

## Strong Communities Select Committee: Individual mandates for Pressures and Savings

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





### 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
<b><u>TOTAL INCREASE IN THE DPO BUDGET</u></b>	<b>7,869</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	
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	<b>IT IS IN ITSELF A SUPPORT COST OF DIGITAL INTERVENTION</b>

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> </tbody> </table> <p><b>Additional Comments:</b></p>	Description	Remainder of 19/20	20/21	21/22	22/23	23/24	Total	Staff savings		100,000				100,000																										
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Will this proposal require investment to implement?		<table border="1"> <thead> <tr> <th>Investment Description</th> <th>Description</th> <th>Remainder of 19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> <p>No investment requirement needed</p>	Investment Description	Description	Remainder of 19/20	20/21	21/22	22/23	Total	Source of funding																																
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Has this proposal considered the opportunities for external funding?	N/A																																								
Will this proposal have any non-financial impacts?	No	<table border="1" data-bbox="491 360 1366 533"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <table border="1" data-bbox="491 562 1366 757"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <div data-bbox="491 786 1366 1039" style="border: 1px solid black; padding: 5px;"> <p><b>Additional Comment:</b></p> </div>				Ref	Benefit	1		2		3		4		Ref	Disadvantage	1		2		3		4																	
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Has this proposal made any assumptions?	Yes	<table border="1" data-bbox="491 1122 1366 1294"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>That the secondment of the Head of Transformation will continue through the entirety of the 20/21 financial year</td> </tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <div data-bbox="491 1323 1366 1547" style="border: 1px solid black; padding: 5px;"> <p><b>Additional Comment</b></p> </div>				Ref	Assumption	1	That the secondment of the Head of Transformation will continue through the entirety of the 20/21 financial year	2		3		4																											
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Has a risk analysis been completed for this proposal?  <a href="#">(Please refer to MCC Strategic Risk Management Policy)</a>		<p><b>Main Risks</b></p> <table border="1" data-bbox="491 1659 1366 2002"> <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 CCRCD</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>				Ref	Risk	RAG Rating	Mitigation	1	That the secondment of the Head of Transformation is concluded early	Low risk	Ongoing review and feedback from CCRCD	2				3				4				5				6											
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<p>Will consultation and engagement be required for this proposal?</p>		<table border="1" data-bbox="491 501 1366 703"> <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> <p><b>Additional Comments:</b> No consultation required. Agreement reached in both circumstances with relevant members of staff.</p>	Ref	Consultee	Description	Comp/Pending																												
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<p>Will this proposal require procurement of goods, services or works?</p>	<p>No</p>																																	
<p>Has a timeline been considered for this proposal?</p>	<p>Yes</p>	<table border="1" data-bbox="491 1178 1366 1406"> <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> <p><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.</p>	Ref	Activity	Start	Complete	1				2				3				4															
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<p>What evidence/data has been gathered to date to inform this Proposal?</p>		<p>Payroll data and calculations</p>																																

Will support services be required for this proposal?	No	<table border="1" data-bbox="491 224 1369 542"> <thead> <tr> <th data-bbox="491 224 558 250">Ref</th> <th data-bbox="558 224 887 250">Support Service</th> <th data-bbox="887 224 1086 250">Activity</th> <th data-bbox="1086 224 1369 250">Internal/External</th> </tr> </thead> <tbody> <tr><td data-bbox="491 250 558 277">1</td><td data-bbox="558 250 887 277"></td><td data-bbox="887 250 1086 277"></td><td data-bbox="1086 250 1369 277"></td></tr> <tr><td data-bbox="491 277 558 304">2</td><td data-bbox="558 277 887 304"></td><td data-bbox="887 277 1086 304"></td><td data-bbox="1086 277 1369 304"></td></tr> <tr><td data-bbox="491 304 558 331">3</td><td data-bbox="558 304 887 331"></td><td data-bbox="887 304 1086 331"></td><td data-bbox="1086 304 1369 331"></td></tr> <tr><td data-bbox="491 331 558 358">4</td><td data-bbox="558 331 887 358"></td><td data-bbox="887 331 1086 358"></td><td data-bbox="1086 331 1369 358"></td></tr> <tr><td data-bbox="491 358 558 385">5</td><td data-bbox="558 358 887 385"></td><td data-bbox="887 358 1086 385"></td><td data-bbox="1086 358 1369 385"></td></tr> <tr><td data-bbox="491 385 558 412">6</td><td data-bbox="558 385 887 412"></td><td data-bbox="887 385 1086 412"></td><td data-bbox="1086 385 1369 412"></td></tr> <tr><td data-bbox="491 412 558 439">7</td><td data-bbox="558 412 887 439"></td><td data-bbox="887 412 1086 439"></td><td data-bbox="1086 412 1369 439"></td></tr> <tr><td data-bbox="491 439 558 465">8</td><td data-bbox="558 439 887 465"></td><td data-bbox="887 439 1086 465"></td><td data-bbox="1086 439 1369 465"></td></tr> <tr><td data-bbox="491 465 558 492"></td><td data-bbox="558 465 887 492"></td><td data-bbox="887 465 1086 492"></td><td data-bbox="1086 465 1369 492"></td></tr> <tr><td data-bbox="491 492 558 519"></td><td data-bbox="558 492 887 519"></td><td data-bbox="887 492 1086 519"></td><td data-bbox="1086 492 1369 519"></td></tr> </tbody> </table> <div data-bbox="491 568 1369 792" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><b>Additional Comment:</b></p> </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	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).  Services will have to manage and guide customers through the changes.																																										
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	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).  Potential impact on services through administrative changes.																																										
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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					<p>extension of payment card solution used for Council Tax and Housing Benefits (although requires customer to be mobile)</p> <p><b>4</b> Availability of Digital/self service facilities Possible, Substantial, Medium Risk Only go live with proposal once systems are in place and working satisfactorily.</p> <p><b>5</b> Resilience of existing telephone payment facilities and customer expectations of immediate response to online communications. Possible, Substantial, Medium Risk Review of existing resources.</p> <p><b>6</b> 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</p> <p><b>7</b> 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.</p>												
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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?		

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	



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gathered to date to inform this Proposal?																																														
Will support services be required for this proposal?	Yes	<table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Communications</td> <td>Additional promotional materials may be required to promote services to maintain and increase custom</td> <td>Internal</td> </tr> <tr> <td>2</td> <td>CYP</td> <td>Amendment to parent pay</td> <td>Internal</td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> </tr> <tr> <td>5</td> <td></td> <td></td> <td></td> </tr> <tr> <td>6</td> <td></td> <td></td> <td></td> </tr> <tr> <td>7</td> <td></td> <td></td> <td></td> </tr> <tr> <td>8</td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>	Ref	Support Service	Activity	Internal/External	1	Communications	Additional promotional materials may be required to promote services to maintain and increase custom	Internal	2	CYP	Amendment to parent pay	Internal	3				4				5				6				7				8											
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Will this proposal impact on the authorities built assets?	N/A																																													
Will this proposal present any collaboration opportunities?	N/A																																													
Will this project benefit from digital intervention?	N/A																																													
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>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	
<b>Sub-Total CEO</b>				<b>2,659</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		
	Tuesday Market inside per table	£15.76	0.00%	0.00		
	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 foetuses (New ERB)	No Charge /No Charge				
	New single depth grave in children's section (New ERB)	No Charge /No Charge				
	New Single Depth (New ERB)	No Charge /No Charge				
	New Double Depth (New ERB)	No Charge /No Charge				
	New Treble Depth (New ERB)	No Charge /No Charge				
	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	
Central Finance	External Fees	4318	2.00%	548	Realigning budget to atuals 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>	

## **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	Mounton 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

