  | (32)                     | (32)                                |                 |                             |  |                        |
| CYP3  | General 5% reduction on supplies & services                         | (132)                    | (132)                               |                 |                             |  |                        |
| CYP4  | Reduce school premature retirement budget                           | (50)                     | (35)                                |                 | (15)                        |  |                        |
| CYP2  | CYP - Increased fee & charges income - Breakfast clubs              | (125)                    | (105)                               | (20)            |                             |  |                        |
|   | CYP Acceleration of ALN review                                      | (107)                    | (107)                               |                 |                             |  |                        |
|   | CYP - Mouton House Increase Charges                                 | (68)                     | (68)                                |                 |                             |  |                        |
|   | CYP - Reduction in ISB for new schools maintenance budget reduction | (117)                    | (117)                               |                 |                             |  |                        |
| <b>CHILDREN &amp; YOUNG PEOPLE Budgeted Savings Total</b> |   | <b>(631)</b>             | <b>(596)</b>                        | <b>(20)</b>     | <b>(15)</b>                 |   |                        |



| Ref  | Social Care & Health  | 2018/19 Budgeted Savings | Value of Saving forecast at Month 7 | Delayed Savings | Savings deemed Unachievable | Traffic Light based Risk Assessment   | ASSESSMENT of Progress  |
|--|---|--------------------------|-------------------------------------|-----------------|-----------------------------|---|---|
|  |   | £000                     | £000                                | £000            | £000                        | £000  |   |
| SCH1   | Adult Disability Services   | (638)                    | (638)                               |                 |                             |  | Budget savings have been allocated to the Community Care budgets and service is forecast to breakeven overall, thus achieving full saving   |
| SCH2   | Childrens Services (Saving £680k, pressure £561k, net saving in yr 4 £119k) | (113)                    | (113)                               |                 |                             |  | The Children Services overspend pressure identified as part of savings exercise was £561k. The M2 overspend position is £282k which indicates that the £113k saving will be achieved. However, there are some uncertainties around Health income accounted for within the M2 forecast |
|  | SCH - Increased fee & charges income - Meals on wheels                      | (15)                     | 0                                   |                 | (15)                        |  | Increase in the charge has resulted in a reduction in the numbers taking the service. As such it is unlikely that the increased income will be forthcoming  |
| Page 699   | SCH - Increased fee & charges income - Registrars                           | (12)                     | 0                                   | (12)            |                             |  | Fees and charges were for 2018/19 were established prior to the establishment of this income target as bookings are taken in advance. As such the saving will not be possible until 2019/20 fees are established.   |
|  | SCH Targetted reduction high cost placements posts                          | (147)                    | (145)                               | (2)             |                             |  | The forecasted cost of the high cost placements specifically targetted for savings are forecasted to largely achieve those savings at M2  |
| <b>SOCIAL CARE &amp; HEALTH Budgeted Savings Total</b> |   | <b>(925)</b>             | <b>(896)</b>                        | <b>(14)</b>     | <b>(15)</b>                 |   |   |

| Ref      | Enterprise  | 2018/19 Budgeted Savings<br>£000 | Value of Saving forecast at Month 7<br>£000 | Delayed Savings<br>£000 | Savings deemed Unachievable<br>£000 | Traffic Light based Risk Assessment<br>£000   | ASSESSMENT of Progress   |
|----------|---|----------------------------------|---|-------------------------|-------------------------------------|---|--|
|          | ENT (Fut Mon) Increased fee & charges income - Further 2.5% increase for                        | (32)                             | (22)  |                         | (10)                                |  | Not all fee income streams could be increased by 2.5%  |
|          | ENT (Fut Mon) Targetted reduction in agency costs   | (80)                             | 0   | (80)                    |                                     |  | Internal audit review completed and informed recommendation from People Services to SLT. Arrangements in place to recover costs from applicable services across the authority so position could improve by year end. |
| Page 700 | ENT (Fut Mon) Decrease travel costs (travel free weeks, digital use, car sharing, pool car use) | (72)                             | (58)  | (14)                    |                                     |  | Forecast mandate recovery of £58K from mileage reduction. Remaining saving to be explored via optimisation of pool car utilisation.  |
|          | ENT (Fut Mon) Targetted reduction in overtime   | (28)                             | (28)  |                         |                                     |  | Forecast mandate recovery remains on target  |
|          | ENT Community hubs- vacant post freeze and software savings                                     | (30)                             | (30)  |                         |                                     |  | Achievable   |
|          | <b>ENTERPRISE Budgeted Savings Total</b>  | <b>(242)</b>                     | <b>(138)</b>                                | <b>(94)</b>             | <b>(10)</b>                         |   |  |

| Ref   | Chief Executive's Unit   | 2018/19 Budgeted Savings | Value of Saving forecast at Month 7 | Delayed Savings | Savings deemed Unachievable | Traffic Light based Risk Assessment | ASSESSMENT of Progress  |
|-------|--|--------------------------|-------------------------------------|-----------------|-----------------------------|-------------------------------------|---|
|       |  | £000                     | £000                                | £000            | £000                        | £000                                |   |
| OPS2  | Car Parks Net 7.5% increase in charges above 2.5% RPI (10% in total)       | (100)                    | (83)                                | (17)            |                             |                                     | pressure prices not going up until June - assume 2 months unachievable  |
| OPS3a | Car Parks 10% increase in permits  | (10)                     | (9)                                 | (2)             |                             |                                     | pressure prices not going up until June - assume 2 months unachievable  |
| OPS3b | Car Parks Increase resident permits from £40-£60                           | (3)                      | (3)                                 |                 |                             |                                     | pressure prices not going up until June - assume 2 months unachievable  |
| OPS5  | Car Parks Penalties increase to £70 discounted £35                         | (9)                      | (7)                                 | (2)             |                             |                                     | pressure prices not going up until June - assume 2 months unachievable  |
| OPS6  | Grounds/waste - Reduced opening hours at all CA sites                      | (13)                     | 0                                   | 0               | (13)                        |                                     | Changes were not agreed   |
| OPS8  | Grounds/waste - Stop Bailey park bowls maintenance                         | (10)                     | (10)                                |                 |                             |                                     | Achievable  |
| OPS9  | Grounds/waste - Rationalise shrub bed maintenance                          | (12)                     | (12)                                |                 |                             |                                     | Achievable  |
| OPS11 | Grounds/waste - 1 year freeze of Head of waste post                        | (40)                     | (40)                                |                 |                             |                                     | Achievable  |
| RES1  | Property - School meals Price Increase (net after 2.5% RPI)                | (23)                     | (23)                                |                 |                             |                                     | Achievable - Could be possible pressure depending on size of drop-off - we have built in 15% - if it is more than this then we may have a pressure -Current drop off is 3%. |
| RES2  | Property income - External Fees (net after 2.5% RPI)                       | (19)                     | (19)                                |                 | 0                           |                                     | Achievable through alternate means.   |
| RES3  | Property - Council wide Postage savings                                    | (5)                      | (5)                                 |                 | 0                           |                                     | Achievable through alternate means.   |
| OPS12 | Highways - Road Traffic Incident recovery of costs                         | (15)                     | (15)                                |                 |                             |                                     | Achievable  |
| OPS13 | Highways - Improved Plant utilisation/recovery                             | (40)                     | (40)                                |                 |                             |                                     | Achievable  |
| OPS14 | Passenger Transport - Route 65 changes                                     | (25)                     | (25)                                |                 |                             |                                     | Achievable  |
| OPS15 | Passenger Transport - CPC Staff Training                                   | (9)                      | (9)                                 |                 |                             |                                     | Achievable  |
| OPS16 | Passenger Transport - S106 Funding to support Sunday Routes 74, 69, 83, 60 | (26)                     | (26)                                |                 |                             |                                     | Achievable  |
|       | CEO/OPS - PTU Improved payment terms at 2.5% reduction in costs            | (30)                     | 0                                   |                 |                             |                                     | Service decision not to compromise payments to providers, and instead take a greater proportion from personal travel budget initiative                                      |
|       | CEO/OPS - PTU- DPS retendering and route optimisation                      | (171)                    | (142)                               | (29)            |                             |                                     | Unsure of outcome at current time   |
|       | CEO/OPS - TRANS - Independent fleet review                                 | (20)                     | (20)                                |                 |                             |                                     | Achievable  |

| Ref  | Chief Executive's Unit   | 2018/19 Budgeted Savings | Value of Saving forecast at Month 7 | Delayed Savings | Savings deemed Unachievable | Traffic Light based Risk Assessment | ASSESSMENT of Progress  |
|--|--|--------------------------|-------------------------------------|-----------------|-----------------------------|-------------------------------------|---|
|  |  | £000                     | £000                                | £000            | £000                        | £000                                |   |
|  | CEO/OPS - PTU Introduction of personal transport budgets   | (31)                     | (61)                                |                 |                             |                                     | Achievable, and anticipated to outperform to compensate for payment terms initiative not achievable   |
|  | CEO/OPS - PTU extended provision of MCC inhouse ALN transport service  | (41)                     | 0                                   |                 | (41)                        |                                     | Unachievable - currently not being progressed   |
|  | CEO/OPS Highways - Insuring Full overhead recovery on all works  | (140)                    | (140)                               |                 |                             |                                     | Achievable  |
|  | CEO/OPS Highways - displace core costs with grant  | (200)                    | (200)                               |                 |                             |                                     | Achievable  |
|  | CEO/OPS Raglan Training Centre income increase   | (49)                     | (20)                                | (29)            |                             |                                     | Further work being done towards achieving maximum amount of increased income.   |
| Page 702   | CEO/OPS - Catering Increased fee & charges income - School meals, extra 25p per meal in addition to 2.5% annual increase agreed for fees & charges | (100)                    | (100)                               |                 |                             |                                     | Achievable - Could be possible pressure depending on size of drop-off - we have built in 15% - if it is more than this then we may have a pressure -Current drop off is 3%. |
|  | CEO/OPS -PTU school transport concessionary fares increase from £390 to £440 pa.   | (16)                     | (16)                                |                 |                             |                                     | Achievable  |
|  | CEO/OPS Apportionment of Waste Recycling (BGCBC)   | (100)                    | 0                                   |                 | (100)                       |                                     | Not Achievable - The proposal was stopped by BGBC as their SLT/CLT decided against it. We don't have any other sources of income or scope for efficiency savings.           |
|  | CEO/OPS Seasonal Garden Waste  | (40)                     | (35)                                | 0               | (5)                         |                                     | Reduction in numbers.   |
| <b>CHIEF EXECUTIVES' UNIT Budgeted Savings Total</b> |  | <b>(1,296)</b>           | <b>(1,059)</b>                      | <b>(79)</b>     | <b>(159)</b>                |                                     |   |

| Ref                                     | Resources   | 2018/19 Budgeted Savings | Value of Saving forecast at Month 7 | Delayed Savings | Savings deemed Unachievable | Traffic Light based Risk Assessment | ASSESSMENT of Progress  |
|---|---|--------------------------|-------------------------------------|-----------------|-----------------------------|-------------------------------------|---|
|   |   | £000                     | £000                                | £000            | £000                        | £000                                |   |
| RES7                                    | Schools based Revenues SLA (to reflect actual)                              | (39)                     | (39)                                |                 |                             |                                     | Achievable if no schools withdraw or reduce service   |
| RES8                                    | Comino system change  | (10)                     | 0                                   | (10)            |                             |                                     | Delays in introducing new system means we cannot cancel contract as originally planned, as Torfaen had some unexpected delays   |
| RES9                                    | Housing Benefit team savings  | (8)                      | (8)                                 |                 |                             |                                     | Forecast achievable however still awaiting final confirmation from shared benefit service   |
| RES10                                   | Insurance staff saving  | (26)                     | (26)                                |                 |                             |                                     | Delivered - post frozen   |
| RES11                                   | IT Equipment budget saving  | (30)                     | (30)                                |                 |                             |                                     | Achievable  |
| RES12                                   | SRS saving  | (50)                     | (50)                                |                 |                             |                                     | Achievable  |
| RES13                                   | Public Sector Broadband Agreement PSBA saving (£155k-£22k)                  | (133)                    | (133)                               |                 |                             |                                     | Achievable  |
|   | RES (Corp Lan) Commercial Property investment income                        | (30)                     | (30)                                |                 |                             |                                     | Achievable  |
|   | RES (Procurement - freeze, cease or consolidate non essential spend)        | (155)                    | (155)                               |                 |                             |                                     | Mainly Achievable small pressure possible   |
|   | RES (Procurement - third party supplier spend reduction)                    | (29)                     | (29)                                |                 |                             |                                     | Achievable  |
|   | RES (Procurement - Gateway Review)  | (150)                    | 0                                   | (150)           | 0                           |                                     | Possible pressure - work is being undertaken to identify possible saving streams - will have a better idea at M7.   |
|   | RES (Procurement - supplementary duplicate payment review)                  | (25)                     | 0                                   | (25)            |                             |                                     | Possible delay, exercise in progress but results will not be known for a number of months.  |
|   | RES (Reviewing Technology and Systems and Utilisation of Automation and AI) | (87)                     | (8)                                 | (79)            |                             |                                     | Digital works programme is continuing to be implemented. Outcomes currently being assessed to measure extent of additional service resilience, cost reduction, quality improvements and resource efficiency, in order to assess extent of financial savings possible in 19/20. Possible £20K saving achievable this year. |
| <b>RESOURCES Budgeted Savings Total</b> |   | <b>(771)</b>             | <b>(508)</b>                        | <b>(264)</b>    | <b>0</b>                    |                                     |   |

| Ref  | Appropriations   | 2018/19 Budgeted Savings<br>£000 | Value of Saving forecast at Month 7<br>£000 | Delayed Savings<br>£000 | Savings deemed Unachievable<br>£000 | Traffic Light based Risk Assessment<br>£000 | ASSESSMENT of Progress  |
|------|--|----------------------------------|---|-------------------------|-------------------------------------|---|---|
|      | Interest Payable   | (533)                            | (533)                                       |                         |                                     |   | Treasury consultants anticipate a trend for increasing interest rates starting 3rd quarter 2018-19 circa 0.25%. |
|      | Interest Receivable  | 136                              | 136   |                         |                                     |   |   |
|      | MRP  | 51                               | 51  |                         |                                     |   |   |
|      | APP - Utilise more short term variable borrowing               | (50)                             | (50)  |                         |                                     |   |   |
|      | <b>APPROPRIATIONS Budgeted Savings Total</b>                   | <b>(396)</b>                     | <b>(396)</b>                                | <b>0</b>                | <b>0</b>                            |   |   |
| Ref  | Financing  | 2018/19 Budgeted Savings<br>£000 | Value of Saving forecast at Month 7<br>£000 | Delayed Savings<br>£000 | Savings deemed Unachievable<br>£000 | Traffic Light based Risk Assessment<br>£000 | ASSESSMENT of Progress  |
| FIN1 | Council Tax Increase from Base changes (net of CTRS)           | (435)                            | (375)                                       |                         | (60)                                |   |   |
|      | FIN - Council tax gain upon completions                        | (220)                            | (220)                                       |                         |                                     |   | Depends upon completion activity  |
|      | CTRS   | (95)                             | (95)  |                         |                                     |   | Adoption of universal credit may influence extent of CTRS demand  |
|      | FIN - Further Reduction in Council tax reduction scheme budget | (50)                             | (50)  |                         |                                     |   |   |
|      | <b>FINANCING Budgeted Savings Total</b>                        | <b>(800)</b>                     | <b>(740)</b>                                | <b>0</b>                | <b>(60)</b>                         |   |   |

## Appendix 2 – Individual Schools Reserves

|   | Opening reserves 2018-19 (Surplus)/Deficit | In Year position at Month 7 (Surplus)/Deficit | Projected carry forward at year end 2018-19 (Surplus)/Deficit | Notes  | Recovery Plan Y/E target balance 2018-19 | Recovery Plan Y/E target balance 2019-20 | Recovery Plan Y/E target balance 2020-21 | Recovery Plan Y/E target balance 2021-22 | Recovery Plan Comments  |
|---|--|---|---|--|--|--|--|--|---|
| <b>Abergavenny cluster</b>                            |  |   |   |  |  |  |  |  |   |
| E003 King Henry VIII Comprehensive                    | 162,460                                    | (44,867)                                      | 117,593   | Recovery Plan Meetings held and recovery path agreed - awaiting signed copy of plan for years 4 and 5.   |  | 105,232                                  | 125,533                                  | 137,424                                  | 5 year recovery plan required and confirmation of Education Achievement Service income awaited. |
| E073 Cantref Primary School                           | (65,965)                                   | 7,590   | (58,375)  | Extra grant income helping year end figure along with staffing changes   |  |  |  |  |   |
| E072 Deri View Primary School                         | (40,000)                                   | (1,711)                                       | (41,711)  | Additional Learning Needs Funding has been confirmed with pupil support costs already included in the staff costs forecast.  |  | (30,402)                                 | (7,690)                                  |  | Senior Teacher Secondment and Support Staff reorganisation                                      |
| E035 Gilwern Primary School                           | (52,253)                                   | 25,865  | (26,388)  | Building Improvement works funded by the School Budget.  |  |  |  |  |   |
| E037 Goytre Fawr Primary School                       | (10,803)                                   | 13,698  | 2,895   | Increase in Additional Learning Needs funding with costs of support staff already within the staff forecast.   |  |  |  |  |   |
| E093 Llanfoist Fawr Primary School                    | (49,580)                                   | 41,464  | (8,116)   | School budget contribution to the costs of three Teaching Assistants appointed from October to support Additional Learning Needs pupils.   |  |  |  |  |   |
| E044 Llanfihlio Pertholey CiW Primary School (VC)     | (4,440)                                    | (5,596)                                       | (10,036)  | Secondment of a Senior Teacher to another Local Authority and Higher Level Teaching Assistant replaced by a lower scale Teaching Assistant.  |  | (2,866)                                  | (17,755)                                 |  | Full year effect of 3 Teaching Assistant redundancies.  |
| E045 Llanvihangel Crucorney Primary School            | (511)                                      | (9,405)                                       | (9,916)   | Additional costs associated with the Federation with Llanfoist including Leadership and Administration.  | (4,857)                                  |  |  |  |   |
| E090 Our Lady and St Michael's RC Primary School (VA) | 7,084                                      | 15,043  | 22,127  | The School continues to make progress in reducing costs including its photocopying contract.   |  | 10,182                                   | (1)                                      |  | Additional pupil numbers, Full Year Effect of Staff changes and revised contracts.              |
| E067 Ysgol Gymraeg Y Fenni                            | (58,965)                                   | 56,718  | (2,247)   | Resources and Staffing employed in preparation for increased Nursery and main School pupil numbers. School Administrator increased to full time, Read Write Inc Resources, and New Telephone System. |  |  |  |  |   |
| Teachers pay award                                    |  | (17,750)                                      | (17,750)  | This will be allocated across the cluster to offset the pay award pressure for teaching staff  |  |  |  |  |   |

|  | Opening reserves 2018-19 (Surplus)/Deficit | In Year position at Month 7 (Surplus)/Deficit | Projected carry forward at year end 2018-19 (Surplus)/Deficit | Notes  | Recovery Plan Y/E target balance 2018-19 | Recovery Plan Y/E target balance 2019-20 | Recovery Plan Y/E target balance 2020-21 | Recovery Plan Y/E target balance 2021-22 | Recovery Plan Comments   |
|--|--|---|---|--|--|--|--|--|--|
| <b>Caldicot cluster</b>                                |  |   |   |  |  |  |  |  |  |
| E001 Caldicot School                                   | 100,637                                    | (17,086)                                      | 83,551  | Changes to staffing for SLT increases in costs   |  | 30,645                                   |  | 1.35% of funding (£6.2)                  | Meeting with the school at Month 3. It is anticipated that sufficient efficiencies will be identified to bring school back into surplus by end of 19-20. |
| E068 Archbishop Rowan Williams CiW Primary School (VA) | (79,455)                                   | 33,169  | (46,286)  | Savings linked to the Head teachers 60% Executive Head appointment to another Monmouthshire Primary School.  |  |  |  |  |  |
| E094 Castle Park Primary School                        | 43,659                                     | (13,340)                                      | 30,319  | School contribution to Additional Learning Needs support staff reviewed.   | 18,544                                   | 34,659                                   | 28,975                                   | 28,394                                   | Recovery plan being updated as Head Teacher leaving at end of summer term. This will generate additional savings that should see school back in surplus. |
| E075 Dewinstow Primary School                          | (105,626)                                  | 53,936  | (51,690)  |  |  |  |  |  |  |
| E034 Dowlais Primary School                            | (71,665)                                   | 52,673  | (18,992)  | Overspend is staffing, marginally better than reported figure in M5  |  |  |  |  |  |
| E048 Magor CiW Primary School (VA)                     | 19,227                                     | 13,370  | 32,597  | Revised Support Staff Structure (Teaching Assistants and Midday Supervisors) from 1/9/18 and additional secondment and supply compensation income confirmed.   | 13,370                                   | 13,348                                   |  |  | The long term effect of the staff changes implemented by the Executive Head teacher to be built into an amended recovery plan.                           |
| E056 Rogiet Primary School                             | (26,145)                                   | 9,365   | (16,780)  | Improvement due to members of staff coming back later than anticipated and part time.  |  |  |  |  |  |
| E063 Undy Primary School                               | 28,221                                     | 54,674  | 82,895  | An additional Foundation Phase Teacher employed from 1/9/18 plus the associated Foundation Phase Teaching Assistants (£40,000). Also the long term absence of a member of staff (£16,000). There are also one off costs of flooring and Furniture for the Foundation Phase classrooms (£17,000). This is a combined total cost of £73,000 - had these costs not been incurred the deficit would have been reduced to £7k rather than the £60k forecasted at Month 2. |  |  |  |  |  |
| E069 Ysgol Gymraeg Y Ffin                              | 37,616                                     | 11,521  | 49,137  | Recoupment of Residential trips money has been poor. 4 teachers on mainscale.  |  |  |  |  |  |
| Teachers pay award                                     |  | (17,750)                                      | (17,750)  | This will be allocated across the cluster to offset the pay award pressure for teaching staff  |  |  |  |  |  |



|  | Opening reserves 2018-19 (Surplus)/Deficit | In Year position at Month 7 (Surplus)/Deficit | Projected carry forward at year end 2018-19 (Surplus)/Deficit | Notes  | Recovery Plan Y/E target balance 2018-19 | Recovery Plan Y/E target balance 2019-20 | Recovery Plan Y/E target balance 2020-21 | Recovery Plan Y/E target balance 2021-22 | Recovery Plan Comments   |
|--|--|---|---|--|--|--|--|--|--|
| <b>Chepstow cluster</b>                        |  |   |   |  |  |  |  |  |  |
| E002 Chepstow School                           | (158,456)                                  | 156,005                                       | (2,451)   | Changes in staffing, progression through the pay scales. Increase cost of supply costs for teaching staff  |  |  |  |  |  |
| E091 Pembroke Primary School                   | (181)                                      | 20,954  | 20,773  | Compassionate and Sickness absence of a teacher plus the renegotiation of a Photocopying contract which will yield savings in future financial years | 20,954                                   | (209)                                    | (3,760)                                  |  | A recovery plan was agreed with the Head and Deputy Head teacher on 13/7/18.   |
| E057 Shirenewton Primary School                | (118,599)                                  | 21,833  | (96,766)  |  |  |  |  |  |  |
| E058 St Mary's Chepstow RC Primary School (VA) | (6,055)                                    | 79,191  | 73,136  | Head teacher absence and the employment of a replacement has added unforeseen pressure to the budget and Recovery Plan.                              |  |  |  |  | A recovery plan meeting was held on 19/11/18. However the substantive Head teacher does not take over the finances until December. |
| E060 The Dell Primary School                   | (22,165)                                   | 22,164  | (1)   |  |  |  |  |  |  |
| E061 Thornwell Primary School                  | 9,565                                      | 25,476  | 35,041  | Welsh Government class size funding means capacity for the School to increase its pupil roll and trigger additional funding from 2019/2020.          |  | 9,058                                    | (10,981)                                 |  | Additional Pupil Numbers anticipated to be on roll January 2019.   |
| Teachers pay award                             |  | (17,750)                                      | (17,750)  | This will be allocated across the cluster to offset the pay award pressure for teaching staff  |  |  |  |  |  |

|                                      | Opening reserves 2018-19 (Surplus)/Deficit | In Year position at Month 7 (Surplus)/Deficit | Projected carry forward at year end 2018-19 (Surplus)/Deficit | Notes   | Recovery Plan Y/E target balance 2018-19 | Recovery Plan Y/E target balance 2019-20 | Recovery Plan Y/E target balance 2020-21 | Recovery Plan Y/E target balance 2021-22 | Recovery Plan Comments  |
|--------------------------------------|--|---|---|---|--|--|--|--|---|
| <b>Monmouth cluster</b>              |  |   |   |   |  |  |  |  |   |
| E004 Monmouth Comprehensive          | 423,951                                    | 121,843                                       | 545,794   | Staffing changes including one off costs for the school. The school are still looking to recover in the agreed time scale   |  | 240,781                                  | 56,720                                   | (67,015)                                 | School presented recovery plan in June 2018 to Cabinet Member. Currently on target.   |
| E032 Cross Ash Primary School        | (59,356)                                   | 23,878  | (35,479)  | Support Staff have resigned as at 31/8/18, a Maternity Leave has resulted in savings and Education Achievement Service Income has been anticipated within the forecast  |  |  |  |  |   |
| E092 Kymin View Primary School       | (34,657)                                   | 20,228  | (14,429)  | Staff changes required for the new academic year have resulted in a projected overspend. These changes include: part time deputy head teacher being replaced with a full time deputy; a class teacher on main pay scale leaving and being replaced by a teacher on upper pay scale, and an additional TA required to support a pupil with ALN |  |  |  |  |   |
| E039 Llanelgo Primary School         | 12,449                                     | 54,941  | 67,390  | The school have faced high levels of sickness resulting in supply costs.  | (1,141)                                  | (1,141)                                  |  |  |   |
| E074 Okeston CiW Primary School (VC) | (635)                                      | 17,592  | 16,957  | Staffing changes for maternity and sickness has led to the increase in costs.   |  |  |  |  |   |
| E051 Overmonnow Primary School       | (28,389)                                   | 44,190  | 15,801  | Staff have been employed to provide one to one support for pupils with Additional Learning Needs and funding has not been back dated.   |  |  |  |  | Meeting scheduled for 11/12/18 however Nursery teacher to be replaced as at 1/1/18 and an experienced teacher retiring 31/8/18 so opportunities to reduce costs are available to the Head teacher |
| E055 Raglan CiW Primary School (VC)  | 147,743                                    | (58,972)                                      | 88,771  | Staffing changes have resulted in additional savings  |  | 62,644                                   | 35,366                                   | 17,177                                   | Recovery plan projects surplus of £24,921 in 2022/23  |
| E062 Trellech Primary School         | (87,650)                                   | 48,427  | (39,223)  |   |  |  |  |  |   |
| E064 Usk CiW Primary School (VC)     | (62,920)                                   | 80,331  | 17,411  | Additional Foundation Phase teacher and Teaching Assistant to be employed from 1/9/18 which has resulted in a planned deficit. Additional Key Stage 1 top up funding will be triggered in 2019/20 and there will be an increasing pupil roll.   |  |  |  |  | Education Achievement Grants anticipated but not yet confirmed plus confirmation and details of a Water Leak Rebate required  |
| Teachers pay award                   |  | (17,750)                                      | (17,750)  | This will be allocated across the cluster to offset the pay award pressure for teaching staff   |  |  |  |  |   |
|                                      | (151,857)                                  | 904,161                                       | 752,304   |   |  |  |  |  |   |
| <b>Special Schools</b>               |  |   |   |   |  |  |  |  |   |
| E020 Mounton House Special School    | 33,584                                     | (115,464)                                     | (81,880)  | Some staff savings due to a member of staff finishing in August and not being replaced.   | 28,968                                   | 4,947                                    | (39,683)                                 |  | Month 2 indicates school will return to surplus this financial year.  |
| E095 PRU                             | (56,951)                                   | 44,284  | (12,667)  |   |  |  |  |  |   |
|                                      | (23,367)                                   | (71,180)                                      | (94,547)  |   |  |  |  |  |   |
| <b>Total for all clusters</b>        | <b>(175,225)</b>                           | <b>832,981</b>                                | <b>657,756</b>  |   |  |  |  |  |   |

# Public Document Pack Agenda Item 7

## MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Adults Select Committee held  
at The Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Tuesday, 23rd  
October, 2018 at 10.00 am

**PRESENT:** County Councillor L. Brown (Vice Chairman)

County Councillors: M. Groucutt, P. Pavia, J. Pratt, R. Harris and  
S. Woodhouse

Also in attendance: County Councillor V. Smith

### **OFFICERS IN ATTENDANCE:**

|                  |                                  |
|------------------|----------------------------------|
| Mark Howcroft    | Assistant Head of Finance        |
| Tyrone Stokes    | Accountant                       |
| Ian Bakewell     | Housing & Regeneration Manager   |
| Shirley Wiggam   | Senior Strategy & Policy Officer |
| Hazel Ilett      | Scrutiny Manager                 |
| Richard Williams | Democratic Services Officer      |

### **ALSO IN ATTENDANCE:**

Julie Nicholas – Monmouthshire Housing Association

### **APOLOGIES:**

County Councillors: D. Blakebrough, L. Dymock and R. Edwards

#### **1. Declarations of interest**

There were no declarations of interest made by Members.

#### **2. Public Open Forum**

There were no members of the public present.

#### **3. Revenue and Capital Monitoring 2018/19 Outturn Statement**

##### **Context:**

To scrutinise the revenue and capital outturn position of the Authority at the end of reporting period 1 which represents the financial outturn position for the 2018/19 financial year based on May inclusive activities.

##### **Recommendations Proposed To Cabinet:**

- That Members consider a net revenue forecast of £471,000 overspend.
- Members consider a capital outturn spend of £35.7m, which accords with budget provision for the year, after proposed slippage of £75,000. This describes a breakeven position not uncommon for this early in the year, although there is a

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Adults Select Committee held at The Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Tuesday, 23rd October, 2018 at 10.00 am

potential for additional 21<sup>st</sup> Century Schools costs in respect of additional asbestos removal and treatment costs not anticipated, which colleagues indicate could be the order of £350,000.

- Considers the use of reserves proposed in para 3.8.1 of the report.
- Members note that the low level of earmarked reserves will notably reduce the flexibility the Council has in meeting the challenges of scarce resources, going forward.
- Members note the extent of movements in individual budgeted draws on school balances, and acknowledge a reported net forecast deficit of £622,000 resulting, and support the amendments to the County Council's Fairer Funding Regulations, as described in para 3.8.13 of the report, for onward engagement with schools forum and governing bodies.

#### Member Scrutiny:

- In response to a question raised regarding the long term duty of care for Monmouthshire's elderly population, it was noted that Monmouthshire has an aging demographic and the Welsh Government's older persons funding formula has Monmouthshire at the bottom of this formula with regard to funding allocation. The majority of the budget savings within Adults Services comes from the practice change agenda. This is a challenge but officers are looking at innovative ways of providing care to ensure that people's needs are met. Support is also available via the Gwent wide Frailty Programme, negotiations with external care homes, as well as the domiciliary care market. For this financial year it is anticipated that the Directorate will come in on budget. For the next financial year, the Directorate has to make a saving of £536,000.
- There is recognition at Central Government and Welsh Government about the fragility of social care funding.
- The Authority is actively engaging with its domiciliary care market, not only to identify whether they have the capacity but to make sure that they are financially sustainable, going forward.
- In response to a Select Committee Member's question regarding volatility of budgets within some directorates, it was noted that the Council has a number of choices when volatile situations occur. This is a challenge with declining budgets and decreasing settlements and therefore, budget volatility is a risk to local authorities.

## MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Adults Select Committee held  
at The Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Tuesday, 23rd  
October, 2018 at 10.00 am

### Committee's Conclusion:

We supported the report and recommendations proposed and that they be presented to Cabinet.

#### **4. Review of the Mardy Local Lettings Policy**

##### **Context:**

To scrutinise a request by Monmouthshire Housing Association to extend a Local Lettings Policy that relates to social housing stock in Mardy, Abergavenny.

##### **Key Issues:**

The Council has a statutory responsibility to identify housing need and to lead on actions to respond to this need. In this regard, the Council's Housing Register and Common Allocation Policy is a legal responsibility and is delivered by Monmouthshire Housing Association through the Homeseach Partnership, made up of the Council and local housing associations.

The Council's responsibility is to have an allocation scheme for determining 'priorities'. With regard to priorities, the scheme needs to ensure that 'reasonable preference' is given to certain categories of applicants, such as people who are homeless or need to move for medical reasons. However, there is scope to allocate accommodation to people of a particular description, whether or not they fall within the 'reasonable preference' categories and to certain types of property or those within an area, provided that overall compliance with the 'reasonable preference' requirements.

Under this provision, a Local Lettings Policy was established in 2015 in respect of four streets in the Mardy, Abergavenny – St Andrew's Crescent, St George's Crescent, Llwynu Lane and St David's Road.

The aim of the policy was to tackle anti-social behaviour, low demand and failed tenancies resulting in a high turnover of properties and increasing void periods. The policy gives priority to applicants in full time employment or 50+ with a view to developing a balanced and sustainable community to tackle the said issues.

The following provides a summary overview of the impact of the policy:

- The demographic and socio-economic profile of the area has changed.
- A reduction in voids.
- Reduced applications from existing residents wishing to leave the area.

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- The average number of bids on vacant properties has improved, although remains well below average for comparable general needs stock.
- Whilst turnover has reduced and refusal rates are low, there was an increase in reported anti-social behaviour reported in the area in 2016/17 but this reduced in 2017/18.

The results of the policy are positive, but Monmouthshire Housing Association considers that there are further benefits to be achieved by extending the policy for a further two years. An implication of the policy, however, is that the policy effectively temporarily marginally reduces the 'wider pool' of accommodation available for those applicants in the greatest housing need, including homeless applicants. The majority of homeless applicants are not in employment and typically are under 50 years of age.

#### Options Appraisal:

The following options are available:

- Option 1 – not approve and bring the local letting policy to an end.
- Option 2 - approve for an extension of one year.
- Option 3 – approve for an extension of two years.

#### Member Scrutiny:

- The local Member for Mardy welcomes the report and supported option 3 to approve an extension of the letting policy for a further two years.
- The Member for Lansdown supports an extension of the letting policy for a further two years.
- In response to a question raised, it was noted that nobody is moved out to make way for people coming in to the area. Due to the naturally high churn rate that Monmouthshire Housing Association (MHA) had, MHA now applies the criteria to new people coming into the area. MHA has a very low eviction rate.
- In response to a request that the Local Lettings Policy (LLP) be extended into Lansdown ward, it was noted that MHA is working within a statutory context. The Housing register is about meeting statutory duty in terms of the allocation of social housing and monitoring housing need. There are certain categories of need that has to be responded to. The legislation does allow for LLPs, which have to be temporary. Therefore, there is scope to do more but the social housing needs still need to be met.
- MHA does not have any issues regarding letting a void property as Monmouthshire has very few hard to let properties compared with other valley areas. Monmouthshire has fewer people waiting for these properties. People with more complex needs can be concentrated in that area as these properties

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### Minutes of the meeting of Adults Select Committee held at The Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Tuesday, 23rd October, 2018 at 10.00 am

become available more often and fewer people are competing for these properties.

- Private sector rents are rising, creating more pressure on the housing market. Monmouthshire has a programme to build more properties with a view to alleviating this pressure.
- LLPs are time limited and are neighbourhood specific and can be established on new developments as well as existing neighbourhoods. LLPs will be used by multiple authorities across Wales.
- There is an increased number of working families coming into the area because of the priority. The age demographic is therefore falling. There will also be concentrations of older people living in the area.
- There has been considerable investment in environmental and Welsh housing quality standard works in the area. Partnership working has been undertaken to ensure the success of the LLP.
- In terms of the anti-social behaviour figures, only 154 properties are included in the LLP. Anti-social behaviour has been moving around this area and is currently higher in one area compared to others. The LLP was started with the four streets and the preference would be to continue with the four.
- The policy of the Council is to re-house those in greatest need. The Authority has very supportive partners which works well.

#### **Committee's Conclusion:**

We resolved:

- (i) to support the recommendation to Cabinet that the Policy should be extended for a further two years, subject to a review in one year;
- (ii) that the Select Committee receives a presentation one year from now outlining the progress of the Mardy Local Lettings Policy.

#### **5. Social Housing Grant Programme**

##### **Context:**

To scrutinise the report before the Cabinet Member is briefed on the completion of the Social Housing Grant (SHG) programme for 2017/2018 and seek approval for the new SHG Programme for 2018-2019.

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Adults Select Committee held at The Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Tuesday, 23rd October, 2018 at 10.00 am

#### Key Issues:

It is recognised in Monmouthshire that house prices have risen to a level beyond that which is affordable to many local people. The average house price is currently £298,600 (Wales comparison £185,700) and the lower quartile affordability ratio is 9:1. Therefore, the provision of affordable housing is one of the Council's more pressing concerns, in both urban and rural areas.

The number of applicants on the Common Housing Register is currently 3082.

During 2017/2018 the Housing Options Team received 533 enquiries from households threatened with homelessness. They determined 258 S66 (at risk of becoming homeless within 58 days) and 261 S73 and S75 (actually homeless).

#### Member Scrutiny:

- In response to a Select Committee Member's question regarding the potential use of empty properties within the high street, it was noted that this matter is more difficult to achieve via the Social Housing Grant Programme. However, empty properties are looked at and any properties that are suitable for Social Housing Grant would be considered.
- The Pobl Group's Development Team had previously been asked to look at the availability of empty properties located above shops in the high street. However, no positive outcomes had arisen from this venture as it had proved difficult in making this a financially viable option. Registered Social Landlords (RSLs) could be contacted again with a view to taking this matter forward and to investigate the possibility of further exploring the use of empty properties located above shops in the high street for the use of affordable housing units.
- Members congratulated the Senior Strategy & Policy Officer for her work in accessing grants which has led to a number of quality developments being established.
- Due to an error in the report, the following figures were provided as being the correct figures:

|                         |            |
|-------------------------|------------|
| Social Housing Grant    | £1,250,044 |
| Housing Finance Grant 2 | £ 716,213  |
| Total Grant             | £1,966,257 |

- In response to a question raised regarding the percentage of affordable housing units, it was noted that it is getting more difficult to reach the affordable housing percentage targets due to viability issues and high land values.



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### **Committee's Conclusion:**

We recommended that the Housing & Communities Manager contacts Registered Social Landlords (RSLs) to investigate the possibility of further exploring the use of empty properties located above shops in the high street for the use of affordable housing units.

### **6. Rural Allocations Policy**

#### **Context:**

To seek approval to amend the Rural Allocations Policy.

#### **Key Issues:**

The policy was originally intended to cover small rural villages where there was little opportunity for households to find affordable housing. Areas such as Llanfoist and the Severnside Settlements were never intended to be included and have had large housing allocations, both in the UDP and the LDP, which have allowed local people in housing need to have access to affordable housing.

The criteria of the policy, as it currently exists, has caused difficulties for the Homeseach Team when allocating rural properties and has resulted in households with no housing need being allocated a property ahead of local households in genuine housing need.

#### **Member Scrutiny:**

- In response to a question raised by a Select Committee Member regarding availability of affordable housing in the Llanelly area, it was noted that Llanelly Hill falls within the remit of the Brecon Beacons National Park (BBNP) Policy. New builds would go to local people. BBNP has a local lettings policy which is equivalent to Monmouthshire County Council's Policy as it was some years ago.
- The policy allowed for children who were born and brought up in an area to be able to return to the area, as they had left due to there not being affordable houses for them to live in. The first two points within the criteria referred to people living in an area now and had lived there for five years and had lived there for five years in the past. However, households who were living in an area at the present time were given priority over households who had lived there in the past but had moved due to a lack of affordable housing. The policy now allows for people living in an area at any time, for a period of five years or longer, to be eligible. This will allow people who were born and brought up in a rural area to be able to return should they wish to do so.

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- In response to a question raised regarding information outlined in bold print on pages 86 and 87 of the policy, it was noted that this information had been put into the policy in bold print to ensure that Monmouthshire's Regional Social Landlords (RSLs) adhere to these guidelines.
- Monmouthshire's allocations policy is five working days. The RSLs are monitored on their empty properties. From a service delivery perspective, RSLs do not want to lose rent. It is standard practice for people to provide verification prior to being allocated a property.

#### **Committee's Conclusion:**

We resolved to support the recommendations of the report, namely:

- To consider the need and benefits of a Rural Allocations Policy for rural communities.
- To approve changes to the Rural Allocations Policy in order to assist the correct allocation of future affordable housing in rural areas and to align rural areas included in the policy with those of LDP Spatial Strategy.

The Scrutiny Manager informed the Select Committee that the Economy and Development Select Committee is leading on the scrutiny of the Local Development Plan (LDP). The Select Committee will be establishing and leading on a number of workshops in respect of this matter. However, all Members will be invited to attend and take part in these workshops.

#### **7. Confirmation of Minutes:**

##### **7.1. Joint Select Committee (Adults and Economy and Development Select Committees) dated 7th September 2018**

The minutes of the Joint Select Committee (Adults and Economy and Development Select Committees) dated 7<sup>th</sup> September 2018 were confirmed and signed by the Vice-Chair.

##### **7.2. Adults Select Committee dated 11th September 2018**

The minutes of the Adults Select Committee meeting dated 11<sup>th</sup> September 2018 were confirmed and signed by the Vice-Chair subject to the following amendment:

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Minute 2 - Presentation by Aneurin Bevan University Health Board (ABUHB) regarding progress on South Monmouthshire Care Closer to Home work and it's alignment to Monmouthshire Integrated Services.

Committee's conclusion:

Bullet point three be amended as follows:

The Health Board (including Chief Executive, Judith Paget) should return to a future meeting to provide more information on generic services at Chepstow Hospital.

#### **8. Adults Select Committee Forward Work Programme**

We received the Adults Committee Forward Work Programme. In doing so, the following points were noted:

- A workshop for the Select Committee is being held on Friday 26<sup>th</sup> October 2018 at 10.00am regarding the requirements of the Gypsy and Traveller Assessment Needs.
- A special meeting of the Adults Select Committee will be held on the 26<sup>th</sup> November 2018.

The Vice Chair provided the Select Committee with an update on the report on the A to Z Social Care system of records, as follows:

- County Councillors Brown and Pratt met with a number of service mangers and the Lead Systems Analyst.
- There has been an integrated approach to the care service since about 2008.
- About five to seven years ago, integration of record sharing included district nurses and community physiotherapists.
- Three years ago a Flo record system started.
- There are information sharing protocols with the health board.
- The system provides access to the records listed under their own worker names and job titles.
- Underneath this system is an A to Z system of records held on a drive. The drive files come from manual files being placed on to the computer system. In comparison, the health service still has a number of manual file records. There are 3381 people on the system across all services. The caseload per person is an average of 20.

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- The drive covers legacy and new information and is the prime source of records. In terms of a paper trail, the network drives are not the best system for a document management system but operate across the Council. There are 750,000 documents off the network drive into the share point.
- The access to the A – Z system of adult social care records operates based on trust with induction training of staff and the signing of confidentiality agreements.
- In Councillor Brown's opinion, the main disadvantage of the system is that it lacks a computer paper trail. Whilst ease of access on an A – Z system of all names may help in health care, it would be better if it had a computer generated document management monitoring system to monitor access to social care records and did not solely rely on staff trust and staff confidentiality agreements.
- In Councillor Pratt's opinion, the advantage of easy access to records outweighs the small risk of data breaches.
- It is important in the current system to ask managers to keep records / monitor new staff and ensure that induction is at the outset prior to any access and includes signed confidentiality agreements and not to access any data before having received this training and unless relevant to the persons under their care. It is also important to ensure that all current staff have up to date training in this area, have all signed, and abide by the confidentiality codes.
- Under the GDPR, there is no longer a need for consent but adults with social care records have a right to be informed of the purposes of the data collection and a right to restrict it. In terms of any restriction, it was noted that patients can ask for certain information to be restricted if they wish but this may have implications for their level of care.
- In terms of how long records are kept, depends on the situation. Children's records are kept for longer. It can vary depending on the legal requirements for record keeping.
- There is an all Wales system called the Welsh Community Care Information System (WCCIS), which eight or nine of the 22 Welsh authorities have moved into. In terms of the future, the WCCIS has a more robust document management system with one E File per person but it is not a shared record for health and local authority.
- Councillors Brown and Pratt would like the Select Committee to receive further updates on how we could improve our system in the future on the document management side from the Chief Officer for Social Care Safeguarding and Health, as the Chief Officer is a member of the WCCIS Board.
- Councillors Brown and Pratt considered that it would be helpful if they could visit an authority with the WCCIS in place and report back their findings.

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In response to the update, the Scrutiny Manager informed the Select Committee:

- The Chief Officer for Social Care Safeguarding and Health sits on the WCCIS Board and confirmed that she is progressing with the idea that Monmouthshire County Council would join that system in due course.
- A visit can be arranged for Members to view the system in operation with a view to the Members reporting back their findings to a future meeting of the Select Committee. County Councillors Brown and Pratt would be the Select Committee's representatives.

#### **9. Council and Cabinet Business Forward Work Programme**

We received the Council and Cabinet Business Forward Work Programme.

#### **10. Next Meeting**

- Special Meeting - 26th November 2018 at 10.00am.
- Ordinary Meeting - 18th December 2018 at 10.00am.

**The meeting ended at 12.01 pm.**

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# Public Document Pack Agenda Item 8

## MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of Adults Select Committee held  
at The Council Chamber, Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on  
Monday, 26th November, 2018 at 10.00 am**

**PRESENT:** County Councillor D. Blakebrough (Chairman)  
County Councillor L. Brown (Vice Chairman)

County Councillors: L. Dymock, M. Groucutt, P. Pavia, R. Harris,  
R. Edwards and S. Woodhouse

Also in attendance: County Councillor V. Smith

### **OFFICERS IN ATTENDANCE:**

|                   |  |
|-------------------|--|
| Julie Boothroyd   | Chief Officer Social Care, Safeguarding and Health |
| Eve Parkinson     | Head of Adult Services                             |
| Colin Richings    | Implementation Lead                                |
| Mark Hand         | Head of Planning, Housing and Place-Shaping        |
| Stephen Griffiths | Strategy & Policy Officer                          |
| Ian Ferguson      | Housing Options Officer                            |
| Shirley Wiggam    | Senior Strategy & Policy Officer                   |
| Hazel Ilett       | Scrutiny Manager                                   |
| Richard Williams  | Democratic Services Officer                        |

### **APOLOGIES:**

County Councillor J. Pratt

#### **1. Declarations of interest**

There were no declarations of interest made by Members.

#### **2. Crick Road Business Case**

##### **Context:**

To provide an updated position with regard to the development of the new build care home that will replace Severn View Residential Home.

##### **Key Issues:**

- This project seeks to replace and re-provide services currently provided at Severn View Residential Home in Chepstow. Previous reports to Adults Select Committee and Cabinet established the background to the proposals.
- The current facilities and environment at Severn View place restrictions on the Authority's ability to deliver the range and extent of services that enable people living with dementia to live well and a life that matters.
- The home is on two floors and restricts free and spontaneous access to outside spaces. Access to outside spaces is integral to people's well-being; not only

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does it improve sleep and reduce stress, it supports people to develop a sense of self and of place.

- The home is severely limited by not having en-suite bathrooms. Shared bathrooms are increasingly untenable in providing care in the 21st Century and the Authority runs the risk of future problems with registration as a result.
- The layout of the building does not support orientation and a sense of home. The layout is one of a number of long corridors which is seen as poor practice in care home design; particularly in respect of people living with dementia due to difficulties in orientation and feelings of restriction.
- Care practice has developed significantly over the last few years following significant investment by the Council in support and training to deliver a relationship based approach to holistic care. The environment does not prevent care teams from adopting this approach but it limits the effectiveness and does not enhance the Authority's ability to support this holistic approach.
- The current model of staffing does not create the ratios that sufficiently allow the team members to practice as they would wish. An amalgamated household support worker model is required that creates better staffing ratios.
- It is well established and recognised the importance of integrating our care facilities with the surrounding community. The current infrastructure and location of Severn View limits the opportunities for community integration. A more radical approach is required to ensure that moving into permanent care does not mean isolation from your local community.
- South Monmouthshire currently has two rehabilitation beds at Severn View. This represents an under provision when compared to Monmouth and Abergavenny. There is a need to increase the number of rehabilitation beds in the south of the County to enhance our ability to facilitate hospital discharge and to prevent admission.

#### Member Scrutiny:

- The proposal is for a 32 bed unit. However, it was considered that there was an opportunity to take this a step further and investigate whether it would be feasible to create a 48 bed unit, and explore the options available with other organisations with a view to enhancing the proposal.
- Revenue funding is available for the re-provision of Severn View Residential Home for a staffing model around 32 beds. However, the opportunity exists, whilst going through the planning phases, to consider a further 16 beds in addition to the proposal. Conversations regarding this matter are beginning and preliminary meetings will be held with potential partners, going forward.
- Two planning applications for detailed planning consent are being pursued with a view to keeping the options open for as long as possible.



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- The capital funding is a challenge but not as great as establishing the revenue funding. Securing the revenue funding will be the main issue.
- With regard to the valuation in the sum of £700,000 for the Severn View Residential Home site, officers have been prudent in costings and budget planning and have therefore gone to the lower end of the valuation. A further valuation will be undertaken shortly and then a final valuation at the point of sale.
- Conversations have been held locally and with the Integrated Service Partnership Board, mainly about concept. The opportunity to have some flexible use of beds is being discussed such as end of life care.
- It was considered that it was unpractical not to allow in the design for car parking spaces as the care home needs to be integrated within the local community. The proposal is designed on the basis of the manual of streets which means that the roads are not wide enough to allow vehicles to park on either side of the road and for vehicles to pass by, which creates parking and traffic flow difficulties.
- Concern was expressed regarding public transport issues. The Severn View Care Home is close to the centre of Chepstow and is accessible without having to travel by car. The proposed site is located within the centre of the development. However, concern was expressed that buses might not be able to access the care home easily on a manual of streets design. Currently, a bus route does not exist. Bus stops are to be located on either side on a main road next to a grass verge which could be dangerous for elderly people slipping on the verge.
- A Select Committee Member expressed concern that the whole issue of public transport, car parking and getting people to and from the site has not been properly considered. It was felt that the site was inaccessible with parking and access difficulties.
- In response, the Head of Planning, Housing and Place Shaping informed the Select Committee that Planning Committee has only considered the outline planning consent for this planning application. The detailed stage is yet to be presented to Planning Committee. The bus stops are to be located on the 'B' road so the bus will not be travelling through the site.
- In response to the issues regarding public transport, it was noted that these matters are relevant to staff and residents' families. As the planning phases are processed it was acknowledged that transport is critical and will be a key consideration. With regard to the car park, there are 22 parking spaces allocated. In terms of developing an innovative design, every car parking space is an area that cannot be given to the residents. The aim is to try to maximise the communal recreational spaces for the residents. Minimum car parking requirements, as established, have to be met (one place for three non-resident staff, one place for resident staff and one place for every four residents for visitors). There will be up to 20 staff on site with eight places for visitors and one

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resident member of staff, the proposal falls within the minimum car parking requirements but it is acknowledged that the parking at Severn View Care Home has more spaces and there is likely to be some tension under the new proposal with regard to parking spaces. The maximisation of spaces for residents need to be explored as well as exploring car sharing and park and ride options.

- Pets are important and currently feature in the Severn View Care Home.
- That we will not place any limitations on visiting hours to ensure that families / friends are involved in all aspects of the life of the home.
- The Integrated Care Fund (ICF) is with the Minister with a recommendation for it to be signed and it is anticipated that this will be signed off imminently. ICF has to be spent in year. Therefore, funding for the land purchase has to be spent by 31<sup>st</sup> March 2019.
- The Crick Road Business Case is an innovative model. The staffing model is co-produced allowing for staff involvement in its development. When the model has been agreed, early training for staff will be provided. When Ministerial sign off has been received a staff forum will be established allowing the team to look at all aspects of the proposal.
- It is anticipated that at least one double room will feature within the design.
- Between 10.00pm and 7.00am there are four waking night staff based at the care home and there is also the Team Leader who sleeps in. The households are designed to be interdependent with the central corridor being opened up at night allowing movement between the households. This information should be added to the report that will be received by full Council.
- The pavilion has two purposes. One being a sense of destination allowing purposeful movement by residents. The pavilion is a multifunctional space. It is primarily a space for the residents of the households but will also be accessible by the local community as a shared space.
- Monmouthshire County Council wants to remain a provider in the care home market and the authority can work in partnership with other providers across the sector. It would be beneficial if the proposed model could be replicated in other areas of the County either via the local Authority or via other providers taking a lead from the proposed model for Crick Road.
- Recommendations 2.1 and 2.3 of the report are not recommendations. Recommendation 2.2 is potentially a recommendation. It was considered that the recommendation for the report should be 'that Members consider the various options outlined in the report and come to a conclusion'.
- Add to the recommendations – Further consideration be given to the car parking issues, access to the site and public transport.

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### **Committee's Conclusion:**

- Investigations be undertaken to explore options to increase provision from 32 beds to 48 beds.
- The valuation of the Severn View Care Home site, in the sum of £700,000, is to be further assessed with a view to achieving a final valuation before the site is sold.
- Meaningful partnership working with Aneurin Bevan University Health Board to be undertaken.
- Concerns were expressed regarding potential political changes and the impact that this might have on receiving funding.
- The Authority has not yet received Ministerial approval of the Integrated Care Fund. However, approval is anticipated shortly.
- Parking facilities and public transport issues are a concern and it was considered that these matters should be investigated further. Further detail will be available at the detailed planning stage.
- Between 10.00pm and 7.00am there are four waking night staff based at the care home and there is also the Team Leader who sleeps in. The households are designed to be interdependent with the central corridor being opened up at night allowing movement between the households. This information to be added to the report that will be received by full Council.
- Acknowledgement of the importance of pets within the care home was identified as a means of improving the method of care being provided.
- Identify a blueprint for Monmouthshire with regard to providing similar care home provision in other areas of the County in the future.
- Accommodation for couples to be included in the proposal.

We recommended that the report be presented to Full Council on 20<sup>th</sup> December 2018 with the Select Committee recommending that Option Three be considered, namely that Monmouthshire County Council works in partnership with the wider site development to construct its own residential provision.

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### **3. Gwent Homelessness Strategy**

#### **Context:**

The report presents the proposed Gwent Regional Homelessness Strategy 2018-2022 and Action Plan, including the proposed Monmouthshire specific actions setting out the approach for tackling homelessness across Gwent. The report also includes a regional review of homeless services for Gwent, which informed the development of the strategy.

#### **Key Issues:**

- Under the Housing (Wales) Act 2014, it is a statutory requirement for the Council to publish a Homelessness Strategy that sets out its plans to prevent and tackle homelessness in their area.
- The impact homelessness can have is devastating, not only on those affected by it but also on society both in terms of financial and social costs.
- The Council has seen improved responses to homelessness since the previous strategy through the introduction of many initiatives such as:
  - Monmouthshire Lettings Agency.
  - Family Mediation Service.
  - Youth Accommodation Service.
  - Financial Inclusion Service.
  - Housing Support Services through the Gateway.
- However, homelessness is still with us and demand continues to rise especially with the impact around welfare reform and the introduction of the new statutory duties under the Housing (Wales) Act 2014.
- There is a need for the Council to continue to find innovative solutions, not only to traditional causes of homelessness, but also to other areas such as mental health and rough sleeping.
- In response, Monmouthshire County Council along with Torfaen County Borough Council, Newport City Council, Caerphilly County Borough Council and Blaenau Gwent County Borough Council concluded that working collaboratively to prevent and alleviate homelessness in Gwent was the best approach.
- This regional approach would enable the five partners to share resources and consider needs across local authority boundaries. A working group was established consisting of lead officers from the five authorities.
- The working group agreed that the appointment of a Regional Research Officer was required to conduct a homelessness review across the five authorities and produce a review document that would inform the strategy.

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- The Review has taken into account data from various sources and consultations with various partners and stakeholders including internal departments and teams within the five local authorities.
- In particular, it has looked at the following issues:
  - Excluded groups.
  - Families.
  - Single homeless people.
  - People with complex dependencies.
  - Causes of homelessness.
  - Current strategies and policies that support prevention.
  - Current services and support available to homeless households.
  - How this strategy links with Welsh Government aims.
  - It has identified emerging and potential challenges.
- Based on the extensive research the Review Document directed the development of the Strategy, and Regional and Local Action Plans for the forthcoming four years.
- The Strategy reflects the four priorities identified by the review:
  - Priority 1: Help improve access to suitable and affordable housing.
  - Priority 2: Offer fast and effective advice and support, working with partners to help vulnerable people.
  - Priority 3: Minimise homelessness and prevent it through early intervention.
  - Priority 4: Ensure fair, equal and person-centred homeless services.
- Ten strategic objectives and their accompanying actions help deliver on the four priorities.
- As the strategy and action plan is a 'live' document, a working group will be established to monitor and evaluate its implementation.

#### Options Appraisal:

- Option 1: To do nothing.
- Option 2: To produce a Monmouthshire centric strategy.
- Option 3: To implement the Strategy.

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### **Member Scrutiny:**

- The discrepancy between housing benefit and market rents can be as much as up to £100 per month. This has a bearing on whether a household is able to access the private rented sector.
- There are other challenging issues within the private rented sector, namely, landlords not wishing to rent their properties to certain clientele.
- The private rented sector is difficult to access in Monmouthshire.
- The Monmouthshire Lettings Scheme service has been established with a view to encouraging landlords to work with the Authority, which is proving to be successful.
- Homesearch is classed as an inactive market which contributes to a lack of affordable housing within the private rented sector. However, schemes are being introduced with a view to encouraging landlords to participate.
- Landlords are being encouraged via incentives to become involved in the shared Lodgings scheme which provides accommodation for younger, single people.
- Monmouthshire does not have many career landlords with a large stock of properties that they are committed to managing. The majority of landlords have perhaps one buy to rent property that is managed by an agent. Agents are less likely to accept housing benefit claimants.
- One of the main issues is accessing accommodation and affordability.
- Officers are working to expand available stock. However, when this becomes saturated, bed and breakfast and other accommodation have to be used from time to time.
- In February 2019, the Select Committee will be scrutinising Universal Credit and how this will impact on Monmouthshire's residents. Homesearch will also be scrutinised at this meeting.
- It would be helpful if a summary section 5 of the Strategy relating to Monmouthshire could be placed at the beginning of the document.
- In response to questions raised by a Select Committee Member, it was noted that the Monmouthshire Lettings Service offers the landlord incentives and added value. This can be in the way of financial incentives and landlord support, in terms of supporting the tenant. This will generate an extended tenancy up to three years.

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- Under the Monmouthshire Lettings Service, shared accommodation is running 55 bed spaces. 45 properties are run via Private Sector Leasing (PSL). There are also 20 managed properties and there is the hostel with five units.
- A Select Committee Member provided the Committee with an account of her time when she became homeless and expressed her support for people who open up their homes to people who are less fortunate. The Member expressed her support for the Strategy and in particular the home share scheme.
- In response to a Select Committee Member's question regarding the proposed creation of a Gwent wide strategy, it was noted that some time ago Monmouthshire County Council's Housing Department went into partnership with Torfaen County Borough Council's Housing Department. Within Monmouthshire there are geographical issues within its own boundaries. For example, a family living in Chepstow encountering housing difficulties might only be offered accommodation in Monmouth, which might be regarded by them as being too far from their home town. Therefore, it might be just as difficult, if not more difficult to accept, if a Monmouthshire resident is offered accommodation in another county.
- Monmouthshire's housing stock already includes a few houses in Cwmbran which form part of the House Share scheme. These are often rejected by Monmouthshire homeless people due to their location.
- Arising from the consultation, it had been noted that within the proposed Strategy, there is scope to look at niche cases, such as high risk offenders, with a view to suitably house these individuals.
- Special needs accommodation is also a consideration under the proposed strategy. There is more scope to provide this accommodation via the proposed Strategy.
- In response to a question raised by a Select Committee Member regarding shared resources and potential Section 33 agreements under the 2006 Health Act, with other authorities with regard to pooling funding, officers stated that they would investigate the matter and report back to the Member.

#### **Committee's Conclusion:**

- A summary relating to Monmouthshire to be attached to the front of the strategy and that appendix 4 also be at the front of the strategy.
- Explore joint ventures, such as hostel provision on a regional basis.
- Lack of housing due to the low numbers of privately rented properties. Private landowners are provided with incentives to provide this service, which the Select Committee should continue to monitor via an annual report.

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- Encourage the development of the Home Share Scheme via a strategy.
- Be mindful of the issues regarding homeless Monmouthshire residents not wanting to be accommodated out of County.

We resolved that the Gwent Homeless Strategy be presented to full Council on the 20<sup>th</sup> December 2018 with a recommendation that Option 3 be adopted, namely, to adopt the strategy.

#### 4. Local Housing Market Assessment

##### **Context:**

To brief the Select Committee on the completion of the Local Housing Market Assessment (LHMA), July 2018 and to seek approval for submission of the LHMA to the Welsh Government.

##### **Key Issues:**

- All local authorities have a requirement to consider the housing accommodation needs of their localities under section 8 of the Housing Act 1985. Local Housing Market Assessments are a crucial part of the evidence base for preparing Local Development Plans and Local Housing Strategies.
- This LHMA has identified the potential need for 468 affordable homes per year over the next five years. This number can be further broken down as:

|                               |     |
|-------------------------------|-----|
| - Social rent need            | 102 |
| - Low cost homeownership need | 284 |
| - Intermediate rent need      | 82  |
| - Total need                  | 468 |
- It is important to note that these figures are not an annual delivery target as new build homes are not the total solution to the supply of affordable homes in the County. The Council's target remains 960 affordable homes (96 per year) over the period of the Local Development Plan (LDP) 2011 – 2021.
- Housing's Private Sector Housing Team has established a new lettings agency, Monmouthshire Lettings Service (MLS), and is working with private sector landlords to increase the availability of units for private rent whilst also trying to bring empty properties back into use. Monmouthshire's shared housing service, which offers accommodation for single persons, also comes under the MLS banner.



## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Adults Select Committee held at The Council Chamber, Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Monday, 26th November, 2018 at 10.00 am

#### Member Scrutiny:

- Social rents are set by the Welsh Government. Intermediate rent is a rent that is above social rent but below market rent. In Monmouthshire, intermediate rent is below Local Housing Allowance.
- At the bottom of each table identify what the acronyms are.
- This document links in with the emerging Local Development Plan (LDP). The figure of 468 affordable homes per year is challenging as only 250 homes in total are currently being built per year (market and affordable homes).
- Some of the people who do not appear on Monmouthshire's housing register, as they have moved to a neighbouring county where properties are cheaper, are in the 20 – 40 year old category. For economic and demographic purposes, there are the people that the Authority should be trying to retain in the County.
- However, the strengths of the County are that it is a pleasant place to live and easily accessible by car. The turnover of affordable housing being relatively low, in terms of community cohesion, is positive. However, this is not good for people on the waiting list for housing.
- The backlog of housing need is an issue for all local authorities.
- Affordable housing means housing that people cannot access on the open market and therefore require assistance. It incorporates social rent, intermediate rent and low cost ownership.
- The Adults Select Committee and the Economy and Development Select Committee could provide a steer with regard to affordable housing and how this will be taken forward in the next LDP.
- Empty properties on the high street could be altered and utilised to provide social rented properties / hostels.
- An internal call for brownfield sites had recently been undertaken. However, there had been a low response due to the limited number of brown field sites available within the County. Another call for brownfield sites, both externally and internally, across the County will be undertaken in the near future.
- Monmouthshire Housing Association has been asked to buy back as many ex right to buy properties as possible to increase the existing housing stock.
- Low cost home ownership (LCHO) is a shared equity scheme operated by Monmouthshire County Council's partner Registered Social Landlords (RSLs). LCHO is generally 50/50 in Monmouthshire as 70/30 is not affordable due to high house prices. The successful applicants own the home and have an interest free equity loan from the RSL.

## **MONMOUTHSHIRE COUNTY COUNCIL**

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- Monmouthshire County Council's policy does not include shared ownership, as this product is not considered to be affordable. Applicants would only own the percentage of the home that they have purchased and would have to pay rent to the RSL for the remaining percentage. Their mortgage plus their rent would equate to the price of buying the home on the open market.
- Empty properties are going to be looked at with a view to bringing these forward with the Authority's Registered Social Landlords (RSL) partners.
- Monmouthshire's Housing Association partners are only permitted to advertise on Rightmove if the houses cannot be occupied from the housing register. All properties are advertised via Homesearch.
- With regard to people not wanting to housing in other areas of the County, some of the reasons for this are the difficulty in accessing work; children having to change schools and moving away from family. For example, if someone is working in Chepstow and on a low wage and is offered a house in Monmouth, this could make it difficult for that person to access work.
- Community consultation is undertaken regarding village sites which helps to identify the mix and tenure of build required. When the land is secured and is scheduled to come forward, community consultation is held allowing people to come forward to register their housing need. These consultation events also allow members of the community to comment on layout and design.
- In response to a question raised regarding whether Monmouthshire County Council might have a case with the Welsh Government for additional resources for areas where the local housing cost is higher than other areas in Wales, it was noted that the Welsh Government uses a formula for allocating the Social Housing Grant that does take all issues into consideration. It would be difficult to state a case for more funding as every authority has this need. Monmouthshire has successfully lobbied for a rise in the Acceptable Cost Guidance (ACG) rates for small sites, which will help in the rural areas.
- If a family is sharing with another family in a rural location, the family that is sharing could bid for a property through the Rural Allocations Policy.
- Monmouthshire County Council is continuing to allocate social housing grant to fund the buy-back of former council houses sold through the Right to Buy. These properties are bought back at market value – SHG funds 58% of the cost and the RSL funds the remaining 42%.
- The Welsh Government is funding the Innovative Housing Programme. This is a programme of demonstrator schemes to inform the Welsh Government on the types of homes that they should support in the future. The first phase of the programme is supporting 22 affordable housing projects with a wide variety of different models and methods of delivery. The second phase of delivery will also be open to the private sector. Monmouthshire Planning Committee has

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approved two schemes put forward by Monmouthshire Housing Association. These are in Abergavenny and Caldicot. One is a development of four courtyard bungalows for older persons and the other is for four one-bed mews style houses.

#### **Committee's Conclusion:**

- The amended presentation to be circulated to Select Committee Members.
- The Select Committee would write to Welsh Government outlining a case for Monmouthshire to receive additional resources as it is an area in Wales where the local housing cost is higher than other areas of the Country.
- Investigations are being undertaken to use empty homes on the high street to provide social rented properties.
- There is a need to be clear on what the definition of affordable housing is, going forward.
- Joint Select Committee working will be undertaken between the Adults Select Committee and the Economy and Development Select Committee to address the issues identified with regard to the housing market.
- The Authority's company should look to build affordable housing itself to support people in need in their areas.

We recommended that Cabinet adopts the Local Housing Market Assessment.

**The meeting ended at 12.51 pm.**

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