

## Appendix : Individual mandates for Pressures and Savings

Pressure Title:	Pay award and teachers pension contributions	Lead/Responsible Officer:	Nikki Wellington
Your Ref No:	PCYP004	Directorate:	CYP
Version No:	0.1	Section:	Support Services
Date:	11/12/2019		

### 1. Pressure Description

#### Why is this pressure required?

Following a recent valuation of the teachers' pension, the employers contribution is anticipated to increase from 16.5% to 23.6%. Full funding was provided to schools for 2019-20 and the proposal is to fully fund the additional 5 months of pressure from April 2020 to August 2020. This will ensure that school budgets have been afforded the full pressure in their budgets. In addition to this the average pay increase for our teachers was 2.7% which is above the funding already provided in the medium term financial plan. Therefore the proposal is to provide additional funding to ensure that the pay award is met in full.

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 is the national teachers pay award and pension increases. This has been used to estimate the costs for each school.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies	Target year				Total pressure proposed
				20/21	21/22	22/23	23/24	
Pension pressure	£784,000	£689,000		£689,000				£689,000
Teachers Pay award	£0	£491,000		£491,000				£491,000

### 2. Objectives of Investment

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

The objective is to ensure that schools receive adequate funding to be able pay the pension increase and meet the pay award for teaching staff.

#### Expected positive impacts

- Meet the pension pressure in full
- Meet the pay award in full
- Maintain current staffing ratios.

#### Expected negative impacts

- The increased pressure of the service will continue to add to the pressure on the wider budgets of MCC and may lead to savings to be met elsewhere.

### 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
Both these pressure are as a result of national decisions and therefore they need to be met. MCC, along with all the Local Authorities in Wales will continue to lobby Welsh Government for funding to meet these.		

### 4. Additional skills/ business needs

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

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

### 5. Consultation

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?		
Name	Organisation/department	Date
No		

Will any further consultation be needed?		
Name	Organisation/ department	Date
Headteachers	MCC Heads Meetings	16 <sup>th</sup> January 2020

### 6. Measuring performance on the proposal

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

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
School budgets	Level of school balances for 2020-21				

### 7. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Risk costs will continue to increase.	Operational	Budget pressures in recent years	Medium	Request for funding from Welsh Government.

## 8. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Pension contribution remains static	The fund has just been valued and therefore it is assumed that the valuation accounts for current and known future pressures	National decision
Pay award remains at 2.7%	Awarded on a national basis annually from 1 <sup>st</sup> September. Future pay award is not known	National decision.

## 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:	Additional Learning Needs	Lead/Responsible Officer:	Jacky Elias
Your Ref No:	PCYP001	Directorate:	CYP
Version No:	0.1	Section:	Additional Learning Needs
Date:	04/12/2019		

## 1. Pressure Description

### Why is this pressure required?

The budgets for Additional Learning Needs has seen a substantial pressure in demand for support for pupils. This demand includes requests to support pupils from an earlier age and pupils that are continuing their education into post 16.

The pressures are detailed below:

- £338,000 for placements in independent schools
- £41,000 for placements in other Local Authority schools
- £529,000 for supporting pupils in Monmouthshire schools.
- £298,000 Recoupment income for Mounton House

The pressure for independent school is a combination of both increase in placement costs and the number of pupil attending these settings. The latest data indicates there have been 4 new placements from September, with another 4 forecast to start before Christmas. Three have seen changes in their provision which has resulted in additional costs.

The pressure for other Local Authorities schools is a result of 10 new pupils and 9 pupils changing their provision.

ALN colleagues have worked with schools to look at the resources available and the provision, examples of this is small group provision as opposed to one to one support where appropriate. Schools are already required to use 5% of their delegated budgets to support pupils with additional learning needs and this pressure is in addition to this.

In addition to the above, there is a pressure of £298,000 for the recoupment income for Mounton House. This will be a result of less pupils being admitted as a result of the designation of the school and the proposal to close the school on the 31<sup>st</sup> August 2020.

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 is the pupil information updated monthly. The estimate is based on the annual forecast for each of these pupils.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies	Target year				Total pressure proposed
				20/21	21/22	22/23	23/24	
Independent Schools	£1,450,638	£338,000		£338,000				£338,000
Other LA's	£1,528,750	£41,000		£41,000				£41,000
School Action Plus	£648,000	£529,000		£529,000				£529,000
Recoupment Income	£1,140,024	£298,000		£298,000				£298,000

## 2. Objectives of Investment

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

The objective in investing in these pressures is to allow the pupils currently receiving funding for support to continue to receive that support.

#### Expected positive impacts

- Maintaining pupils in their current placements.
- Supporting our school to continue to meet the needs of pupils with Additional Learning Needs.
- Maintaining the education standards for these pupils.

#### Expected negative impacts

- The increased pressure of the service will continue to add to the pressure on the wider budgets of MCC and may lead to savings to be met elsewhere.

### 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 service is currently being reviewed, this review has recommended the closure of Mouton House and the establishment of inclusion centres at our secondary schools	Jacky Elias / Richard Austin	Completed in September 2020.
Review of the delegated funding to schools for Additional Learning Needs with a proposal to increase the delegation	Jacky Elias / Nikki Wellington	Completed in September 2020.

### 4. Additional skills/ business needs

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

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

### 5. Consultation

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

Name	Organisation/department	Date
No		

#### Will any further consultation be needed?

Name	Organisation/ department	Date
Review of delegated ALN funding for schools	Schools / Cabinet	January/February 2020

## 6. Measuring performance on the proposal

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

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Additional Learning Needs	No budget overspend for 2020 / 21				

## 7. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Risk costs will continue to increase.	Operational	Budget pressures in recent years	High	Challenge of budget pressures. Working with schools to maintain support in schools. Train and up skill staff to provide support. Working with schools to look to delegate greater funding for schools to control to meet need.

## 8. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Pupil Numbers	This assumes that the relative pupil numbers will remain relatively static.	Jacky Elias
Placement costs	This assumes that the placement costs will remain static and the proportion of pupils attending each provision also remain static	Jacky Elias

## 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:	ALN transport including Post 16	Lead/Responsible Officer:	Jacky Elias
Your Ref No:	PCYP002	Directorate:	CYP
Version No:	0.1	Section:	ALN
Date:	04/12/19		

## 1. Pressure Description

### Why is this pressure required?

This pressure reflects the increased costs in providing transport for pupils with Additional Learning Needs, both in compulsory education and those continuing post 16.

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?

This is based on current pupil numbers and forecast numbers of pupils in 2020-21. It is the forecast pupils with an estimated cost of the routes

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies	Target year				Total pressure proposed
				20/21	21/22	22/23	23/24	
ALN transport – Compulsory Education	£1,184,351	£217,000		£217,000				£217,000
Post 16 transport costs	£55,000	£47,000		£47,000				£47,000

## 2. Objectives of Investment

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

The objective in investing in these pressures is to allow the pupils currently receiving funding for support to continue to receive that support.

### Expected positive impacts

- Maintaining pupils in their current placements.
- Supporting our school to continue to meet the needs of pupils with Additional Learning Needs.
- Maintaining the education standards for these pupils.

### Expected negative impacts

- The impact on the increase pressure will have on the wider Monmouthshire budgets, requiring other services to make savings.

## 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 of the current transport arrangements to see if a more economic model can be developed.	Jacky Elias	1 <sup>st</sup> and 2 <sup>nd</sup> quarter 2020
Review of the current risk assessments for pupils to see if efficiencies can be made from sharing transport rather than transporting in individual taxis.	Jacky Elias	1 <sup>st</sup> and 2 <sup>nd</sup> quarter 2020

#### 4. Additional skills/ business needs

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Support to work with ALN team to risk assess those pupils and to make recommendations regarding arrangements	Consultancy / external support	

#### 5. Consultation

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?		
Name	Organisation/department	Date
No		

Will any further consultation be needed?		
Name	Organisation/ department	Date
	When the arrangements are finalised then parents and schools will need to be told the effect on their children	August 2020

#### 6. Measuring performance on the proposal

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

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Budget	Reduction in budget Spend	£0 overspend			
Customer	Parents satisfied with new arrangements	Number of comments / complaints			



## 7. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Arrangements cannot be changed to reduce the costs.	Operational	The budget pressure has been increasing in recent years.	High	Review of the transport provided and the current policy to ensure that the best use of resources.

## 8. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Pupil number remain static	This pressure only includes the current pupil known about. If there were an increase in the number of pupils this may lead to increased costs.	Jacky Elias / Matt Jones
Routes remain the same	It is assumed that the routes will remain as current, should the number of routes increase or change this may result in additional costs.	Jacky Elias / Matt Jones

## 9. Monitoring the pressure proposal

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

Proposal Title	Individual Schools Budget – saving	Lead/Responsible Officer:	Nikki Wellington
Your Ref No:	CYP001	Directorate:	CYP
Version No:	0.1	Section:	Finance
Date:	02/12/19		

Version	Date	Changes Made
0.11	02/12/19	Initial Mandate
2		
3		
4		

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

**The proposal is to reduce the Individual Schools Budget by 2%, (£830,000). This reduction is applied prior to the additional pension costs and pay award has been provided to the schools. Furthermore, this saving excludes funding used to support pupils with additional learning needs.**

**Once the pressures have been afforded the overall budget would increase by £1,591,437 but this would see a real term pressure on the ISB of £830,764 which would result in schools having to save on average 2%**

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>The proposed saving excludes the funding for our most vulnerable learners and affords the schools the pressures for the increased pension and the payroll costs</b>
Has this proposal been included in your current Service/Business Improvement Plans?	N	<b>At the point of writing the business plans this proposal was not considered.</b>
Has a Future Generation Evaluation been commenced?	N	
How will this proposal address MCC's Climate Emergency commitment?		<b>This will not address the climate change emergency.</b>
Is an Option Appraisal required?	N	

[illegible]

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Has this proposal considered the opportunities for external funding?	N	<b>The funding of schools is a statutory requirement of local authorities. Schools attract additional grant funding outside of the ISB, primarily through the funding flows through the Education Achievement Service (EAS).</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>In seeking to mitigate the reduction in the ISB schools could collaborate to reduce their costs. Examples include, but are not limited to the use of shared Headteacher posts and shared support services.</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>Possible increased redundancy costs.</td> </tr> <tr> <td>2</td> <td>Possible staffing reductions</td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> <tr> <td></td> <td></td> </tr> </tbody> </table> <div> <b>Additional Comment:</b>   </div>	Ref	Benefit	1	In seeking to mitigate the reduction in the ISB schools could collaborate to reduce their costs. Examples include, but are not limited to the use of shared Headteacher posts and shared support services.	2		3		4		Ref	Disadvantage	1	Possible increased redundancy costs.	2	Possible staffing reductions	3		4			
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Has a risk analysis been completed for this proposal?  <a href="#">(Please refer to MCC Strategic Risk</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>7</td> <td>Possibility that needs and capabilities of learners are not sufficiently addressed and consequently, they do</td> <td>Amber</td> <td>Working with schools to help to make the savings required. This will include support from the</td> </tr> </tbody> </table>	Ref	Risk	RAG Rating	Mitigation	7	Possibility that needs and capabilities of learners are not sufficiently addressed and consequently, they do	Amber	Working with schools to help to make the savings required. This will include support from the														
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<a href="#">Management Policy)</a>		<table border="1"> <tr> <td data-bbox="488 192 560 275"></td> <td data-bbox="560 192 900 275">not achieve to their highest potential</td> <td data-bbox="900 192 1038 275"></td> <td data-bbox="1038 192 1366 275"><b>EAS to advise Headteachers.</b></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> </table> <div data-bbox="488 421 1366 533"> <b>Additional Comment:</b> </div>		not achieve to their highest potential		<b>EAS to advise Headteachers.</b>																								
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Will consultation and engagement be required for this proposal?		<table border="1"> <thead> <tr> <th data-bbox="488 618 560 647">Ref</th> <th data-bbox="560 618 767 647">Consultee</th> <th data-bbox="767 618 1102 647">Description</th> <th data-bbox="1102 618 1366 647">Comp/Pending</th> </tr> </thead> <tbody> <tr> <td data-bbox="488 647 560 730">1</td> <td data-bbox="560 647 767 730">Headteachers</td> <td data-bbox="767 647 1102 730">Through the budget consultation process and Headteacher meetings</td> <td data-bbox="1102 647 1366 730">Pending</td> </tr> <tr> <td data-bbox="488 730 560 790">2</td> <td data-bbox="560 730 767 790">Governors</td> <td data-bbox="767 730 1102 790">Through the budget consultation process</td> <td data-bbox="1102 730 1366 790">Pending</td> </tr> <tr> <td data-bbox="488 790 560 873">3.</td> <td data-bbox="560 790 767 873">Children and Young People</td> <td data-bbox="767 790 1102 873">Through the budget consultation process and youth engagement events</td> <td data-bbox="1102 790 1366 873">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> <div data-bbox="488 987 1366 1122"> <b>Additional Comments:</b> </div>	Ref	Consultee	Description	Comp/Pending	1	Headteachers	Through the budget consultation process and Headteacher meetings	Pending	2	Governors	Through the budget consultation process	Pending	3.	Children and Young People	Through the budget consultation process and youth engagement events	Pending												
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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 data-bbox="488 1379 560 1408">Ref</th> <th data-bbox="560 1379 1054 1408">Activity</th> <th data-bbox="1054 1379 1182 1408">Start</th> <th data-bbox="1182 1379 1366 1408">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> </tbody> </table> <div data-bbox="488 1547 1366 1715"> <b>Additional Comments:</b>  This will form part of the budget consultations for the local authority but will also be communicated direct to schools via our usual meetings </div>	Ref	Activity	Start	Complete																								
Ref	Activity	Start	Complete																											
What evidence/data has been gathered to date to inform this Proposal?		<p><b>The ISB for the current financial year (2019-20) increased to fully fund the pay award and the increase in the pension costs. This did result in an uplift for the ISB in absolute terms to afford the increasing costs.</b></p> <p><b>This proposal will still afford schools the funding for the pay award and pension but see a reduction on the total funding excluding the funding for additional learning needs.</b></p>																												

		<p>The detail for a sample of individual schools is outlined below, these are all based on January 2019 pupil numbers:</p> <p><b>Monmouth Comprehensive:</b></p> <p>Pressure for pension and pay £246,551 Increased funding to meet pressure £246,551 2% saving required by school £99,175</p> <p><b>King Henry School:</b></p> <p>Pressure for pension and pay £185,878 Increased funding to meet pressure £185,878 2% saving required by school £74,140</p> <p><b>Chepstow School:</b></p> <p>Pressure for pension and pay £120,779 Increased funding to meet pressure £120,779 2% saving required by school £65,089</p> <p><b>Caldicot School:</b></p> <p>Pressure for pension and pay £219,014 Increased funding to meet pressure £219,014 2% saving required by school £92,939</p> <p><b>A N Other 210 Primary School:</b></p> <p>Pressure for pension and pay £32,308 Increased funding to meet pressure £32,308 2% saving required by school £13,263</p>																							
Will support services be on required for this proposal?		<table><tr><th>Ref</th><th>Support Service</th><th>Activity</th><th>Internal/External</th></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></table> <div><b>Additional Comment:</b></div>				Ref	Support Service	Activity	Internal/External																
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Will this proposal impact on the authorities built assets?	Y	There may be a choice made by some schools not to spend allocated funding on maintenance issues this could present a risk of deterioration in assets.																							
Will this proposal present any collaboration opportunities?	Y	There will be opportunities for schools to collaborate to share costs were applicable.																							
Will this project benefit from digital intervention?	N																								
How will the impact of this		The proposal will be measured by monitoring the school budgets and the impact it has on the deficits both collectively and for individual schools.																							

proposal be measured?		<b>There will be an ongoing monitoring on the outcomes achieved by all schools and whether this reduction has a detrimental impact.</b>
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Proposal Title	Managing the budget pressure within Children's Services	Lead/Responsible Officer:	Jane Rodgers
Your Ref No:	CSCH006	Directorate:	SCH
Version No:	1	Section:	Children's Services
Date:	4/12/19		

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

There is a projected £2.6M overspend for 2019/20 which will continue into 2020/21, as a result of increasing demand, with the LAC population rising from 173 at the start of this financial year (1<sup>st</sup> April 2019) to 197 at month 7 (31<sup>st</sup> October 2019). During the year we have had 4 new high cost residential placements, and the average LAC annual unit cost has increased to £44,000, with the annual unit cost for a residential placement at £300,000.

With the increase in demand not only drives up the provision costs, but also all the support costs such as contact, legal, staffing and transportation, all of which are in overspend situations as at month 7 2019/20.

However, the present 2019/20 overspend projection has been offset by some one-off in-year funding of £234,000 from the Intermediate Care Fund and £90,000 from Transformation funding derived from Health, which makes the 2019/20 projected overspend £2,924,000 going into 2020/21. Please see the risks section as a decision has been taken not to recognise these one off funding streams as a pressure on the premise that further negotiations can be had with Health to access equivalent amounts in 2020/21.

This mandate proposes how operational activity might effect a *best case scenario* on the budget pressure through:

1. High Cost Placement Review and Progression work to look at individual cases where there may be opportunity to get both better outcomes for the child / young person AND generate cash savings.
2. Reduction in legal costs through reducing the need to send work to private practice and reducing the reliance on Counsel in Court, estimated by Matt Phillips the Head of Law at a saving of £100,000

A worst and most likely case scenario is also considered in section 7.

In addition we are adding in the MyST team and bringing forward the £184,000 pressure from 2021/22 to 2020/21. We are also proposing to add a further £103,000 to this pressure to increase the staffing structure to create additional capacity within the MyST team to:

- Take on new cases as demand grows to avoid expensive out of county residential placements, which is a cost avoidance strategy and;
- Identify and bring back suitable current out of county placements to reduce costs, as part of the high cost placement review.

Therefore the total additional cost pressure for MyST for 2020/21 will be £287,000.

A table below illustrates the value of this combined mandate: -

2019/20 Current overspend at month 7	£2,600,000
MyST pressure	£287,000
LESS Legal savings	(£100,000)
MyST/High cost placement review	(£250,000)
<b>TOTAL</b>	<b>£2,537,000</b>

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

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
Children's		2,887,000		2,887,000				



<b>MyST/High Cost Placement Review</b>			<b>(250,000)</b>	<b>(250,000)</b>				<b>2,537,000</b>
<b>Legal</b>			<b>(100,000)</b>	<b>(100,000)</b>				

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

<b>Funding Identified</b>	<b>Source</b>	<b>Current status (i.e. confirmed, in application, etc)</b>

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

<b>Question</b>	<b>Y/N</b>	<b>Comments/Impact</b>
Does this proposal align with the MCC <u>Corporate Plan</u> ?	Y	<b>Supporting Looked After Children get the best start in life</b>
Has this proposal been included in your current Service/Business Improvement Plans?	Y	
Has a Future Generation Evaluation been commenced?	Y	
How will this proposal address MCC's Climate Emergency commitment.?	Neutral	
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	N	
Will this proposal require any amendments to MCC policy?	N	

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

<b>Description</b>	<b>Who is effected?</b>	<b>Is this impact positive or negative?</b>

6. **Additional Considerations:**

<b>Question</b>	<b>Y/N</b>	<b>Comments/Impact</b>
Will this proposal have any staffing implications?	N	
Will this project have any legal implication for the authority?	Yes	<b>Yes through identified changes within legal services</b>

7. **Key actions required to deliver this proposal**

Describe the key activities that will be undertaken to deliver the proposal and the responsible action holders. This includes any actions contributed to by other services (i.e. Finance/HR/DPO/Procurement/Legal etc.). Give the

timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the proposal.

Action	Officer/ Service responsible	Timescale
Operational activity regarding the care and progression planning for individual children and young people monitored through monthly meetings	Jane Rodgers	As per individual case
Restructure and recruitment within legal services	Matt Phillips	
Negotiate with Health for similar funding of £324,000 obtained in 2019/20	Julie Boothroyd	

#### 8. Additional skills/ business needs

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Business and Practice support for high cost placement review work	In-house	

#### 9. Consultation

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

Consultee	Description	Date (delivered/planned)

#### 10. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
LAC continues to increase at current trend	Operational	If the LAC population increases by the current trend this will mean an increase in 25 children	<b>Pressure plus unit LAC cost @ 25 children equates to 25 at £44,000 = £1,100,000</b>  <b>MEDIUM RISK</b>  (worst case scenario)	ACT, BSF and full range of family support offer at all tiers as per CS plan Increase fostering Sufficiency
A new cohort of children with complex needs continue to require placements	Operational	There are at least 6 children with complex and escalating needs whom we are attempting to maintain within current placements through	<b>Pressure remains the same</b> <b>£2,537,000</b>  <b>MEDIUM RISK</b>	MyST deployed in preventing placement breakdown for children with complex and escalating needs  ACT deployed in preventing placement breakdown for children with complex and escalating needs

		intensive support and increased support plans	(most likely scenario)	System in place to track and identify this cohort of children i.e. with complex / escalating need so that a preventative approach can be adopted as early as possible.
High cost placement review and progression work is not achieved in some or all of cases.	Operational	Risks / barriers are identified within each case and are highly dependent on a range of case related issues including: <ul style="list-style-type: none"> <li>- Availability of appropriate alternate provision</li> <li>- Best interests of children</li> </ul>	Pressure remains the same  <b>MEDIUM RISK at £250,000</b>	Continue to implement high cost placement progression and review work
Obtain £324,000 of similar funding for 2020/21	Strategic	We have been successful in obtaining one off funding in 2019/20, decision taken to work on obtaining similar funding for 2020/21	<b>HIGH RISK at £324,000</b>	Negotiate with Health to obtain funding similar to that of 2019/20
<b>All 4 of the above happen</b>			<b>VERY WORST CASE SCENARIO will cost £4,211,000</b>  <b>LOW RISK</b>	

## 11. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Negotiation of additional funds from Health for 2020/21	Based on one off funds in 2019/20 successfully obtained	Peter Davies

## 12. Measuring and monitoring performance

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

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Reduction in residential placements					
Reduction in cases going out to private law					
Reduction in legal spend on counsel					

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

**13. Additional considerations:**

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	Y	<b>With health, education, potentially housing, potentially SP</b>
Will this project benefit from digital intervention?	N	

Proposal Title	Adults with Disabilities	Lead/Responsible Officer:	Eve Parkinson/Ty Stokes
Your Ref No:	CSCH003	Directorate:	SCH
Version No:	1	Section:	Adults
Date:	3/12/19		

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

1. **£1,044,000 pressure due to the additional in year placements as a result of ageing parents, move towards greater independence and demand for residential and/or college placements.** To date as at month 7 outturn for 2019/20 we have had an additional 8 high cost placement in excess of £1,000 per week, which makes a total of 36 to date in excess of £1,000. This budget has demand from transitional children moving into adulthood. There are added pressures trying to get Continuing Health Care funding from Aneurin Bevan University Health Board and once funding is agreed, there is often a dispute around when Health should accept the placement and consequently the cost.

To offset the above pressure we are proposing the following savings: -

2. To align the non- staffing element of the S128 budget relating to the My Day My Life Services to reflect savings derived from the relocation of one service to premises with lower rental and business rates costs. There is no anticipated negative impact to this proposal and the non-staffing budgets will have sufficient funds to support the on-going premises costs. It is proposed that this will deliver a saving of £15,000.
3. To reduce the Disability Services Budget (S115) in line with projected spend for 2019/2020. This budget has historically been used to support strategic and service development initiatives and operational expenditure such as specialist equipment, furniture or adaptations. The spend has reduced over the last few years as a result of improved operational efficiency across the disability services area which has enabled the service to fund directly from their operational budgets. Therefore, the anticipated level for the forthcoming years is reduced and the proposal is to reduce the budget by £7,000 to reflect this.

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

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
Adult	32,512,293	1,044,000		1,044,000				
			(15,000)	(15,000)				
			(7,000)	(7,000)				1,022,000

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

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

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

Question	Y/N	Comments/Impact
Does this proposal align with the MCC <a href="#">Corporate Plan</a> ?	Y	
Has this proposal been included in your current Service/Business Improvement Plans?	Y	
Has a Future Generation Evaluation been commenced?	Y	
How will this proposal address MCC's Climate Emergency commitment.?	N	
Is an Option Appraisal required? (Please refer to MCC <a href="#">Standard Option Appraisal Process/Template</a> )	N	
Will this proposal require any amendments to MCC policy?	N	

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

Description	Who is effected?	Is this impact positive or negative?
1. Adults with Disabilities	Younger adults with learning and physical disabilities	Positive
2. My Day My Life	None	Positive
3. Disability Service	None	Positive

**6. Additional Considerations:**

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

**7. Key actions required to deliver this proposal**

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

Action	Officer/ Service responsible	Timescale

**8. Additional skills/ business needs**

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

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


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

Consultee	Description	Date (delivered/planned)
DMT	SC&H	02/10/19 and 4/12/19

## 10. Key Risks and Issues

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

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

## 11. Assumptions

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

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

## 12. Measuring and monitoring performance

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

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

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

## 13. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	

Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	



Proposal Title	Adults Service Delivery	Lead/Responsible Officer:	Eve Parkinson/Ty Stokes
Your Ref No:	CSCH002	Directorate:	SCH
Version No:	1	Section:	Adults
Date:	3/12/19		

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

- Each year we engage with the care provider market to understand their costs, margins and pressures they expect. For the past 4 years we have built in a pressure due to the rise in living wage following the then Chancellor in 2015 committing to a year on year increase until 2019/20. No further announcement has been made on how the living wage will increase past 2019/20, however CPI is running at 1.7% as at the end of September 2019 and we are contractually obliged to meet with providers and consider how cost pressures affect them in agreeing our rates of pay. The pressure amounts to £373,000.
- Domiciliary care across the UK is mainly a traditional model of care and support; providing time allocated personal care to people unable to manage independently. There is a growing acknowledgement across the sector that the traditional model of time allocated slots to provide personal care tasks is outdated and requires remodelling. We have evidence that the current system can lead to less person centred outcomes, difficulties in carer recruitment and providers struggling to continue to operate.  
Over the last year, we have seen a decrease in the level of capacity providers have to meet demand and an increase in the number of people waiting for care at home services. A number of national providers with whom we contract have pulled out of areas of the county, as they are unable to sustain sufficient levels of recruitment and retention. This position is not unique to Monmouthshire, Councils across Wales are struggling to secure sufficient care at home and many are trying to change the current task and time model to one which is person centred and consistent with the aspirations of the Social Services and Wellbeing Act 2014  
To transform this traditional model we have embarked upon our programme of Turning the World Upside Down. We recognised that the Council could not and should not do this alone and needed to develop a new model with providers; requiring us to work in a fundamentally different way. We have built meaningful relationships and come together to design a genuinely co-produced model of support, which achieves better outcomes for people. This co-produced new model of care has an agreed System Design, a set of Operating Principles and Relationship Principles, which will underpin the Turning the World Upside Down approach :  
Patch based – to allow a flexible response for people  
Providers integrated into Health and Social Care teams  
Finding Individual Solutions Here (FISH)/Discharge Liaison Nurse agree the most appropriate expertise to send – including a provider  
Providers have access to FLO, the Authority's current care recording system.  
Support is based on what matters, and builds on existing networks and community assets – not time and task  
Predictable payments based on patch  
Providers support each other if capacity is reached  
There is a common measurement system – based on what matters to citizens  
Quality assurance is based around the use of the measurement system.  
We have also rigorously progressed and achieved key successes with the themes set out in the Turning the World Upside Down Design, including:  
Co-producing 12 patches through the Turning the World Upside Down Leadership Group.  
Using a rational approach; taking account of key factors affecting the costs of delivering care at home through the Turning the World Upside Down model, we have arrived at a price per patch and are now able to provide a price per patch based on contemporary data.  
Whilst we are yet to move to formal integration, across the integrated teams, providers meet regularly with the care team in a solution-focused way to consider capacity issues and work together to address these.  
The Leadership Group has also agreed an approach which, enables organisations to reduce and increase packages of care themselves if outcomes can still be met, families are willing and it is appropriate.  
Providers are piloting the use of FLO. This is underpinned with a co-produced Information Sharing Protocol.

A Common Measurement System and an agreed means of measuring against this has been co-produced.

Our reflections of progress towards the implementation of Turning the World Upside Down to date gives us confidence that we are making significant progress iteratively as we develop and understand the model better. The key remaining elements to implement are:

- Working in patches,
- Making predictable payments by patch
- Supporting people with what matters.

By implementing these three elements next, we will be able to fully test the whole Turning the World Upside Down concept in real time. We will do this over a reasonable period (three years) and during this will be able to tailor and refine the model and generate high levels of engagement.

In moving towards the next stage of the implementation, we recognise that there will be a staff related cost pressure in respect of this new way of working. The pricing model takes accounts of factors including:

National living wage levels

NI contributions

Pensions costs

Rurality

Market pressures

Training

Travel

This mandate relates to the pressure arising from the additional factors of the Turning the World Upside Down pricing model only. A separate pressure mandate has been produced in respect of annual uplifts for all commissioned adult services, which includes the care at home costs relating to non-staff cost increases. The associated cost pressure is £1,048,000.

To offset the above pressures we are proposing the following savings within Adult Services: -

3. Within Adult Services there has been a direction of travel for Practice Change since 2012/13. The first saving mandate was submitted in 2013/14 putting forward savings as a result of Practice Change which has continued right up to the last MTFP and resultant budget allocation of 2019/20.  
This mandate saving is looking at potential to push the Practice Change agenda into a further year being 2020/21 and explore the viability of further efficiencies, by capitalising on current work and direction to date, with prediction of savings totalling £150,000.
4. Additional income if the Government increased the current maximum weekly cap on non-residential charges from the current £90 per week to £100 per week from 1<sup>st</sup> April 2020. This proposal is in line with the Government pledge to increase the maximum weekly cap and Local Authorities across Wales have been contacted by Welsh Government officials to ask for data for Ministerial consideration. If the maximum weekly cap is increased to £100, our modelling suggests there will be an additional annual income stream for 2020/21 of £116,000.

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

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
Adult	32,512,293	373,000		373,000				
		1,048,000		1,048,000				
			(150,000)	(150,000)				1,155,000
			(116,000)	(116,000)				

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

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
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4. Corporate Alignment: **How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.**

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan?	Y	
Has this proposal been included in your current Service/Business Improvement Plans?	Y	
Has a Future Generation Evaluation been commenced?	Y	
How will this proposal address MCC's Climate Emergency commitment.?	N	
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	N	
Will this proposal require any amendments to MCC policy?	N	

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

Description	Who is effected?	Is this impact positive or negative?
4. Provider fee uplifts	Care providers and the clients they support	Positive
5. Turning the World Upside Down	Care providers and the clients they support	Positive
6. Practice Change	Service users	Both
7. Increase in non-residential maximum weekly charge cap	Service users	Can be both

6. **Additional Considerations:**

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

7. **Key actions required to deliver this proposal**

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

Action	Officer/ Service responsible	Timescale
Engage with providers to understand the market cost pressures	Ceri York/Nicola Venus Gabolin/Ty Stokes	January 2020
Engage with providers re plans to implement TWUD prototype over 3 years	Ceri York/ Shelley Welton	Dec 19-March 2020

Implement 2 stage plan	Ceri York/ Shelley Welton/ Jill Jones /Annette Brady/ Coli Richings/Nikki Needle	April 2020 – March 2023

#### 8. Additional skills/ business needs

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Support to implement Common Measurement System and on – going management and monitoring within Integrated Services	TBA	

#### 9. Consultation

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

Consultee	Description	Date (delivered/planned)
DMT	SC&H	02/10/19 and 4/12/19

#### 10. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Providers reluctant to adopt new model of care at home	Strategic & Operational	Totally new way of working which will require organisational and cultural change	Low	Continue co-production ethos and on-going engagement with providers to implement TWUD prototyping
Predicable pricing model not attractive	Operational	Provisional rate is less than some providers spot purchase rate	Low	New model fundamentally more attractive and offsets some of the risks currently reflected in higher spot rates. Predicable payments brings longer term financial security.

#### 11. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Maximum weekly cap will be increased	In line with Government pledge and current engagement by Welsh Government officials	Minister for Social Care and Health

## 12. Measuring and monitoring performance

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

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

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

## 13. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	Y	<b>The present digital care prototype may present opportunities than can assist to deliver practice change</b>

**SUBJECT:           Review of Adult Safeguarding Service, and the Wider Safeguarding Business Administration**

**DIRECTORATE:    Social Care & Health**

**MEETING:   DMT**

**Date: 13<sup>th</sup> November 2019**

**1.    PURPOSE:**

- To review the Adult Safeguarding Team role and function in light of Legislative changes and the statutory duty for Monmouthshire
- To present the pressures currently impacting performance and quality issues
- consider Safeguarding Business Support needs of the wider Authority and the Safeguarding Unit to ensure quality standards, collation of information and the facilitation of Corporate Safeguarding
- To present the evidence base and business cases to support the proposals.

**2.    RECOMMENDATIONS:**

- Support Adult Services teams in resuming the responsibility of Designated Lead Manger's of the Adult Safeguarding process
- To increase the establishment of Adult Co-ordinator posts and introduce a Screening Officer post to manage increased capacity and develop quality assurance;
- To restructure Safeguarding Unit Business Administration to bring parity, increase quality standards and create contingency;
- To build on existing post to develop a Safeguarding Business Manager post to manage the facilitation of Whole Authority Safeguarding business, and to develop and manage compliant business support processes across the Safeguarding Unit.

**3. KEY ISSUES**

**3.1 Background**

In October 2013 Directorate Management Team (DMT) considered a report, which identified some significant risks around the county's ability to deliver the Welsh Guidance for Protection of Vulnerable Adults (POVA). In 2012-2013 Monmouthshire received **145** adult protection referrals. The areas of concern identified in the report included, alongside others, the following:

- Increased demands on the POVA rota (undertaken within Service teams) leading to overload on an already fragile arrangement;
- Changes in the personnel providing the Designated Lead Manager (DLM) function has diluted expertise.

At that time, DMT agreed to:

- Immediate increase in staffing;
- Change to the way the flow of work into the authority was managed;
- Review the model in Monmouthshire to address areas of concern as above.

Subsequently, on 12<sup>th</sup> November 2014, a cabinet paper titled Adult Safeguarding Review and Restructure was presented. The purpose of this was to share a review of the Adult Safeguarding Service, the model required for moving forward and to outline the resource implications for decision. The paper recommended a funding proposal to stabilise and improve the Adult Safeguarding service which included establishing:

- a full time Team Manager post;
- 2 full time senior practitioners to act as Adult Protection Co-ordinators, (increase of 42 hours);
- 2 full time administrator posts (increase of 37 hours).

As a result of this:

- the functions of screening referrals and the Designated Lead Manager (DLM) role (taking forward the POVA referral) have been separated, removing the daily Screening Rota from the teams;
- The secure e-mail account designated Adult Protection was the access point for all referrals, which were then screened by using the All Wales Threshold

Tool to decide whether to progress via POVA or via case management services, thus providing a consistent screening process;

- The expectation was that following screening the management of the Safeguarding process would mostly be undertaken at locality team level by a virtual team of DLM's. Referrals screened and agreed to be the responsibility of Health professionals would be managed by Health Board DLMs;

*The role of the Adult Safeguarding Team was to support this function by:*

- quality assurance of process and decision taking;
- offering expert knowledge and insight;
- undertaking a wider number of non-criminal investigations.

#### *Current Staffing and Roles*

Following consideration of resource implications, staffing was adjusted to:

- 1 x Full Time Manager;
- 2 x 30hr Co-ordinator;
- 2 x 30hr Administration support.

### **3.2 Widening of Safeguarding Profile in Monmouthshire**

**a) Statutory Wales Adult Protection Procedures:** Following the SSWA 2014 Gwent Adult Safeguarding Board was established, with Subgroups to develop Safeguarding Practice across Gwent and meet statutory requirements relating to Procedures and Protocols, Adult Practice Reviews, and Training and Development. The Adult Safeguarding manager is now a key part of the Local Safeguarding Network with Statutory and 3<sup>rd</sup> Sector partners, and the team have a primary role in Safeguarding training. There has always been a limited capacity for the involvement of the team manager within Regional work however there is an expectation that Monmouthshire will have an active involvement with these processes and contribute to the wider Safeguarding agenda in Gwent. In November 2019 the new Wales Adult Protection Procedures will be launched, with implementation in April 2020. This is also the timescale for the revised Wales Child Protection Procedures itself being a further pressure on the Safeguarding Unit, however the significant change within a Wales



Protection Procedures will be to align current Adult Safeguarding Procedures with the more established Child Protection Procedures.

Implementation will be through the GWASB Subgroups and the Adult Safeguarding Manager will be a key figure in ensuring Monmouthshire is a full party to the development and completion of the new Regional protocols and processes, as well as the need to develop and embed internal processes, and the internal training period required.

#### **b). Corporate Safeguarding and the Welsh Audit Office**

In 2017 the Adult Safeguarding Team was moved into the Safeguarding Unit, under Children's Services in order to co-ordinate and develop Safeguarding activity across the authority. Within Monmouthshire Council there has been an extended understanding of the Councils' wider Corporate Safeguarding responsibility. The development of the SAFE Audits and action plans are key to measuring compliance to the Corporate Safeguarding Policy. The Adult Safeguarding Manager and team have had a significant role in supporting this process, ensuring the understanding of staff and managers, and the development of action plans within Adult Statutory and 3<sup>rd</sup> Sector services directly commissioned. The Safeguarding Unit are the developers and providers of all integrated Safeguarding training at a corporate level, as well as supporting the understanding and dissemination of statutory requirements and to consider emerging issues such as Domestic Abuse, Practice Learning Reviews and Modern Day Slavery/Exploitation procedures.

### **3.3 Culture and Demand**

In 2014 the nominated Adult Safeguarding model was predicated on the safeguarding process being undertaken primarily by locality team based Designated Lead Managers (DLM's) and Health based DLMs. Within the ABUHB this is still the working model. Within Adult Services, there has been an erosion of this role and understanding. Initially it appears to relate to issues of training, support, confidence and experience, and the willingness of the Adult Safeguarding Team to hold and manage cases. This was evidenced historically in that teams who had management with a strong safeguarding background have always been willing to accept the DLM role.

In the last 12 months, there has been continued quarterly DLM support meetings, DLM training and refresher training, and shadowing opportunities. However current reluctance by managers and senior practitioners to undertake the DLM role is reported to relate to capacity within teams. The increased need for the Adult Protection Co-ordinators to fulfil the role of the DLM means that the development of this role to be a robust manager of the safeguarding process is unlikely to occur.

### **3.4 Demand on the Service**

Until 2015, the adult protection practice was based on policy, procedure and guidance which operated without a Statutory basis. Under Welsh Assembly Guidance (In Safe Hands 2000) there was a clear definition of a *vulnerable adult* being in need of community care services due to impairments, and unable to protect themselves against a threshold of *significant harm or serious exploitation*.

The Social Services and Well-Being Act (Wales) 2014 has introduced new measures for to adult safeguarding;

- the term 'vulnerable adult' is replaced by 'adult at risk';
- the term 'adult protection' is replaced by 'adult safeguarding';
- there is a definition of an adult at risk, eliminating the 'significant harm' threshold;
- a statutory duty to report, a very low 'threshold' for reporting concerns, which can be based on 'suspicion' only;
- a new type of order (APSO);
- the establishment of adult safeguarding boards.

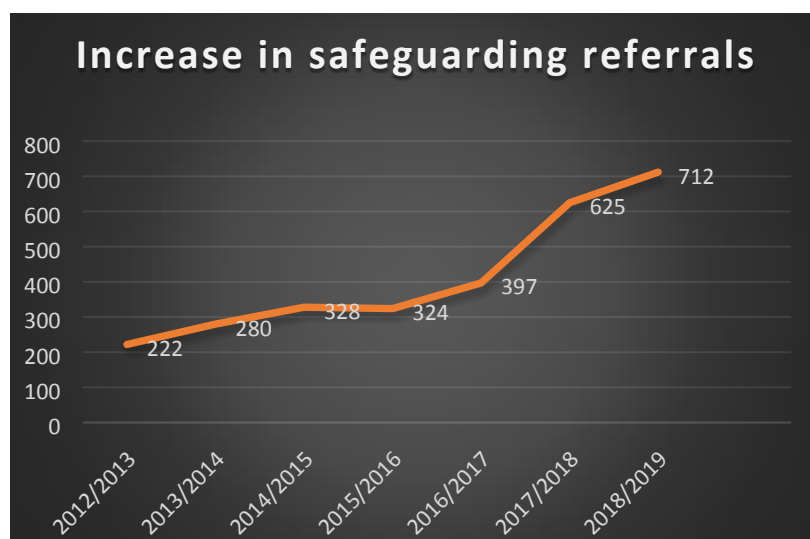
If anyone suspects that someone is an "Adult at Risk", they have a duty to report this to the Local Authority. It is not necessary for someone to be sure that abuse or neglect has occurred, if they have a reasonable cause to suspect, that it has or someone is at risk of, they must report it.

An "adult at risk", is an adult who:

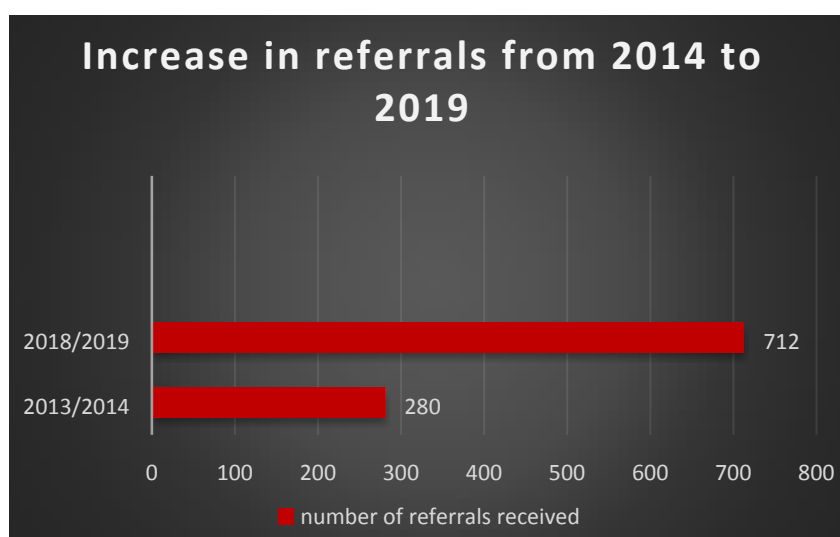
- (a) is experiencing or is at risk of abuse or neglect,
- (b) has needs for care and support (whether or not the authority is meeting any of those needs); and
- (c) as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.

### **3.5 Increase in Referrals for Safeguarding Service**

The introduction of the statutory duty to report under the Act, as well as the low threshold for reporting concerns (which can be based on reasonable cause to suspect) have led to a significant increase in the number of safeguarding concerns reported via safeguarding referrals.



In comparison with 2013/2014 when Monmouthshire had 280 referrals, in 2018/2019 there were 712, this is an increase of 256% in referrals.



During 2016/17 (prior to the implementation of FLO) the team had continued to collect data on *closed* DTRs and therefore it was acknowledged we had under-reported reality, although the feeling was there was a genuine increase in DTRs between 2016/17 and 2017/18.

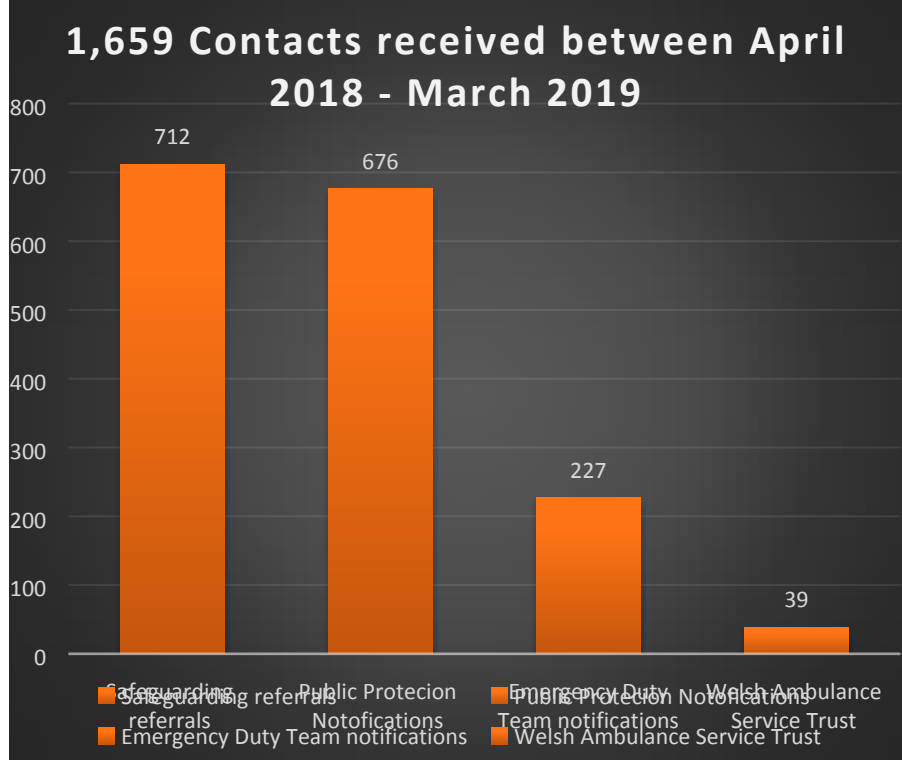
### 3.6 Increase in Safeguarding Contacts

Since this time the Adult Safeguarding team is the portal for all Duty to Report forms (Referrals), but also notifications from the Police, Welsh Ambulance Service and EDT.

These, in line with DTR forms, have also seen a significant increase. It is recognised that these notifications may be Safeguarding Referrals but may also be repeat notifications or issues relating to other teams, therefore forwarded. However, all must be screened for action.

	Referrals/ DTR's	PPN/WAST/EDT notifications	Total no A/S Contacts
2013/2014	280	n/k	280
2014/2015	328	n/k	328
2015/2016	324	n/k	324
2016/2017	397	583	980
2017/18	625	942	1567
2018/19	712	942	1654
Projections based on numbers of contacts up to Sept 19 following screening officer pilot (see below)	550	1164	1714

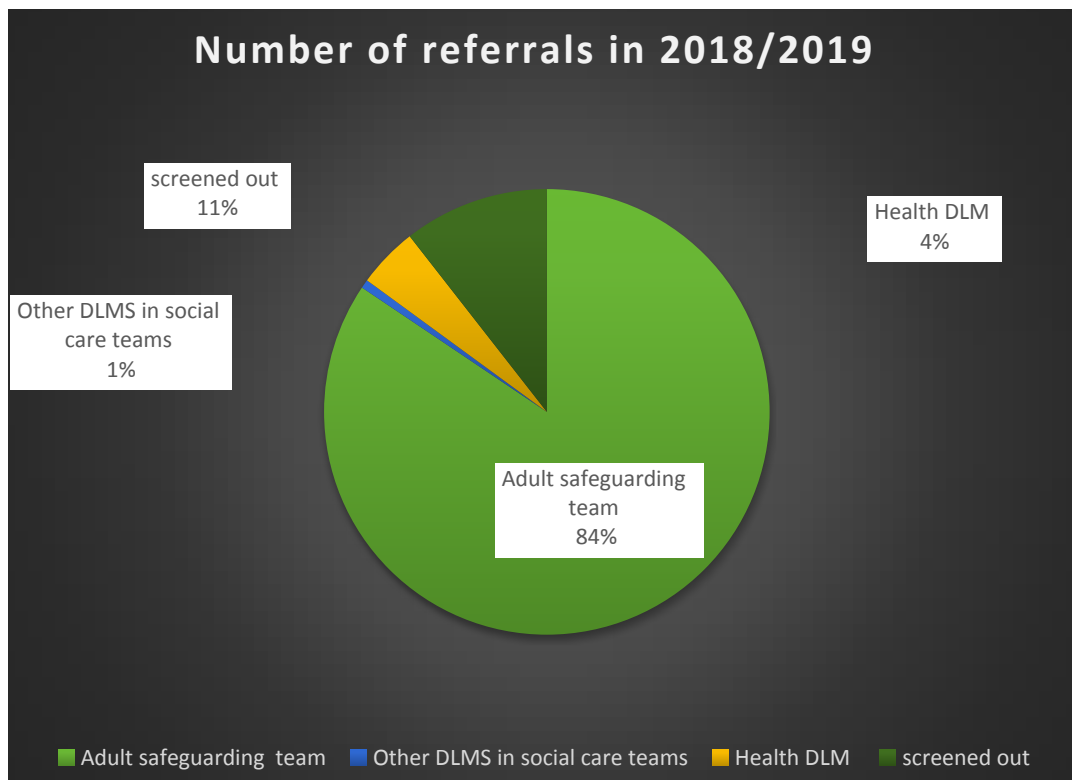
From June-September 19 the Adult Safeguarding Team have had funding for an agency screening officer whose role was to manage concerns, telephone calls from professionals, and to redirect professionals to appropriate routes. Initially we have seen a drop in the number of Referrals to the Safeguarding process. Decision taking has been Quality Assured and the pilot will continue to be assessed to consider any national or regional issue or trends.



### 3.7 Management of Contacts

All 1659 contacts have been screened, this includes reading and electronic checking records available, as well as sharing information with the relevant team; if 15 minutes is allocated for this task, this amounts to 24,840 minutes /414 hrs per year spent on screening only. This is equivalent to approx. 8 (7.96) hrs/week. Currently this task is completed by the Coordinators, all of whom are working 30 hrs/week, thus over 25% of their time is spent on screening alone. This excludes making any enquiries on newly received referrals. The Act requires that enquiries are completed within 7 days to determine if a case needs to progress via the adult safeguarding process.

In 2018/2019, out of the 712 referrals received, 84 had been screened out; the reminder of 628 have progressed via the adult safeguarding process; 35 (5%) have been coordinated by a Health DLM, **only 5 cases** managed within social care and outside the safeguarding team.



Assuming no increase in referrals and considering the number of cases managed by the adult safeguarding team in 2018/2019 which progressed via the adult safeguarding process (628 in total), if there were 2 Coordinators this means that each would manage 314 cases per year; considering their working time of 1,356hrs/year, this would mean an allocation of 4.31 hrs/case.

If there were 3 Coordinators, they would manage 209 cases per year, this would mean an allocation of 6.48 hrs/case. This includes making enquiries, pre-meeting gathering and analysing of information, liaison with relevant professionals, updating records, chairing strategy meetings and travelling time. This information does not consider Screening the contacts to ascertain whether this is a valid Safeguarding contact or whether it needs to be signposted elsewhere which does not require a qualified Social Worker.

### 3.8 Safeguarding Business Support

The impact of the increased numbers of Contacts on the Business administration was reviewed as part of the wider AS review which raised a number of issues;

- Processes and documentation were no longer compliant with the Social Service and Wellbeing Act;
- There were limited levels in consistency in the update of Flo, with limited preparation for the introduction of WCCIS;
- There were quality assurance concerns in relation to the taking the Minutes of meetings, and the business administration processes which support the Safeguarding process;
- There was significant disparity in the performance of and understanding of legislation and process of the Child Protection Business Support Officers and the Business Support Assistants within Adult Safeguarding;
- There was limited flexibility and contingency with the Business Support available.

Within the Child Protection team, the Business Support Officers have clear quality standards and time frames to adhere to which have been the result of many years of a statutory framework. Their role supports the managers and officers expertise in the area of Child Protection by offering clarity about legislative requirements, processes for tracking concerns, avoiding drift, and collation and verification of information for reporting back to the Authority or the WAG.

In attempting to support the development of quality standards in the A/S Business Support Team, the current procedures and the issue of the disparity of pay and position prove to be a barrier.

### **3.9 Whole Authority Safeguarding Business support**

As the profile of Safeguarding across the whole authority has expanded there is a need for a coherent approach to collating and analysing qualitative and quantitative data in order to report on Safeguarding activity. The SAFE audit, training data, and performance data are key elements to understanding and embedding safeguarding practice which is compliant with the Corporate Policy. The information collated from this will be instrumental in ensuring the Whole Authority Safeguarding Group has clear information in order to measure progress, outcomes, and impact. This role was

facilitated across directorates by a seconded officer; however, this post was never confirmed and therefore there is a loss of a single point of contact to support officers and Senior Managers in being effective in monitoring, reporting, and developing. In considering the value of such a role, there is scope for information and data gathering across Gwent, or with multiagency partners to support the development of practice in relation to emerging issues such as Domestic Abuse, or Exploitation of vulnerable people.

### **3.10 Current Funding Position**

The Safeguarding Unit Budget primarily relates to the payment of salary for staff members, with the previous budget for the Adult Safeguarding Team being absorbed into the Safeguarding Unit's budget. The funding comes from the Children Service's Budget.

Whilst the expansion of the Whole Authority Corporate Safeguarding agenda has increased the corporate role of the Safeguarding Unit in the development of Policy and Protocols, specialist support and consultation across the authority, leading the development and delivery of corporate safeguarding training, the administration and analysis of SAFE Audits', the support of the Whole Authority Safeguarding Group, and the reporting to the director of the progress of Safeguarding across the Authority there is no contribution from any other directorate.

### **3.11 Driver's For Change;**

- Social Services and Wellbeing (Wales) 2014 Section 7:
- Statutory Guidance: Vol 6 Handling Individual Cases to Protect Individual Adults at Risk;
- Social Services and Wellbeing (Wales) 2014 Section 8 (Reporting);
- Wales Adults Protection procedures 2019
- Welsh Audit Office **While Authority Review of Children's Safeguarding – Monmouthshire County Council** \_May 18

**Proposal for Improvement P2** "Ensure the development of Safeguarding and Quality Assurance Unit enables it to develop its planned objectives"



**Proposals for Improvement 3** “Improved the range quality and coverage of Safeguarding Performance reporting to provide adequate assurances that that systems are working effectively”

### **Summary of Issues**

Since 2016 Adult Safeguarding has been made a Statutory duty, and the changes in guidance and Codes of Practice have lowered thresholds for what is considered an Adult at Risk, whilst passing a “Duty to Report” such concerns. Subsequently the profile of Safeguarding has been raised by the formation of the Adult Safeguarding Board, increased training across the adult care sector, and the development of the Whole Authority approach to safeguarding in Monmouthshire. These factors have led to a dramatic rise in referrals and contacts within the Adult Safeguarding Team. The pilot of utilising a Screen Officer at the “front door” of the service to appropriately advise and redirect inappropriate referrals is seen to have had an impact in reducing the Duty to Report referrals being processed, however it is acknowledged this is over a short period of time

At the last Review in 2014 the development of a single portal for safeguarding referrals moved the Screening process back into the Safeguarding Team, however over time the role of DLM has reverted back into the Safeguarding team, which has seen only 5 cases managed by Adult Service’s Teams in the last 12 months. Despite attempting to support the virtual team of DLM’s to develop great experience and confidence, issues of team capacity are sited as the reason that teams can no longer act as DLM. Support is required to the Adult Service teams to develop confidence in the management of Adult Safeguarding Issues that are relevant to their Service Users/teams.

Within the A/S team there has been no capacity to develop quality assurance processes, to strengthen to the management of cases, undertake robust investigations, and to develop quality standards in administration processes, particularly in relation to the disparity between administrators’ roles and salary grades.

With the development of the wider safeguarding responsibilities at Regional and Whole Authority levels this leaves the service under resourced, unable to report progress to the director effectively. The subsequent impact on the Safeguarding Unit's capacity to meet their training, quality assurance, and policy and practice development is

and presents a risk to the Authority, particularly as the Wales Adult Protection processes are due to be launched this imminently and will need significant resources to ensure Monmouthshire's compliance and development of safe

### **3.11 Recommendations**

1. The work of the DLM reverts back where appropriate to the operational teams with the Adult Safeguarding Team undertaking:
  - The DLM role for complex Adult Safeguarding Concerns, or where there are repeat concerns from an external provider agency;
  - A Screening Function at point of referral in line with developing Gwent threshold procedure and the support and training for agencies making referrals/Duty to Report;
  - quality assurance of process and decision taking;
  - offering expert knowledge and insight;
  - undertaking a wider number of non-criminal investigations.
  - Supporting the Whole Authority Safeguarding processes and training;
  - Representing Monmouthshire on Regional Safeguarding.

*Increase of staff required :*

*1x 37 hour AS Coordinator Band J*

*1x 37 hour Screening Officer Band F*

2. In response to:

- support and training will be needed in teams to facilitate a gradual and appropriate return of the DLM role;
- the Regional Safeguarding Boards' consideration to develop a Threshold Tool;
- to support initiatives in Adult Services to address capacity issues;

*Increase of staff required:*

*1x 30 hour A/S co-ordinator (12 month contract) £45.144*

3. The development of A/S Business Support Assistants in Adult Safeguarding to become BSO to mirror BSO function in Children's Safeguarding;
  - To develop a safeguarding administration function which allows understanding of both adult and children safeguarding to expand the administrative capacity to meet changing demands on the service;
  - to meet the quality standards and processes required to manage the diaries of professionals,
  - to develop knowledge and understanding of legislative and statutory guidance to support the DLM role, and Chairs of statutory meetings;
  - minute meetings effectively and accurately and work within statutory guidance and to work within a Quality assurance programme to provide
4. The development of a Safeguarding Business Manager – This role will set quality standards for the administration processes across the Safeguarding Unit (Adults and Children), and support the Unit by developing a quality assurance framework, work tracker's, and supervision of Business Support Staff. They will be key in developing a pool of Safeguarding Business Support Officer's which will be deployed across the work of Adults and Children developing knowledge and create contingency to meet the changing flow of demand.

This role will be an experienced officer who will work across the Whole Authority to collate information, support the SAFE audit, facilitate the Whole Authority Safeguarding Group in the production of reports and core data to

ensure the Director and the Whole Authority Safeguarding Group has clear information in order to measure progress, outcomes and impact.

*Funding for 14.8 hours of this post to come from Child Protection Secretary budget*

#### **Total Funding increase**

1x 37 hour AS Co-ordinator Band J	£55,928
1x 37 hour Screening Officer Band F	£35,828
Increase 2 BSA posts to BSO	£7,239
Increase in BSO hours to cover 37 hours grade G business manager post	£9,155

**Annual TOTAL £108,150**

1x 30 hour A/S co-ordinator  
(12 month contract) £45,144

**TOTAL £153,294**

**Should the role of DLM not revert to the teams, consideration should be given to making the 4<sup>th</sup> A/S post permanent in order to have capacity to consider how best to facilitate a compliant service.**

5. That the increased Corporate responsibility for Safeguarding across the Whole Authority is supported by funding from a Corporate Budget not met entirely from the Children's Services Budget.

#### **Options Appraisal:**

	Description	Costs	Benefits	Disbenefits/risks	Recommend
Option 1	Do Nothing	Cost neutral	none	Retains a system which cannot meet its full Statutory responsibilities and current model cannot address the expanded need within the	no

				<p>Safeguarding Unit and Adult Safeguarding.</p> <p>Does not fully comply with recommendations of WAO</p>	
Option 2	do not return the role of DLM to Adult Services Teams	Potential Increased costs	None - unless increased workload is managed by the employment of a further 2 permanent AS Co-ordinator posts - designated Snr Practitioner grade	<p>The Safeguarding Process is not managed by the most appropriate team/practitioner.</p> <p>The understanding and embedding of Safeguarding practice, and process across adult services is hindered</p>	no
Option 3	Accept proposals re: Screening Officer/ 3 <sup>rd</sup> ASC and Temp Officer but reject Administration parity	Reduce projected spend	The Adult Safeguarding Process will be managed more effectively	<p>There will be disparity in the roles and pay grade of children and adults administrators which will create barriers and resistance to developing the current role to offer the same function of the Children Safeguarding BSO's</p> <p>Less capacity and fluidity to be able to manage the changing demands on the service</p>	no
Option 4	Reject to development of Business Support Manager	Reduce projected spend	none	<p>1). The Safeguarding Unit will not be able to fully meet the administrative challenges in embedding new Safeguarding procedures</p> <p>2).The Administrative function and supervision is currently undertaken by the AS Manager- this will free that time to contribute to, implement, and embed new statutory guidance;</p> <p>3). The SU will not be able to appropriately support the Director and Whole Authority Safeguarding Group in the development and tracking of timescales, reporting mechanisms and collation of authority wide data for Council and Welsh Assembly Government</p>	no
Option 5	No change for finance stream for Safeguarding	Safeguarding function still met from Children Services Budget	none	<p>Children Services Budget is already overspent. It has continued to absorb the increasing statutory, corporate and WAG obligations and demands</p> <p>This is the opportunity to reshape the Safeguarding Unit function to</p>	no

				meet demand and make it fit for purpose, which cannot be met from the Children Service Budgets alone	
Option 6	Accept Proposals	Increased cost but from more equitable funding source	<p>The service provided by AS will contribute to, be compliant to statutory legislation and guidance.</p> <p>The quality of all roles, processes, and investigations will be strengthened, work will appropriately sit where it should, and there can be better Quality Assurance and Scrutiny of all aspects of the Safeguarding process;</p> <p>The Whole Authority Safeguarding Group and Director will have appropriate support systems to the reporting on Monmouthshire's progress in Safeguarding to Council and WAG</p>	none	yes

Diane Corrister

Safeguarding Service Manager

Oct 2019

Proposal Title	Adult Services Contracts	Lead/Responsible Officer:	Eve Parkinson/Ty Stokes
Your Ref No:	SCH001	Directorate:	SCH
Version No:	1	Section:	Adults
Date:	3/12/19		

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

- For over 15 years Aneurin Bevan University Health Board (and its predecessor) have engaged with Monmouthshire County Council Social Care for the provision of 10 patient beds at Severn View, through a formal section 28A agreement annually. The current value of this agreement for 2019/20 is £149,851, which has remained the same, with no increase, in over 7+ years.  
On the basis of the current agreement value, Health are potentially purchasing client beds at the cost of £288 per week, compared to the cost of us to purchase on the open private market of £608 per week.  
The saving has been based on renegotiating the 2020/21 agreement price based on the difference between the cost to procure on the open market and the current purchase cost within the 2019/20 agreement, which could present additional annual income of £166,000.
- To reduce the Service Contracts Budget S156 to reflect a reduction in the value of existing contracts resulting from contract review and negotiation. This budget support a range of adult social care services which are primarily commissioned from the third sector. Contracts have been reviewed to ensure there are strategically aligned to the Directorate's objectives, meet the needs of the people who use them and offer value for money. As a result some savings have been achieved without a reduction in the quantity or quality of the services provided. It is proposed that the budget is reduced by £20,000.

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

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
Adult	32,512,293		(186,000)	(186,000)				(186,000)

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

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

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

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan?	Y	

Has this proposal been included in your current Service/Business Improvement Plans?	Y	
Has a Future Generation Evaluation been commenced?	Y	
How will this proposal address MCC's Climate Emergency commitment.?	N	
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	N	<b>As relating to contract negotiations and realignment</b>
Will this proposal require any amendments to MCC policy?	N	

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

Description	Who is effected?	Is this impact positive or negative?
Section 28A contract negotiation	Aneurin Bevan University Health Board	Positive
Service Contracts	Mainly third sector organisations	Positive

6. **Additional Considerations:**

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

7. **Key actions required to deliver this proposal**

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

Action	Officer/ Service responsible	Timescale
Engage with Aneurin Bevan University Health Board	Eve Parkinson/Ty Stokes	January 2020

8. **Additional skills/ business needs**

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

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

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

Consultee	Description	Date (delivered/planned)
DMT	SC&H	02/10/19 and 4/12/19




## 10. Key Risks and Issues

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

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

## 11. Assumptions

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

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

## 12. Measuring and monitoring performance

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

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

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

## 13. Additional considerations:

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

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

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

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

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

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

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

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

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

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

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

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

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

**6. Additional Considerations:**

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

**7. Key actions required to deliver this proposal**

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

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

**8. Additional skills/ business needs**

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

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

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

Consultee	Description	Date (delivered/planned)

#### 10. Key Risks and Issues

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

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

#### 11. Assumptions

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

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

#### 12. Measuring and monitoring performance

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

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

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

**13. Additional considerations:**

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

Service Area	Service being charged for	Proposed Charges for 2020/21 £:p	Percentage Increase	Increased additional budget income identified for 2020/21 budget setting purposes	Reason why inflationary increase is not being considered
<b>SOCIAL CARE &amp; HEALTH DIRECTORATE</b>					
<b>ADULT SERVICES</b>					
<b>Community Meals</b>	Community Meals & Day centre meals	The meal price to be held at £4.50 per meal	0	-	The meal price to be held at £4.50 per meal due to a downturn in meal sales and any increase may result in further meal sale reduction
	<u>Flat rate charges for preventative services</u>				
	Meals @ home, per meal				
	Meals @ home, suppers, per meal				
	Lunch ant day centre establishments, chg per meal				
	Lunch at luncheon clubs, charge per meal				
	Laundry service, cost per wash				

	Lifeline - monitoring and pendant, chg per week				
	Assistive Technology, chg per wk				
Mardy Park	Catering	Pricing follows that of Community meals		-	
	Mardy Park room hire			-	
Non residential fees	Actual charge based on Financial Assessment in line with legislation within the SSWB Act 2014	£14.29 for an hourly rate of care, day care session or respite night, up to the lower of a client's assessed charge or the weekly maximum cap.	16.56%	72,349	
Residential/Nursing Fees which includes Part III own care home being Severn View and Budden Crescent	Actual charge based on Financial Assessment in line with legislation within the SSWB Act 2014	Based on individual ability to pay as means tested, but increase budget in line with Government proposed rise in benefits and state pension of 3.9%. This will increase our own home charge from its current £523.37 per week to £557.92	3.90%	105,783	
	Catering - Severn View	Pricing follows that of Community meals	0	-	
Public Health	Fee Income			257	
	Commercial licences			83	
	Commercial Fee Income			0	

	Food Safety training	Remain as 2019/20 based on market research by budget manager		-	
	Discretionary Advisory Visits	60	£10		
	Veterinary Inspection Recharge	290	£17	-	
	Riding Establishments	300		-	
	Petrol Station Permits/Licenses	As per 2019/20. These are set by legislation.		-	
	Registration for acupuncture, tattooing and ear piercing	50	1.7	-	

	<b>Local Authority Pollution, Prevention and Control</b>				
	Application fee	As per 2019/20. These are set by legislation.			
	Private water supplies (fees set by Council but within max fig defined by EC directive)	As per 2019/20 as these were increased substantially in excess of inflation March 2018.			



Trading Standards.	Licences	Inflationary increases based on CPI of 1.7% as at end of September 2019	1.7%	86	
	Fee Income		1.7%	164	
	<b>Animal Licences</b>				
	Boarding Establishment	128			
	Dog Breeding	128			
	Home Boarding	61			
	Dangerous Wild Animals	163			
	Pet Shop	89			

	<b>Explosive Licences</b>				
	New 1 Year	111			
	Renewal 1 Year	55			
	New 2 Year	143			
	Renewal 2 Year	87			
	New 3 Year	176			
	Renewal 3 Year	122			
	New 4 Year	210			
	Renewal 4 Year	155			
	New 5 Year	242			
	Renewal 5 Year	188			
	<b>Weights &amp; Measures</b>				
	Fee per TSO	64			
	Fee per TO	38			

Licensing	Licenses	Dave Jones	Anticipate inflationary increase as per CPI of 1.7% as at end of September 2019 pending Committee agreement for Hackney License Fees for 2020/21	3,626	
	Hackney Licenses	The 2020/21 licensing fees will be set by the Licensing and Regulatory Committee on 14th January 2020		-	

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

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

## 1. Pressure Description

### Why is this pressure required?

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

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

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

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

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

19/20 £74,000

20/21 £25,000

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

## 2. Objectives of Investment

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

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

### Expected positive impacts

N/A

### Expected negative impacts

N/A

## 3. Actions required to minimise the pressure

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

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

#### 4. Additional skills/ business needs

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

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

#### 5. Consultation

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

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

#### 6. Measuring performance on the proposal

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

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

#### 7. Key Risks and Issues

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

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


## 8. Assumptions

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

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

## 9. Monitoring the pressure proposal

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

### **MonLife investment – Council meeting – 19<sup>th</sup> September 2019**

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

#### **Recommendation 2.2:**

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

### **Strategic Development Plan – Council meeting – 19<sup>th</sup> September 2019**

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

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

#### **Recommendation 2.7:**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

#### 7. Key actions required to deliver this proposal

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

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

#### 8. Additional skills/ business needs

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

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

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

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

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## 10. Key Risks and Issues

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

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

## 11. Assumptions

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

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

## 12. Measuring and monitoring performance

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

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

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

## 13. Additional considerations:

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

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

## 1. Pressure Description

### Why is this pressure required?

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

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

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

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

A new income target of £1.26m is proposed.

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

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

## 2. Objectives of Investment

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

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

### Expected positive impacts

Realistic and managed budget expectations

### Expected negative impacts

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

### 3. Actions required to minimise the pressure

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

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

### 4. Additional skills/ business needs

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

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

### 5. Consultation

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

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

### 6. Measuring performance on the proposal

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

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

### 7. Key Risks and Issues

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

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

## 8. Assumptions

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

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

## 9. Monitoring the pressure proposal

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

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

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

#### Pressures

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

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

#### Savings

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

**Total Saving £81,000.**

**Net Pressure £40,000**



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

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

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

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

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

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

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

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

**6. Additional Considerations:**

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

**7. Key actions required to deliver this proposal**

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

Action	Officer/ Service responsible	Timescale
Increase or implementation of new charges/ contributions:  I. Charge For Access Markings - £2,000 II. Charge for Events signing - £5,000 III. Increase Road Closure Income Budget to match activity - £32,000 IV. 4. Increase in Street Name & Numbering Charges (in particular developers) - £5,000 V. 5. Increase in S50 Licences for Utilities - £15,000 VI. 6. Provide design service for drainage schemes - £5,000 VII. 7. Utilising grant to cover staff costs - £10,000	P Keeble/ relevant Team: Leaders  i)Graham Kinsella ii)Graham Kinsella iii)Graham Kinsella  iv)Mark Davies  v)Ross Price  vi) and vii)Ian Fisher	Implement April 2020

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

#### 8. Additional skills/ business needs

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

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

#### 9. Consultation

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

Consultee	Description	Date (delivered/planned)
None		

#### 10. Key Risks and Issues

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

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

## 11. Assumptions

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

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

## 12. Measuring and monitoring performance

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

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

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

## 13. Additional considerations:

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



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

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

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

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

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

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

**6. Additional :**

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

## 7. Key actions required to deliver this proposal

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

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

## 8. Additional skills/ business needs

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

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

## 9. Consultation

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

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

## 10. Key Risks and Issues

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

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



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

## 11. Assumptions

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

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

## 12. Measuring and monitoring performance

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

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

The proposal will be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition, the action plan, performance measures and the risk assessment must be transferred into

the service plans for the business area in order to monitor and challenge the delivery of the pressure proposal, including the performance being achieved and the level of impact.

**13. Additional considerations:**

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

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

## 1. Pressure Description

### Why is this pressure required?

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

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

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

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

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

## 2. Objectives of Investment

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

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

### Expected positive impacts

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

#### Expected negative impacts

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

### 3. Actions required to minimise the pressure

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

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

### 4. Additional skills/ business needs

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

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

### 5. Consultation

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?		
Name	Organisation/department	Date
Service manager and head of service, CO and SLT	Enterprise	November '19
HR Lead	HR	November '19

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

### 6. Measuring performance on the proposal

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

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Improved service resilience and reliability	Less complaints	na			
Better staff liaison	Improved compliance with corporate indicators e.g. cico	na			

## 7. Key Risks and Issues

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

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

## 8. Assumptions

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

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

## 9. Monitoring the pressure proposal

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

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

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

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

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

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

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

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

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

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

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

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

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

date to inform this Proposal?		5. BGCBC's need to recycle is the driver behind the proposal																																			
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Will this proposal impact on the authorities built assets?	N	No, but operations Capital worth through revenue investment in equipment will increase marginally.																																			
Will this proposal present any collaboration opportunities?	Y	BGCBC AND POTENTIAL TO EXPAND																																			
Will this project benefit from digital intervention?	N	No digital intervention is required																																			
How will the impact of this proposal be measured?		Overall MCC Highway Operation department producing a balanced or net surplus budget at year end.																																			

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

Version	Date	Changes Made
1		
2		
3		
4		

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

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

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

**Resources - £608**

**CEO - £2,659**

**Enterprise - £48,617**

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

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

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

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

[illegible]

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		<b>Additional Comment:</b> None, labour and materials remain constant but inflation increases cost year on year  .																											
Has this proposal considered the opportunities for external funding?	N/A																												
Will this proposal have any non-financial impacts?	NO	<table border="1"> <tr> <th>Ref</th> <th>Benefit</th> </tr> <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> </table> <table border="1"> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> <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> </table> <b>Additional Comment:</b>          						Ref	Benefit	1		2		3		4		Ref	Disadvantage	1		2		3		4			
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Has a risk analysis been completed for this proposal?	N/A	<b>Main Risks</b> <table border="1"> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </table>						Ref	Risk	RAG Rating	Mitigation																		
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How will the impact of this proposal be measured?	BUDGET	Continued monitoring to ensure income target is maintained																																												



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

		£25/£50 – Low Contravention Fee £35/£70 - High Contravention Fee	0%	0	Car parking fees are subject to a separate review process
		£60.00	0%	0	
		£60.00	0%	0	
		£137.50			
		£430 pa. £220 6 months or £110 3 months	0%	0	
		£540 pa. £275 6 months or £138 3 months			
		£1,500 per visit depending on what it will be used for.	0%	0	
		Various	0%	0	
		Various	0%	0	
Catering	School Meals	£2.50	2%	0	Included as part of the mandate saving

		Various		0	Price will increase to keep up with pay award etc... but service is struggling to meet income target in 19-20 so budget will not increase as it will only create a budget pressure going forward.
Cleaning			2.5%		
Waste	Sale of Garden Bags to residents	£18 per bag	0%	0	collection for 3 winter months so no increase in charge)
	Sale of bags to Trade	£2.65	2.5%	1,900	
	Sale of bags to Trade	£17 for roll of 26 bags	6%	1,000	
	Sale of Trade Bins	£11.95, £15.00, £18.00 and £23.70 for coll & disp chg,	2.5%	10,000	Increase of 2.5%
	Trade Notes	£30.00	17%	2,250	
	Sale of glass boxes to Trade	£26.00			Businesses will use a glass box instead of the red and purple recycle bags so different stream of income not additional steam of income
			63%	0	

	Sale of glass wheelie bins to Trade	Charge per bin for collection and disposal for 140L £5 and 240L £8 collected fortnightly			Businesses will use a glass box instead of the red and purple recycle bags so different stream of income not additional steam of income
			23%	0	
				0	
Transport	Private MOTs	£54.85 for a Car MOT - Price Fixed centrally. Prices increase depending on size of vehicle	2.50%	0	Prices fixed nationally so no increase to fee - not currently meeting budget so will only result in a budget pressure.

Grounds Maintenance	External Income	Various depends on size and type of contract	0%	0	External charges are set per contract sometimes over more than one year.
Passenger Transport	Private Hire	Various - depends upon the length of the hire and the number of drivers, hire times and fuel prices.	3%	0	Price will increase to keep up with pay award etc... but service is struggling to meet income target in 19-20 and a budget pressure has been included in MTFP.
Borough Theatre	Admission, Refreshments, Room/Facility Hire	Various - depends upon type of show, length of hire etc....	2.50%	8,347	
Events Team	Event Management	Various - depends on time required.	0%	0	
Planning & Housing	Building Control Fees	Various	2.5%	10,079	Based on demand not individual price increase due to trading reserve being in a surplus the actual fees are to remain at 19-20 prices to keep reserve levels in line with legislation
	Development Management	Various	1.5%	0	Identified as part of savings
Communications	External Fees	Varies - Dependant on length of time spent	2.5%	123	
Housing	Housing				
	Careline Alarms non business	£4.50 per week per client	0%	0	Increasing the fee for this could make it unaffordable for clients, most clients who required these services are of pensionable age and not in receipt of high incomes.
	Careline Installation Charges	£45 per installation est. of 200	0%	0	
	Disabled Facility Grant Admin Fee	£950 per grant	0%	0	This income is a fixed amount per capital grant awarded, the more this increases the less money there is in the capital scheme to award as grants.
<b>Sub-Total ENTERPRISE</b>				<b>48,617</b>	

Service Area	Service being charged for	Proposed Charges for 2020/21 £:p	Percentage Increase	Increased additional budget income identified for 2020/21 budget setting purposes	Reason why inflationary increase is not being considered
<b>RESOURCES DIRECTORATE</b>					
<b>Markets</b>	Markets-Caldicot		0.00%	0.00	Prices will remain the same due to amount of disruption caused by building work being carried out in 19-20 and rents being halved.
	Markets - Monmouth		0.00%	0.00	
	Markets-Abergavenny		0.00%	0.00	
			0.00%	0.00	
	Tuesday Market inside per table	£15.76			
	Tuesday Market Outside per foot of floor space	£2.40			
	Wednesday Market per table	£9.45			
	Friday Market per table	£10.51			
	Saturday Market inside per table	£15.76			
	Saturday Market Outside - Small	£11.56			
	Saturday Market Outside - Large	£23.11			
	Sunday Market per table	£10.51			
<b>Cemeteries</b>	Cemeteries Service Charge		10.00%	0.00	Prices will increase to bring in line with neighbouring authorities, although service cannot make 19-20 budget target so price increase will only go to help reach that target in 20-21 and not increase the budget.
	INTERMENT IN EARTHEN GRAVE: PERSONS 17 YEARS OF AGE OR UNDER:				
	Stillborn and non viable fetuses (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			
	PERSONS 18 YEARS OF AGE AND OVER:				
	New Single Depth (New ERB)	1650/3300			
	New Double Depth (New ERB)	1934/3868			
	New Treble Depth (New ERB)	3144/6289			
	Re-opened grave to single depth - (New ERB)	1130/1790			
	Re-opened grave to single depth (Transfer ERB)	1047/1047			
	Re-opened grave to double depth - (New ERB)	1471/2131			
	Re-opened grave to double depth - (Transfer ERB)	1319/1319			
	Cremated remains in Garden of Remembrance	715/1430			
	Re-opened cremated remains - (New ERB)	715/1166			
	Re-opened cremated remains (Transfer ERB)	660/660			
	Cremated Remains in new full grave	1205/2409			
	BRICKED GRAVE:				
	Single Depth	2070/4139			
	Double Depth	2820/5640			
	Treble Depth	3564/7128			

	RESERVATION OF GRAVE SPACE				
	Normal	297/741			
	Cremated Remains	188/470			
	RIGHT TO ERECT MEMORIALS				
	Normal Grave Space				
	All memorials for Children's Interments	No Charge			
	Headstones	220/440			
	Memorial Vases or Tablets	138/275			
	Re-Erection of Memorial following safety testing failure	No Charge			
	Replacement of existing memorial	88/176			
	Cremation Plots				
	Memorial Vases or Tablets	138/275			
	ADDITIONAL INSCRIPTIONS ON MEMORIALS	88/88			
	Re- gilding of existing Inscriptions on all memorials	88/88			
	EXCLUSIVE RIGHT OF BURIAL FOR FULL GRAVE PLOT				
	Initial Issue	660/1320			
	Each subsequent transfer	578/578			
	EXCLUSIVE RIGHT OF BURIAL FOR CR PLOT				
	Initial Issue	451/902			
	Each subsequent transfer	396/396			
	Form of Assignment	36/36			
County Farms				0	No rent review is due so we cannot increase the fee income
	Agricultural Rents		0%	0	
	Cottage Rents				
	Grazing Rights				
Asset Management					
	Rents from shops and other properties	Various - all individual	0%	0	Increase already built into resources restructure
	Industrial Unit Rent	Various - all individual	0%	0	Increase already built into resources restructure
Allotments	Allotment plots	£28.30 Per Plot	3%	60	
Procurement	Agency rebate		0%	0	New agency contract, without rebate method that was previously agreed This will be offset by pressure built into MTFP.

Property Services	External Fee Income			0	Increase already built into resources restructure
			0%	0	
			0%		
			0%	0	
			0%	0	
Central Finance	External Fees	4318	2.00%	548	Realigning budget to actuals charged
Audit	External Fees	Various	0.00%	0	
People & HR	Training	Various	0%	0	Forecast in 19/20 is below budget so no increase on budget for 20/21
	Corporate Training	Various	0%	0	
	Payroll	various	0%	0	No increase as working towards reducing late payments
<b>Sub-Total Resources</b>				<b>608</b>	

Service Area	Service being charged for	Proposed Charges for 2020/21 £:p	Percentage Increase	Increased additional budget income identified for 2020/21 budget setting purposes	Reason why inflationary increase is not being considered
<b>CHIEF EXECUTIVES</b>					
Community Education			2.50%	144	
Libraries			2.50%	1,098	
	Overdue Charges	22p per day, max charge £15.00			
		For concessionary groups, 12p per day, max charge £7.50			
	Internet Usage	£1.04 per half hour for non members			
	Photocopying	From 21p to 36p per sheet			
	Reservation Fees (Inter Library Loans)	£4.30 per reservation			
	Promotional Sales Commission			0	
Elections	Electoral Registration		0.0%	0	Set by central Govt
	Training Income		0.0%	0	Current target is not being achieved.
Legal Services	Legal advice for external clients		2.5%	1,417	
Sub-Total CEO				2,659	

Pressure Title:	Future Legal Department	Lead/Responsible Officer:	Matt Phillips
Your Ref No:	CCEO001	Directorate:	Chief Executive's
Version No:	1	Section:	Legal
Date:	6 Nov 18		

### Why is this pressure required?

This form is used to convey a net pressure in the Legal Department following a process of identification of both pressures and savings. That net pressure is ...

#### Pressure

The approval of the 19/20 pressure proposal has allowed considerable transformation of the legal department to far better position it to provide the service that the organisation requires. Confidence should certainly be taken in the improvement that this budgetary change has brought; for example, the legal work conducted on AMS or other project related work alone between 1 Sep 18 and 21 Oct 19 would have cost £146,398 using the MCC commercial rate that we apply, which is still below the market rate which would have likely placed the cost in excess of £200,000.

This pressure relates to 2 issues:

1. Recruitment of an Employment Lawyer.
2. Cost and risk reduction in Children Services/Family Law.

#### Employment Lawyer

MCC spends approximately £65,000 a year on external legal advice for employment matters. In the last 5 years it has dealt with 17 settlement agreements with an annual payment of £146,000. In 5 of these 17 cases (the only available data), the person subject to the settlement agreement spent an average of 11 months absent during the process. Extrapolating that at an average of 3.8 settlements a year that's almost 42 months a year lost to absence during these proceedings.

Outwith these legal matters, there is a swathe of policy that falls to People Services to draft, coordinate and implement, as well as the day-to-day advice that is sought from them and the business partnering structure that is in place. Further, MCC is currently increasing resource in People Services as part of the 4 Sep 19 Resources Directorate Restructure in recognition of the need to increase capacity therein to support the organisation.

It is estimated that an in house employment lawyer could reduce the annual legal spend by 2/3s (recognising that an element of the spend will be advocacy costs at Employment Tribunal) – approx. £44,000pa if the trend of the last 3 years continues. However, it is anticipated that there is a significant additional benefit that will be achieved during the kind of drawn out, high-absence matters that result in settlement agreements, let alone those matters that are not caught by the figures above.

Broadly, the ability for People Services, and Managers across the organisation, to get direct, free access to an in house employment lawyer should have a significant impact on the way business is conducted when it comes to HR matters to the benefit of the organisation and colleagues. It is anticipated that significant hidden demand would be exposed by such access that is not currently captured. It is an addition strongly supported by People Services and with support from CEx/SLT also.

#### Children Services/Family Law

The additional resource provided in the 19/20 budget has seen an approximate uplift in capacity in this area of the legal department of 30%. In the same time period, demand measured purely in terms of cases in proceedings in Court (there is a considerable amount of work beyond this



calculation), has risen by over 50%. Given the starting position was one of under provision, despite the considerable improvements in the electronic working practices and new joiners have brought to the team, it is still unable to meet demand.

The Deputy Head of Law, who has been with MCC for over 40 years and represents a phenomenal amount of knowledge, skill and experience, will retire in Dec 19, as will another long standing member of the team, while a recently employed paralegal has succeeded in securing a training contract at another LA (a success story) and a Solicitor has decided to return to the private sector for a better work/life balance – in itself a measure of the workload currently being experienced.

As such, a full review of task and resource has been completed, resulting in this proposed pressure.

Experience and engagement with other LAs suggests that a lawyer should be capable of dealing with 7-8 cases at any one time, plus all of the other responsibilities of supporting the CS teams outside of Court proceedings. Currently, they are dealing with up to 13 each which is dangerous in terms of potential for error and work/life balance for our colleagues.

When cases reach an unsustainable number, despite action taken within the department to make use of temps and locums to smooth pinch points like Summer leave (resulting in an IY pressure), recourse is to send cases to an external Solicitor such as Hugh James. The average cost of doing so is approx. £22,000 per case (over typically around 9 months).

Therefore, if an in-house lawyer, with suitable support, can deal with an average of 8 cases at any one time, with an average duration of 9 months per case, then the equivalent cost of sending a single Solicitor's case load to Hugh James for a year is in the region of £200,000 (which of course discounts all of the other work carried out in pre-proceedings matters).

That suitable support is based on the recent experience of recruiting 2 paralegals into the department for the first time. While turnover is anticipate to be frequent (in itself a positive message to potential recruits), the considerable benefit of creating these new roles has allowed, within the constraints of the considerable demand growth, is the ability for the Solicitors to add value in areas that they specialise, rather than being swamped by administrative and routine legal tasks.

The CS budget for legal spend is £260,000. In 18/19 the final spend was just shy of £500,000 and the same is forecast for 19/20. More than 55% of this cost is Counsel and 16% Solicitor (mostly the Hugh James work referred to above). While the budget sits in CS, responsibility for reducing this overspend must sit with legal and so the additional resource will aim to reduce these costs by first, avoiding cases being sent to Hugh James, and second, reducing use of Counsel from capacity based to complexity based (ie. Solicitors will conduct hearings of up to 3 days in duration).

Therefore the proposal is to delete the Deputy Head of Law and Admin posts that are retiring IY and instead recruit one additional Lawyer and 2 additional paralegals.

### **Saving**

The work being conducted in the Commercial team to expand a client base means the income target will be increased as an aspiration to continue to broaden this work.

Further, the commercial ambition of the organisation via the Asset Management Strategy has meant that advice provided internally has and will increase as a result and, while that results in a considerable saving when compared with the cost of seeking external advice, it is still appropriate to apply an internal/external recharge on these services provided (depending on the nature of the project) so that the full cost of such activity is properly articulated to the Investment Committee. This income level has been set at 10% of the income target allocated within the Resources Directorate.

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

Pressure - £180,000 for 20/21 and impacting thereafter taking into account pay awards and increments.  
 Saving - an income saving of £10,000 and a projects recharge value of 10% of the revenue target of £400,000 of £40,000.

**Net Pressure £130,000**

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

Name	Organisation/department	Date
Paul Matthews	Chief Exec	18 Oct
Paul Jordan	Cabinet Member Governance et al	10 Oct
Peter Davies		15 Oct onwards
SLT/Cabinet		Throughout

**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 is purely a result of the personnel restructure/recruitment identified above.

**Employment Lawyer**

- reduce external legal spend by £44,000 a year across all directorates;
- reduce risk of HR matters;
- reduce cost of HR matters – potentially in terms of settlements, probably in terms of speed and efficiency leading to a reduction in absence costs;
- improve HR policies and robustness;
- better provide for PS and Managers to expose hidden demand currently not articulated.

**Family Roles**

- prevent further spend on external legal provision;
- reduce CS spend in Counsel costs by a target of £100,000;
- improve resilience in the department for pinch points in the year;
- reduce risk to children and others in our care and MCC reputation thereafter;

**Expected positive impacts**

**Employment Lawyer**

Mostly covered above but this would allow a fundamental shift in how MCC frames its policies and reacts to HR matters which will have a tangible cost benefit but a considerable cultural and capability benefit.

**Family Legal Recruitment**

We've got to swiftly address the IY overspends that are happening as a result of being understaffed and thereafter establish a system that is capable of not just meeting demand, but surging to meet future increased demand, reduce risk in CS work and then go onto address the crippling overspend in CS.

#### 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?

Detailed discussion with department accountant Sarah Pugh to calculate saving of removal of 2 posts and introduction of 4 new posts.  
Further discussion at SLT and S151 officer around the savings targets and calculation.

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	£726,024	130000			130000			130000

## 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
Reduce cost to directorates for HR matters	Feedback from HR				
Meeting demand in CS	No cases needing to be sent externally				
Reducing Cost in CS	CS Budget				

## 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) Based on a score assessing the probability & impact	Mitigating Actions
Demand in CS	Strategic	Yet another year of demand increase higher than all forecasts	Med/Med	Continued efficiencies of the new electronic working combined with greater scale, and so resilience, should assist
Supply/Demand	Strategic	Demand for CS lawyers is oustripping supply and so recruitment in the market is very difficult	Med/Med	Being better at recruiting than anyone else

## 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 have proven success in recruiting through novel techniques and sheer hard work.	

## 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	CS demand is too great resulting in the need to send work externally at vastly inflated costs. To do nothing would cost MCC considerably more than the proposed pressure financially, as well as increasing risk unacceptably	
Approve £125,000 for the CS recruitment alone	As per above, to not do this would invite additional cost and risk. However, there is a middle ground whereby the status quo remains as regards an employment lawyer thus saving on some of the proposed pressure. This is not recommended for the reasons set out.	

## **9. Monitoring the pressure proposal**

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

Proposal Title	Community Hubs and Contact Centre: ICT and Automation Pressures and Community Learning Income	Lead/Responsible Officer:	Matthew Gatehouse
Your Ref No:	CCEO002	Directorate:	CEOs
Version No:	0.2	Section:	Policy and Governance
Date:	4/12/19		

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

Unbudgeted costs associated with automation in the community hubs and contact centre.

- i) Uplift in budget to secure budget for My Council Services App and Chatbot. These enable increased channel choice and increased self-service functionality which will improve customer service and create the conditions for future efficiencies and improved responsiveness.
- ii) Recurring license costs from upgrade of public access PCs and laptops in community hubs. This provision enables ongoing delivery of core customer service offer in hubs as well as digital skills and provision of courses through Coleg Gwent franchise and Skills at Work Offer which aims to raise the skill level of lower paid workers across the county. Costs have been minimised by reviewing demand data and upgrading only 75% of existing machines as more service users have taken the opportunity to use their own devices in these settings we have been able to decommission approx. 25% of existing machines

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

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
Contact Centre	£1,365,847	£24,000	-	£24,000				+£24,000
Community Hubs	£323,365	£17,000		£17,000				+£17,000
Community Learning	(£4,000)		(£45,000)	(£30K)	(£10K)	(£5K)		-£45,000 (over MTFP)

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

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
Skills at Work	Wales European Funding Office	Confirmed. The targeting of learners for the skills at work programme will open up opportunities to market additional courses outside of the scheme to new learners.

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

Question	Y/N	Comments/Impact
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Does this proposal align with the MCC <a href="#">Corporate Plan</a> ?	Yes	Yes – Future Focused Council. A) Council enables and provides good sustainable local services whilst delivering excellent customer experience across all channels and B) Exploring and embed new ways of working – Artificial Intelligence, automation and collaborative technology
Has this proposal been included in your current Service/Business Improvement Plans?	No	No
Has a Future Generation Evaluation been commenced?	No	
How will this proposal address MCC's Climate Emergency commitment.?	Yes	By increasing opportunities for people to access services digitally, it is feasible that avoidable car journeys will be reduced
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	No	
Will this proposal require any amendments to MCC policy?	No	

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

Description	Who is effected?	Is this impact positive or negative?
Positive impact on Community Learning through enhanced ICT provision	Those accessing courses in community hubs	Positive

6. **Additional Considerations:**

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

7. **Key actions required to deliver this proposal**

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

Action	Officer/ Service responsible	Timescale
Effective targeting of opportunities at new learners	Richard Drinkwater	September 2020
Production of marketing material and digital communications including close liaison with the council's communication, engagement and marketing team	Helena Williams	July 2020
Upgrade of ICT equipment to enable technology-based courses to meet learner expectations and ensure courses are booked	Helena Williams	January 2020

8. **Additional skills/ business needs**

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Expertise from revenue's and Benefits Team and Civica Ltd to ensure effective operation of chip	Revenue's and Benefits Civica	SRS Input – already delivered

and pin payment facilities in hubs following technology upgrade		

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

Consultee	Description	Date (delivered/planned)
n/a		

## 10. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Potential failure to ensure timely upgrade of software for chip and pin facilities to enable ongoing provision of card payment facilities in hubs	operational	Need for external activity identified following completion of testing by SRS	Medium	Work with colleagues in revenues and benefits team to identify alternative payment solutions that can be deployed in the event of delay
Potential failure to attract new learners to chargeable courses which could be impacted upon by wider economic conditions	operational	Raising additional income is dependent upon the courses being affordable to potential learners	Medium	Effective marketing and use of external funding sources to ensure courses are appropriately targeted at areas and demand and priced at an affordable level

## 11. Assumptions

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

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

## 12. Measuring and monitoring performance

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



Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Budget	Amount of income generated from community learning courses	+30K	+10K	+5K	

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

### 13. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	Software upgrade
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	However, will maintain quality of existing collaborative arrangements with Coleg Gwent
Will this project benefit from digital intervention?	Y	Ongoing use of My Monmouthshire and Monty the Chatbot

Proposal Title	Staffing Re-alignment: Policy and Governance Section	Lead/Responsible Officer:	Matthew Gatehouse
Your Ref No:	CEO007	Directorate:	CEOs
Version No:	0.2	Section:	Policy and Governance
Date:	4/12/19		

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

To re-align staffing in the contact centre and across the community hubs to deliver economies of scale and realise efficiencies. This includes delivery of a £60K saving which has already been removed from the 19-20 budget for the contact centre (R032) but which it has not been possible to deliver in 2019-20.

The proposal will involve the deletion of a number of posts which have been held vacant and filled with fixed term or agency staff and will also result in some staff bases moving to other bases and changes in contracted hours. There will be one compulsory redundancy which will incur severance costs. The members of staff has been consulted and has been engaged in discussions. The proposal also involves the deletion of one Business Support position located at County Hall which is presently vacant.

The proposals will see the loss of 4.0 FTE.

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

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
Community Hubs and Contact Centre	1,689,212		139,000 (includes 2019-20 savings target of £60K)	£79,000				-£79,000

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

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

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

Question	Y/N	Comments/Impact
Does this proposal align with the MCC <a href="#">Corporate Plan</a> ?	Yes	Yes – Future Focused Council.

		19) The Council enables and provides good sustainable local services whilst delivering an excellent customer experience across all channels.
Has this proposal been included in your current Service/Business Improvement Plans?	No	No
Has a Future Generation Evaluation been commenced?	No	
How will this proposal address MCC's Climate Emergency commitment.?	Yes	By increasing opportunities for people to access services digitally, it is feasible that avoidable car journeys will be reduced
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	Yes	
Will this proposal require any amendments to MCC policy?	No	

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

Description	Who is effected?	Is this impact positive or negative?
Reduction in the numbers of staff responding to queries from customers may reduce responsiveness. These are handled for all departments. This will be partially offset by the growing use of digital channels such as the app and chatbot and greater resilience by embedding contact centre staff within community hubs to enable peaks and troughs in demand between the different customer channels to be ironed out through greater economies of scale	All departments who have services accessed via hubs and contact centres	Negative

**6. Additional Considerations:**

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	This will involve one compulsory redundancy, the deletion of posts that have been held vacant while this work has been developed. There will also be a requirement for some staff to relocate from Chepstow to Abergavenny.
Will this project have any legal implication for the authority?	N	

**7. Key actions required to deliver this proposal**

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

Action	Officer/ Service responsible	Timescale
Develop proposals in more detail	Matthew Gatehouse	Dec 2019

Commence informal consultation with staff who could be made redundant or relocated under the proposals.	Matthew Gatehouse	Dec 2019

## 8. Additional skills/ business needs

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

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

## 9. Consultation

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

Consultee	Description	Date (delivered/planned)
Staff	Early discussions who would be subject to redundancy and those who will assume additional responsibilities or be relocated under these proposals. No engagement with wider staff group undertaken at this stage	November 2019

## 10. Key Risks and Issues

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

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

## 11. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
There is a growing ability to meet demand using digital channels	While demand for services has increased the authority has seen an increase in the proportion of customer interactions which are taking place over digital channels such as the council's app and chatbot.	

## 12. Measuring and monitoring performance

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

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Customer	Percentage of incoming phone calls that are missed	<15%	<10%	<7.5%	
Customer	Proportion of interactions which are digital	63%	65%	70%	

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

**13. Additional considerations:**

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

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:	12.12.2019		

#### Why is this pressure required?

We have been advised by market advisors and the CCS that energy costs are set to rise 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. The authorities energy bill includes a charge relating to Change Climate Levy (CCL), CCL pressure will increase by 5% in 2020-21 with further increases expected in 21-22 and 22-23.

Refit has been used as an option to reduce energy costs and control the potential impact of large energy price increase, in 19-20 base budget a saving of £30,000 was identified from introducing Refit, due to changing timescales this saving has been partly delayed leading to a one off pressure in 20-21, the new profile of savings indicates that this will only be an issue for one financial year with increased savings being delivered in 21-22 and 22-23.

	2018/19	2019/20	2020/21	2021/22	2022/23
CCL CHARGES	£ 98,703	£ 151,115	£ 158,810	£ 165,126	£ 169,817
INCREASE ON 2018/19		£ 52,412	£ 60,107	£ 66,423	£ 71,114
INCREASE ON PREVIOUS YEAR			£ 7,695	£ 6,316	£ 4,691

	2019/20	2020/21	2021/22	2022/23
Net Re:fit saving	£ -	£ 15,651	£ 40,219	£ 63,775
Additional saving above £30k target	£ -	£ -	£ 10,219	£ 33,775

#### 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?
<p>The pressure has arisen as a result of increasing energy costs and CCL rates, 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.</p> <p>Increased pressure on Refit savings due to delayed implementation and chages to the delivery timescale, if we do not reduce this saving expectation then the increased cost will need to be met from existing budgets which will have a negative impact on services.</p>
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?								
<p>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</p>								
Service area	Current Budget £	Proposed Cash Pressure 20-21 £	Proposed cash savings £	Target year				Total pressure/saving proposed
				19/20	20/21	21/22	22/23	
All	Total £1,900,000	7,695		52,412	7,695	6,316	4,691	116,114
Estates/All		14,349		- 30,000	14,349	- 24,568	- 23,556	-63,775

### 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/ 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) 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 buildings and best practices not always adhered to	Medium	Re-fit and identifying areas of concern to provide support. Effective monitoring of bills and 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.

Proposal Title	BUDGET PRESSURES FOR THE SRS AND DIGITAL PROGRAMME OFFICE COMBINED	Lead/Responsible Officer:	Sian Hayward
Your Ref No:	PRES006	Directorate:	Resources
Version No:	1	Section:	Digital Programme Office &SRS
Date:	01/12/19		

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

**This proposal is to detail the budget pressures arising within the SRS and the Digital Programme Office as a result of increases/decreases in budget provision.**

**THE SRS -**

The control total for the SRS budget for 20/21 is £2,136,204 and the confirmation of the cost from the SRS next year is £2,275,353 representing a shortfall of £139,149. This includes a shortfall currently being experienced in 2019/20 of £32,725

Increase in shared admin costs with other SRS partners	9774
Contract savings	-18762
MTFP increase in the SRS for pay awards etc	86684
Additional staff for project management and security	50918
Controllable budget savings	-22189
<b>TOTAL INCREASE IN THE SRS BUDGET</b>	<b>£139,149</b>

**THE DIGITAL PROGRAMME OFFICE -**

Data Protection registration fee increase	2,900
Increase of £4969 increase in GIS contract cost	4,969

**TOTAL INCREASE IN THE DPO BUDGET** **7,869**

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

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
SRS	2,136,204	£139,149	0	£139,149				

<b>DIGITAL PROGRAMME OFFICE</b>	<b>£724,268</b>	<b>£7,869</b>	<b>0</b>	<b>£7,869</b>				

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

<b>Funding Identified</b>	<b>Source</b>	<b>Current status (i.e. confirmed, in application, etc)</b>
Not applicable		

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

<b>Question</b>	<b>Y/N</b>	<b>Comments/Impact</b>
Does this proposal align with the MCC <a href="#">Corporate Plan</a> ?		<b>As it is an investment in digitisation yes it aligns with the corporate plan</b>
Has this proposal been included in your current Service/Business Improvement Plans?	N	<b>It isnt a proposal or project as such, it is an increase in operating costs as a result of of price and cost of living prices.</b>
Has a Future Generation Evaluation been commenced?		<b>YES</b>
How will this proposal address MCC's Climate Emergency commitment.?		<b>It will increase the digitisation of the councils services with a resultant decrease in travel, paper consumables and customer transacton costs.</b>
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)		<b>No</b>
Will this proposal require any amendments to MCC policy?		<b>No</b>

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

<b>Description</b>	<b>Who is effected?</b>	<b>Is this impact positive or negative?</b>
POSSIBLE IMPACTS ON THE ABILITY TO DELIVER AN AMBITIOUS PROPOSAL FOR DIGITISATION IN THE COUNCIL	All services	No impact

- 6. Additional Considerations:**

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

## 7. Key actions required to deliver this proposal

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

Action	Officer/ Service responsible	Timescale
NONE	Sian Hayward	

## 8. Additional skills/ business needs

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
NO		

## 9. Consultation

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

Consultee	Description	Date (delivered/planned)
SRS BOARD	NEW BUDGET PROPOSALS PRESENTED TO SRS F&G BOARD	28/11/19
DPO		

## 10. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
RISK OF NOT BEING ABLE TO SOURCE THE FINANCIAL INVESTMENT WITH A CONSEQUENTIAL DROP IN SERVICE OR THE ABILITY TO DELIVER THE DIGITAL PROGRAMME	STRATEGIC	IF FUNDING ISNT SOURCED THERE WILL BE A NEED TO CUT THE LEVEL OF SERVICE.	MEDIUM	SEEK TO IDENTIFY OFFSETTING SAVINGS IN THE SRS AT AN EARLY STAGE. SEEK TO REALISE SAVINGS IN THE GIS FUNCTIN BY SHARING SOFTWARE AND DEVELOPING CLOUD BASED SERVICES

## 11. Assumptions

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

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

## 12. Measuring and monitoring performance

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

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
MONITORING OF OFFSETTING SAVINGS AND ANY INCREASE IN PERFORMANCE ALLOWED BY THE INVESTMENT	LEVEL OF OFFSETTING SAVINGS	3%	3%		

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

## 13. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	IT IS IN ITSELF A SUPPORT COST OF DIGITAL INTERVENTION

Proposal Title	Senior Officer reduction	Lead/Responsible Officer:	Peter Davies, Chief Officer for Resources
Your Ref No:	RES001	Directorate:	Resources
Version No:	001	Section:	Various
Date:	12 <sup>th</sup> December 2019		

Version	Date	Changes Made
1	12th December 2019	
2		
3		
4		

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

The budget mandate brings forwards total savings of £100k relating to:

1. Secondment of the Head of Transformation to the Cardiff Capital Region City Deal – £90,000 staff saving including on-costs.
2. Approval of flexible retirement request for the Customer Relations Manager – reduction in hours equivalent to 1 day per week – £10,000 staff saving including on-cost.

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	Aligned to the objective to be a future focussed council to take the opportunity to drive service efficiencies without detrimental impact and to ensure any service impact is suitably mitigated.
Has this proposal been included in your current Service/Business Improvement Plans?	N	To be reflected in 2020/21 Services Business Plans
Has a Future Generation Evaluation been commenced?	Y	No negative impacts identified
How will this proposal address MCC's Climate Emergency commitment.?	N	Reduction in staffing complement has a natural consequence of a reduced carbon footprint.
Is an Option Appraisal required?  (Please refer to <a href="#">MCC Standard Option Appraisal Process/Template</a> )	N	
What is the impact of this proposal on other services?	N	Limited impact and any service pressures caused by the shortfall and loss in staffing will be suitably mitigated through other staffing and resource being suitably prioritised.

What other services will affect this proposal?		None																																																						
Will this proposal require any amendments to MCC policy?	N																																																							
Will this proposal have any staffing implications?	N	Procurement section has been transferred to the Enterprise Portfolio and Future Monmouthshire co-ordinator is now reporting directly to the Chief Officer for Resources.																																																						
Will this project have any legal implication for the authority?	N																																																							
Will this proposal have any financial benefit?		<table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>23/24</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Staff savings</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> <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> <div> <b>Additional Comments:</b>  </div>							Description	Remainder of 19/20	20/21	21/22	22/23	23/24	Total	Staff savings		100,000				100,000																																		
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Has this proposal considered the opportunities for external funding?	N/A																																																							
Will this proposal have any non-financial impacts?	No	<table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> </tbody> </table>							Ref	Benefit	1																																													
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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>That the secondment of the Head of Transformation is concluded early</td> <td>Low risk</td> <td>Ongoing review and feedback from CCRC</td> </tr> <tr><td>2</td><td></td><td></td><td></td></tr> <tr><td>3</td><td></td><td></td><td></td></tr> <tr><td>4</td><td></td><td></td><td></td></tr> <tr><td>5</td><td></td><td></td><td></td></tr> <tr><td>6</td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p><b>Additional Comment:</b></p>			Ref	Risk	RAG Rating	Mitigation	1	That the secondment of the Head of Transformation is concluded early	Low risk	Ongoing review and feedback from CCRC	2				3				4				5				6											
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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></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> <div> <b>Additional Comments:</b>  No consultation required. Agreement reached in both circumstances with relevant members of staff. </div>	Ref	Consultee	Description	Comp/Pending																																								
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Will this proposal require procurement of goods, services or works?	No																																													
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></td><td></td><td></td></tr> <tr><td>2</td><td></td><td></td><td></td></tr> <tr><td>3</td><td></td><td></td><td></td></tr> <tr><td>4</td><td></td><td></td><td></td></tr> <tr><td></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> <div> <b>Additional Comments:</b>  Will have taken effect ahead of the start of the 20/21 financial year to ensure a full year saving can be achieved. </div>	Ref	Activity	Start	Complete	1				2				3				4																											
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What evidence/data has been gathered to date to inform this Proposal?		Payroll data and calculations																																												
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>2</td><td></td><td></td><td></td></tr> <tr><td>3</td><td></td><td></td><td></td></tr> <tr><td>4</td><td></td><td></td><td></td></tr> <tr><td>5</td><td></td><td></td><td></td></tr> <tr><td>6</td><td></td><td></td><td></td></tr> <tr><td>7</td><td></td><td></td><td></td></tr> <tr><td>8</td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table> <div> <b>Additional Comment:</b> </div>	Ref	Support Service	Activity	Internal/External	1				2				3				4				5				6				7				8											
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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?	No	
How will the impact of this proposal be measured?		Ongoing review of the secondment and ongoing review of performance of services from which staffing has been removed to ensure no adverse impact on service performance and provision

Proposal Title	Aggressive move away from cheques and cash towards automation and digital self service	Lead/Responsible Officer:	Ruth Donovan
Your Ref No:	RES002	Directorate:	Resources
Version No:	1	Section:	Finance
Date:	03/12/19		

Version	Date	Changes Made
1	03/12/19	-
2		
3		
4		

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

**To consider no longer accepting cheques as a method of payment and to fully adopt a previous decision made by this Council to become cashless.**

Currently our customers are able to pay for services by cheque. These cheques are either banked by the service departments (e.g. Leisure Centres, Museums, Markets etc.) by paying in at their local Barclays Bank or through a pick up by our Security Carrier, Security Plus.

Our Income Officers also receive cheques on a daily basis for council tax, sundry debtor invoices, residential/home care debtor invoices etc. Currently these cheques have to be manually receipted into Civica, our income system. A review of transaction data for April to October 2019 indicates that around 60% of all such transactions are cheque payments. The majority of these cheque payments are for either Council Tax or Debtor Invoices.

The proposal is to explore the impact a decision to no longer take cheque payments would have.

Also, some years ago the Council made the decision to become cashless and closed our public cash offices. Whilst we have taken a significant amount of cash out of our business there are still areas where cash remains e.g. Leisure Centres, Markets, and Libraries etc. This proposal also seeks to fully adopt this previous decision and to remove cash from our business altogether.

In removing these traditional payment options we will need to develop and strengthen our digital/self service payment options e.g. telephone and online payment facilities.

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	Forward thinking, future focussed council. Generates potential budget savings, will encourage customers to use the My Monmouthshire app, whilst reducing reliance on traditional services.
Has this proposal been included in your current Service/Business Improvement Plans?	N	The plan has been working towards automation and customer self service on a voluntary basis for our customers.
Has a Future Generation	Y	See attached

Evaluation been commenced?																																												
How will this proposal address MCC's Climate Emergency commitment?	N	n/a																																										
Is an Option Appraisal required?  (Please refer to MCC Standard Option Appraisal Process/Template)	Y	Advised not required at this stage. Can prepare if needed																																										
What is the impact of this proposal on other services?	Y	<p>This will have an impact on all services taking payments. Day to day administrative proposals will need to change and different payment solutions developed and explored (some of which may require financial investment).</p> <p>Services will have to manage and guide customers through the changes.</p>																																										
What other services will affect this proposal?	Y	Support from the Digital Team, SRS and external system providers will be required.																																										
Will this proposal require any amendments to MCC policy?	Y	Sundry Debtor Policy, Council Tax Recovery Policy, any other Policies referring to payment facilities.																																										
Will this proposal have any staffing implications?	Y	<p>Potential to reduce the number of Income Officer posts by 0.5 FTE from 2 FTE to 1.5 FTE (0.5 of which currently works in Banking, therefore leaving 1 FTE to receipt customer payments).</p> <p>Potential impact on services through administrative changes.</p>																																										
Will this project have any legal implication for the authority?	Y	Will need to clarify if the Council is able to withdraw cheques as a payment facility. (Aware some other Council's in England have done so. Also many major high street retailers no longer accept cheque payments).																																										
Will this proposal have any financial benefit?		<table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>23/24</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Potential to reduce the number of Income Officers by 0.5 FTE</td> <td></td> <td>£20,000</td> <td></td> <td></td> <td></td> <td>£20,000</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> <p>There may also be the potential to reduce security carrier costs (around £15k per annum) if cash is completely removed from the business.</p>	Description	Remainder of 19/20	20/21	21/22	22/23	23/24	Total	Potential to reduce the number of Income Officers by 0.5 FTE		£20,000				£20,000																												
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		<p>However both this and the staff costs are likely to be offset by an increase in merchant card fees as customers move to alternative payment methods. These additional costs will have to be managed.</p>																																								
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				extension of payment card solution used for Council Tax and Housing Benefits (although requires customer to be mobile)												
	4	Availability of Digital/self service facilities	Possible, Substantial, Medium Risk	Only go live with proposal once systems are in place and working satisfactorily.												
	5	Resilience of existing telephone payment facilities and customer expectations of immediate response to online communications.	Possible, Substantial, Medium Risk	Review of existing resources.												
	6	Current chip and pin set up at the Hubs is unreliable and not robust	Possible, Substantial, Medium Risk	Develop and promote customer self service options												
	7	Any organisation taking card payments are required to comply with Payment Card Industry (PCI) requirements. Any data breach is subject to a substantial fine. The Council will need to invest time and effort in ensuring PCI compliance is achieved and maintained.	Possible, Substantial, Low Risk	Work with partner agencies and teams to ensure systems and processes are up to date. Ensure any new online payment solutions run through our approved Merchant Provider – Barclaycard.												
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Will consultation and engagement be required for this proposal?		<table><tr><th>Ref</th><th>Consultee</th><th>Description</th><th>Comp/Pending</th></tr><tr><td>1</td><td>General engagement with tax payers and service users</td><td>Give customers prior notice of the change, giving them the opportunity to make alternative arrangements.</td><td></td></tr><tr><td>2</td><td>All staff</td><td>Make Monmouthshire colleagues aware of the change and assist services in planning for the changes</td><td></td></tr></table> <b>Additional Comments:</b>  Work with the Complaints Team to prepare for likely increase in customer complaints.			Ref	Consultee	Description	Comp/Pending	1	General engagement with tax payers and service users	Give customers prior notice of the change, giving them the opportunity to make alternative arrangements.		2	All staff	Make Monmouthshire colleagues aware of the change and assist services in planning for the changes	
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Will this proposal require procurement of goods, services or works?		Unknown at this stage. May require some further system developments.																																			
Has a timeline been considered for this proposal?		<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></td><td></td><td></td></tr> <tr><td>2</td><td></td><td></td><td></td></tr> <tr><td>3</td><td></td><td></td><td></td></tr> <tr><td>4</td><td></td><td></td><td></td></tr> <tr><td></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> <div> <p><b>Additional Comments:</b></p> <p>The details need to be worked through to develop a full timeline. If the reduction in FTE is to be implemented from 1<sup>st</sup> April 2020 then alternative digital arrangements will have to be in place before then.</p> </div>				Ref	Activity	Start	Complete	1				2				3				4															
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Will this proposal impact on the authorities built assets?	N																																				
Will this proposal present any	N																																				



collaboration opportunities?		
Will this project benefit from digital intervention?	Y	Need to align this with My Council Services to ensure a seamless experience for our customer.
How will the impact of this proposal be measured?		

## **REVENUE BUDGET 2020-21**

### **Full Cost budget adjustment explanations**

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

#### **PRESSURES**

Full Cost budget briefing note	CORP - Fire precept increase	199
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The Council has received notice from the South Wales Fire & Rescue Authority of their likely precept next year. They exhibit 3 scenarios depending upon whether Welsh Government settles revised pension obligations caused by recent national court action against central government. The above costs reflects their most economic proposal.

Full Cost budget briefing note	CORP - Insurance renewal (half yr effect from 19/20)	114
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The insurance contract is reviewed annually (every October) to take account of activity changes. The two biggest increases are on Property (£95k increase) and Motor (£31k increase) insurance. For property this is primarily due to the high value cost of the barn fire to the insurers and the increased value of properties on cover (Monmouth School mainly). For Motor it is an increase in the number of vehicles on cover (from 401 to 433) and worsening claims history. Rises have been mitigated slightly by an increase to certain premia.

Full Cost budget briefing note	Net Minimum Revenue Provision (MRP) increase based on additional activity	(204)
Full Cost budget briefing note	Additional borrowing in respect of Future schools tranche A, DFGs, and sewer plants	44

The revenue budget will always require review of corporate financing provisions to ensure they remain accurate. Sale of assets, revisions to capital financing requirement, and changes in activity of the capital programme can all affect the quantum of minimum revenue provision (MRP), and indeed when it falls due as it is usual practice to start making MRP payment in the year after capital assets become operational. The combined adjustments above are also reflective of the Capital MTFP

priorities and their related funding assumptions being considered by members during the budget process.

## **SAVINGS**

Full Cost budget briefing note	Commercial income	(200)
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This is an estimate currently reflective of a further increase in commercial income from commercial acquisitions, developments and investments that the Council will look to target as part of its Investment Portfolio. A wider review of Commercial income and activity is being undertaken to ensure that an overall increase is reasonable and appropriate, and affords sufficient cover and provision for returns to be generated from the existing investment portfolio.

Full Cost budget briefing note	Freeze pension contribution rate at 23.1% for next two years	(370)
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The Council receives advice from Greater Superannuation Pension Fund advisers pertaining to liability of the fund, the return on investments and the resultant contributions rate to use. The actuary, in undertaking its triennial valuation has recently proposed that Superannuation rates can be held at 2019-20 levels for a period of two years across 2020-21 and 2021-22 and in light of a strengthening of the fund performance.

Full Cost budget briefing note	Disinvest from top-up on discretionary business rate relief scheme	(37)
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As part of 2019-20 budget process the Council supplemented additional discretionary funding received from Welsh Government for business rates support. This capacity has not been fully utilised and with no such announcements from Welsh Government for 2020-21 this top up has been removed.

Full Cost budget briefing note	RES - earmarked treasury equalisation - reserve review	(400)
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The treasury equalisation reserve was originally created to manage volatility in financing rates, either in year or extending across years. Currently the balance stands at £990k, and it felt this can be reduced by £400k as a one year benefit, whilst still providing appropriate cover.

Full Cost budget briefing note	CORP - Redundancy budget review	(400)
Full Cost budget briefing note	School based redundancies	(300)

The Council has historically provided a revenue budget to assist with affording schools based and general redundancies. However the nature of the expenditure allows the Council to capitalise such aspects as part of its service re-design considerations. The equivalent headroom has been added to the Capital programme proposals for 2020-21 to be afforded by capital receipts.

Report Cabinet Capital MTFP 20/9/19	Mouton House recoupment income loss and repayment of reserve funding for inclusion centres		(348)
Report Cabinet Capital MTFP 20/9/19	Safeguarding team - one-off investment in recruitment & training		(45)
Report Cabinet Capital MTFP 20/9/19	Lead officer - workforce development		(60)

Other expenditure to be capitalised as part of service re-design considerations are contained in the draft capital budget proposals being considered by Cabinet on 20<sup>th</sup> December 2019. The report is available via the attached link:

<https://democracy.monmouthshire.gov.uk/documents/s23428/6.%2020191220%20Cabinet%20-%20Draft%20Capital%20Budget%20Proposals%20202021%20to%20202324.pdf>

Mark Howcroft

Assistant Head of Finance

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