

Budget Pressures

CYP1	Non pay - SENcom contract inflation
CYP2	Additional learning needs
CYP3	Monmouth Comprehensive rates
SCH1	Children's services
SCH2	Adult social care - additional staff required to meet care demands
SCH4	Additional Animal Health Officer
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SCH8	Budget provision and contingency to support fragility in care sector
ENT2	PTU staff and contracts
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ENT8	Strategic Operations Team - Additional posts
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ML1	MONLIFE - Contract inflation
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ML5	Car parking Charges at Caldicot Castle
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CORP2	Non pay inflation - Energy
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Fees	Fees & Charges schedule
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2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	SENCOM	Senior Responsible Officer:	Will McLean
Your Ref No:	CYP1	Operational Lead Officer:	Jacky Elias
Version No:	1	Directorate:	CYP
Date:	12 th November 2021	Section:	ALN

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

1. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

SENCOM is a shared service for Hearing and Visually impaired pupils and it is hosted by Torfaen. In recent years the contribution paid by local authorities has not covered the full costs of inflation for the service.

2. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Accounts and information from Torfaen. Discussions with directors and finance managers.

3. 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.

Identified Service Area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	
SENCOM	285	37	0	37				37

4. 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)
Nil		

5. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

6. 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?
None		

7. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For future years the contribution will include inflation.

8. 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	

9. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)
Chief Officers	Meeting to discuss service	Sept 2021
Finance Managers	Meetings to discuss service	Sept 2021

11. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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

12. Assumptions

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

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

13. 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 2021/22	Target 2022/23	Target 2023/24	Target 2024/25

14. 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	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Additional Learning Needs	Senior Responsible Officer:	Will McLean
Your Ref No:	CYP2	Operational Lead Officer:	Jacky Elias
Version No:	0.1	Directorate:	CYP
Date:	10-11-2021	Section:	ALN

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

15. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

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

The pressure are detailed below:

	2021-22 Budget	2022-23	Pressure
Independents	£1,849,551	£2,126,244	£276,693
Out of County	£1,381,403	£1,519,780	£138,377
Recoupment	(£945,699)	(£701,757)	£243,942
School Action Plus	£5,439,632	£5,737,634	£298,002
Total	£7,724,887	£8,681,899	£957,017

None of the above budgets include inflation which could be as high as 5%.

The pressure for independent schools is a combination of increases in placement costs and the number of pupils attending these settings. While the majority relates to compulsory years there are a number of pupils that have remained in post 16 education.

Placemen costs for the other Local Authority schools have also increased and again this pressure relates to both pupil numbers and an increase in costs. As with the independent provision a number of these pupils are remaining in school for post 16 education.

ALN colleagues have worked with Monmouthshire schools to look at the resources available and the provision, examples of this is a small group provision as opposed to one to one support where appropriate. School 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.

ALN related transport is also facing a pressure of £14,892 due to an expected increase in direct recharge for transport costs due to increased cost of provision.

16. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

The pupil numbers are discussed monthly at DMT, increase in placement costs are circulated to be relevant colleagues to review and build into future forecasts. In addition a clear forecasting model has been developed and this has been used to forecast the budgets above.

Currently there is a working group looking at the School Action Plus budget with an aim to delegate this to schools to allow them more flexibility to support pupils with ALN. This is due to go out for consultation with the aim to gain Cabinet approval prior to implementation in April 2022.

17. 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.

Identified Service Area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	
Independents	1,850	277	0		277			277
Out of County	1,381	138	0		138			138
Recoupment	(946)	244	0		244			244
School action Plus	5,440	298			298			298
ALN related transport		15			15			15

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

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

19. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

20. 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?

21. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

All applications for additional funding in our schools are subject to a panel review to discuss the costs and any alternative savings that can be made to reduce the cost burden.

The panel also considers the placement for pupils attending out of other LA schools and independent schools. This is to ensure that the placements can meet the need of the pupils and to consider any costs involved.

The proposal to delegate the school action plus funding will allow the schools to have more flexibility around the support and funding for pupils and this will allow schools to better support the needs of the pupils.

22. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	More staff could be employed to support pupils.
Will this project have any legal implication for the authority?	N	

23. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)
None		

25. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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 pressure in recent years	high	Challenge of budget pressures. Working with schools to maintain support in schools. Train and up skill staff to provide that support. Working with schools to look at greater delegation to give flexibility and stability.

26. Assumptions

Describe any key 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 pupil numbers in the forecast model do not change significantly with pupils moving in or out of county.	
Placement costs	No increase for inflation has been factored in and this could be 5%.	

27. 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 2021/22	Target 2022/23	Target 2023/24	Target 2024/25

28. 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	
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2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Rates for Monmouth Comprehensive School	Senior Responsible Officer:	Will McLean
Your Ref No:	CYP3	Operational Lead Officer:	Nikki Wellington
Version No:	1	Directorate:	CYP
Date:	07-12-2021	Section:	ISB

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

29. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Monmouth Comprehensive School is a brand new build school which was built under the Band A future schools programme from Welsh Government. The school opened in September 2018. The final rates assessment was not received for the school until the current financial year, this had been complicated as during the build there was a period of time that there were a number of temporary buildings on the site which actually resulted in a lower assessment for rates. The assessment for rates for the new build is £299,600 with the previous school being £143,920. During 2019-20 a pressure of £85,000 was added to the budget but this has been exceeded with the current valuation.

30. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Rates assessment for the previous and current school.

31. 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.

Identified Service Area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	
Rates	271	29			29			29

32. 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		

33. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

34. 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?
N/A		

35. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

None

36. 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	

37. Up-front Investment Requirement

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

38. Consultation Describe any initial consultation that has been or needs to be 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		

39. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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				

40. Assumptions

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

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

N/A		

41. 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 2021/22	Target 2022/23	Target 2023/24	Target 2024/25
N/A					

42. 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	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Children's Services Pressures	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCH1 - Children's Services	Operational Lead Officer:	Jane Rodgers
Version No:	1	Directorate:	SCH
Date:	3 rd Nov 2021	Section:	Children's Services

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

43. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

A pressure of £1,305,000 within children's services is being proposed comprising:

Placements: £500,000
Kinship Carers: £272,000
Legal Fees: £238,000
Agency Staffing £295,000

44. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

PLACEMENTS

There has been a slight decrease in overall numbers for Children Looked After. To date the majority of children leaving care have done so from less costly placements. At the same time, children entering care have required more costly placements due to the complex nature of their needs. In the current year to date 6 children have entered residential care, creating a pressure within the system of £500,000.

KINSHIP CARERS

A recent legal case in another Local Authority has resulted in the requirement to pay foster kinship carers on an equal footing to generic foster carers. This has created a pressure of £272,000 base on the current cohort of kinship carers.

LEGAL FEES

The cost of legal fees and expenses, including barrister costs remains a significant pressure for children's services at £238,000. This includes a previous budget mandate saving of £100,000 which was not achieved.

AGENCY STAFFING

Increased referrals and volume of preventative cases within children's services, together with maternity and sickness leave have created staffing pressures. Added to this is a national shortage of qualified child-care social workers meaning that there are often delays in being able to recruit to vacancies that arise through normal staff turn-over. In order to ensure that the LA's statutory responsibilities are fulfilled agency social workers are employed. These factors have created a pressure of £295,000

45. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000	
Children's Services	£16,500	£1,305		£1,305				£1,305

46. 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)

47. 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	Best possible start in life Lifelong wellbeing
Has an initial Wellbeing & Future Generation Assessment being undertaken?	Y	
Will an option appraisal be required?	Y	
Will this proposal require any amendments to MCC policy?	N	

48. 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?
Provision of placements that meet need children's needs	Children and families	positive
Kinship carers are paid at the required level	Children and families	positive
Costs of care proceedings are met	Children and families	positive
Permanent workforce establishment is aligned with need and additional workforce resilience is created	Children and families	positive

49. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

<p>PLACEMENTS Further expansion of MyST to deliver step down from residential services Implementation of the fostering recruitment strategy under the auspices of Foster Wales On-going development of preventative services</p> <p>KINSHIP CARERS Further work to convert kinship carers to special guardians where this is safe to do so Further work to increase SGO as outcome from Care proceedings</p> <p>LEGAL On-going implementation of preventative approaches to divert from care proceedings Embedding DPS for the procurement of independent assessments within care proceedings</p> <p>WORKFORCE Review of establishment to reduce agency usage where directly employing under Monmouthshire County Council would be better value for money, and to ensure sufficiency within the workforce to meet demand and remain resilient.</p>
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50. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	Recruitment to MCC staff rather than agency
Will this project have any legal implication for the authority?	Y	Will ensure that the LA meets its statutory responsibilities for children looked after, safeguarding and prevention under the SSWBA Wales 2014

51. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)

53. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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

The underlying upward trend within CLA continues or accelerates	Op	Data shows a recent decline but an underlying upward trend.	MEDIUM	Well developed preventative services are in place Foster Wales is launched to drive forward recruitment of foster carers
A new cohort of children with complex needs continue to require placements	Op	There are at least 6 children with complex and escalating needs whom we are attempting to maintain within current placements through intensive support and increased support plans	HIGH	MyST is in place to increase opportunities for step down and develop specialist fostering provision
A permanent workforce at the required level cannot be achieved	Op	There is a nation shortage of child care social workers	MEDIUM	Recruitment strategy and workforce planning is embedded within the operations of the service

54. Assumptions

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

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

55. 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	Numbers of children looked after and distribution of placements				

56. Additional considerations:

Question	Y/N	Comments/Impact

Will this proposal require procurement of goods, services or works?	N	Not new
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	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Adults Operational pressures	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCH2 (AS 22/23)	Operational Lead Officer:	Eve Parkinson
Version No:	1	Directorate:	SCH
Date:	31/10/21	Section:	Adults

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

57. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

- **Partnership development at Newport Road, Caldicot - £84,000 cost**

This is a development to create a facility within the community for 3 individuals to live independently, but with some care provision to allow for support to enable them to live their own lives. This is a partnership arrangement with Melin who are planning to purchase and convert the property, with the Authority providing the care provision.

- **Staffing (to include In house Homecare) - £685,000**

Due to the demand for community-based care provision and the lack of externally commissioned care providers, the Authority has engaged in a recruitment campaign and recruited additional in-house carers to service the demand and provide the identified care to clients. These carers have already been employed and are "over and above" current budgeted establishment.

- **Increased demand/demographics - £235,000**

Where care can be provided by the external market, the increase has been in the need for 24-hour care provision in the home environment, at present we have 14 at an annual cost of £500,000. The cost is being offset, in part, by use of temporary funding.

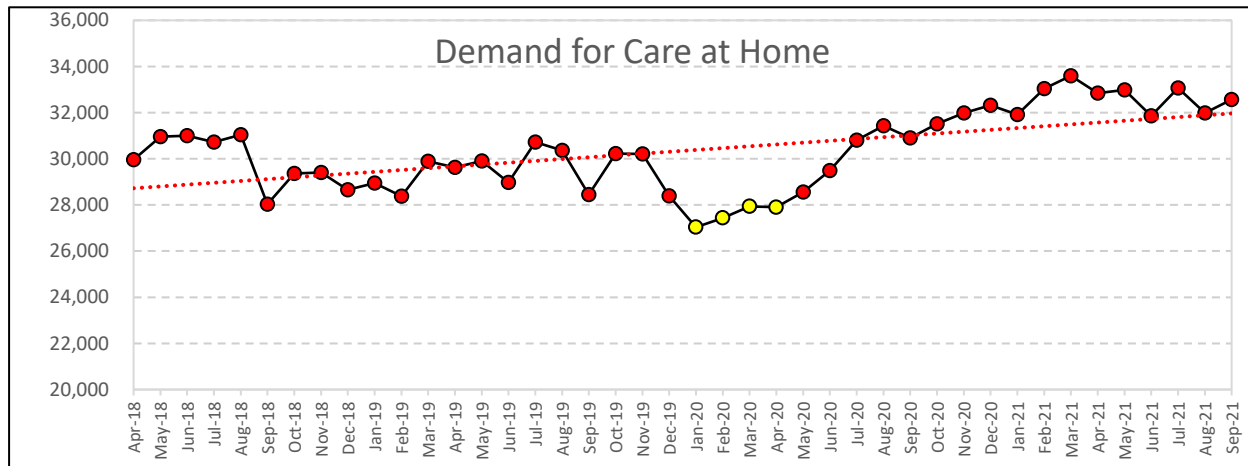
58. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Newport Road development – full cost £187,000 but we can divert funds for services already being received costing £103,000, so it's only the difference being requested of £84,000 to fully fund this scheme. If approved this scheme can offer cost avoidance in the region of £156,000 by avoiding expensive residential placements which will be out of county, taking vulnerable clients out of their familiar surroundings/families/friends.

Staffing and increased demand/demographics

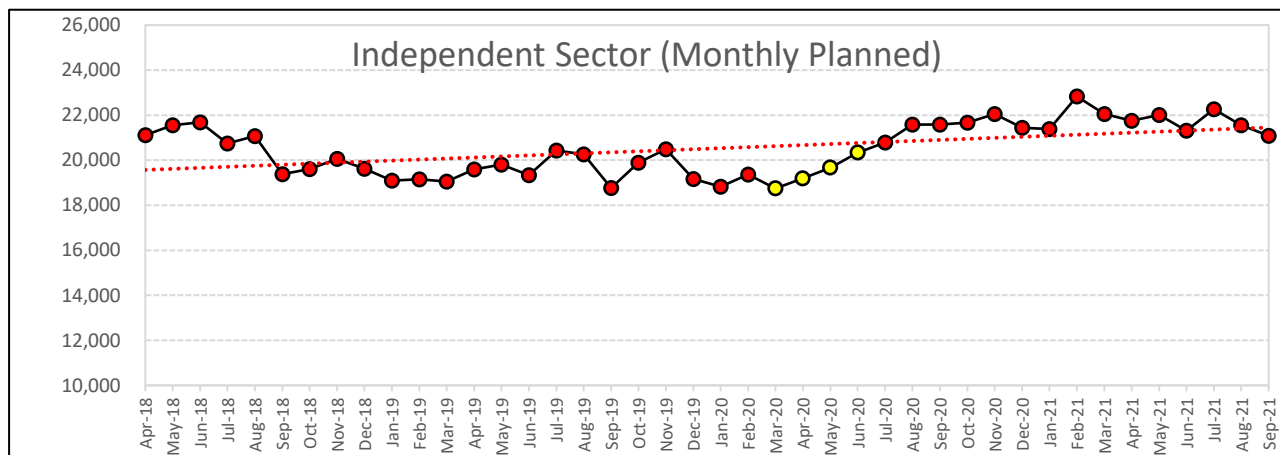
The below graphs show the increased demand, especially since the COVID 19 pandemic, mainly for community based care provision which has resulted in the need to over recruit for in house carers, and for external domiciliary care provision the need is for 24 hour care packages.

- Demand for care**



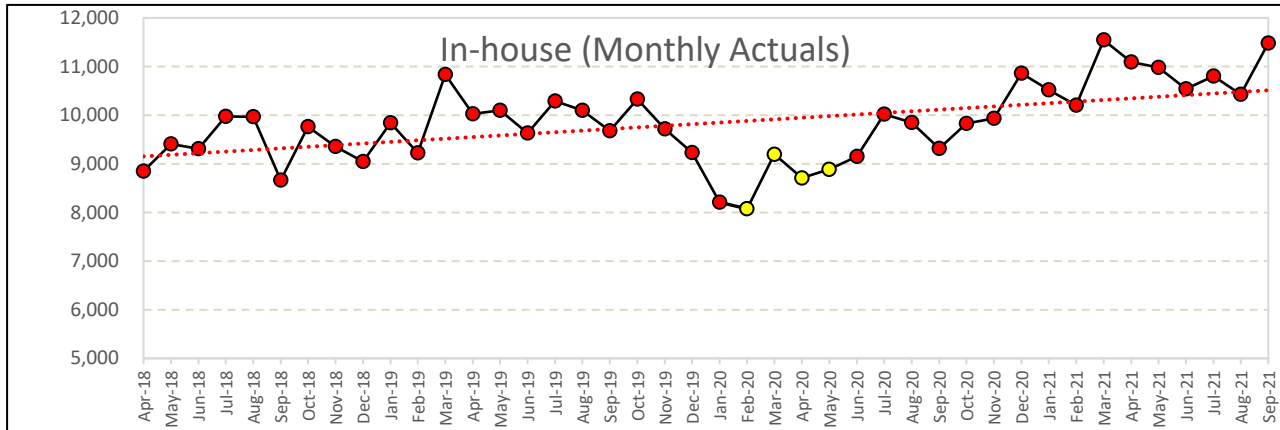
The above graph shows the upward increasing trend on demand for care provision.

- Independent Sector**



This graph shows an increased trajectory on the external market for care, but also shows that the external market cannot always service demand hence the need to ramp up in house carer staffing to accommodate (see below graph)

• **In house Care at Home**



This graph illustrates the increased trajectory for in house care provision which demonstrates not only an increase in overall care demand, but also in house to service that demand if the external market cannot accommodate.

59. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Adults	34,600	1,004		1,004				1,004

60. 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)
ABuHB	Integrated Care Fund	To terminate 31 st March 2022, awaiting outcome for its replacement. If no replacement, then this pressure will increase by a further £200,000

61. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	Y	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

62. 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?
Newport Road development	Younger Adults with Learning Disabilities	Positive – will allow these clients to live as independent life as possible in their community
Staffing	Current staff employed over and above establishment	Positive – Enhance our in-house care provision to service client assessed care needs
External care provision	Adults with identified care needs	Positive – Having the financial resources to meet identified care needs

63. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

We have reduced the cost of this pressure to reflect the current use of temporary funding through the Integrated Care Fund.

We are embarking on a care strategy of aligned based care and also shifting Commissioning approach to market intelligence to understand the changing needs of Social Care and how markets can be aligned to reflect our needs and demands.

64. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	Give financially assurance that the over recruitment will be met
Will this project have any legal implication for the authority?	Y	Allow us to meet the identified care needs

65. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)

67. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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	Both	That the replacement to the Integrated Care Fund will not be adopted	High	Our voice is heard at ABuHB/RPB/Welsh Government

68. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Integrated Care Fund	Assume that the funding afforded at present will be adopted by the new scheme replacement	ABuHB/RPB

69. 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 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Budget	In year forecast monitoring				
Customer	Meeting care needs and what matters to the client				

70. Additional considerations:

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

2020-21 Pressure Proposal Form

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

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

Pressure Title:	Animal Health Service Delivery	Lead/Responsible Officer:	Gareth Walters
Your Ref No:	SCH4	Directorate:	SCH
Version No:	2	Section:	Trading Standards
Date:	5 th November 2019		

1. Pressure Description

Why is this pressure required?

Originally animal health was made up of two full-time posts and the support of a senior trading standards officer whose duties included the oversight of the animal health function. Following the Foot and Mouth Disease Outbreak in 2001 additional central Government funding enabled this to be increased to 5 full-time posts plus a dedicated support officer post. This supported the Authority to meet the minimum standards that were laid out in the Animal Health & Welfare Framework and in some areas develop good or even best practice.

Over a number of years this funding diminished and finished at the end of 2014. During this time austerity had kicked in and where a member of staff requested to reduce their hours the remaining half of the post was lost as part of the contribution to the wider Public Protection savings target (this was on top of the trading standards posts lost to timely retirements).

As Chair of the Wales Animal Health Panel and Wales Heads of Trading Standards (now Trading Standards Wales) strategic lead for animal health and feed I have been developing the key relationship between Welsh Government and additional funding provided through the Animal Health & Welfare Partnership Delivery Programme. To the advantage of Monmouthshire this enabled me to create a regional coordination position linked with the vacancy following the departure of the part-time post holder in December 2016.

Unfortunately this new post which started in June 2018 coincided with the sudden ill-health of our one remaining experienced Animal Health Officer (this lasted 12 months before retirement) and shortly before our temporary, Feed and Animal Health Officer suddenly resigned. An emergency appointment was made to fill the temporary feed post in August 2018. This was a significant loss to the service from an experience and local knowledge perspective but also has led to the identification of significant problems which has created additional work which has required some very difficult decisions, led to confrontational situations and created conflict both internally and externally. The problems identified to date are across the animal health remit not just certain aspects and possibly have not yet been fully established.

It has also meant that the regional coordination post has been almost fully dedicated to Monmouthshire work instead of the wider duties associated with her role although some of these issues are replicated across Wales so this work serves to support and address the wider concerns.

Current Position = 1.4fte Monmouthshire funded posts:

1 fte Animal Health Officer (due to start on the 4th November 2019 – has enforcement experience but will require appropriate training and development to be able to fully function independently).

0.4 fte Senior Animal Health Officer (MCC funded element of a joint-funded post)

0.6 fte Regional Coordinator

Temporary 1 fte Feed Officer (funded for 18 months ending 31/03/20 – currently on long-term work related stress sick leave).

Proposals for the Future

Recent job interviews for the Animal Health Officer identified a number of potential applicants that would be assets to the animal health function, MCC and wider regional/national animal health progression. This would increase the establishment posts from 1.4fte to 2.4fte - funding is held to enable the appointment of an additional post for an initial two year period (currently held in N995 and N996 cost centres). In two years this would require approx £40,000 including on-costs to sustain with an assumption of pay increases as per the last two years.

Recognition that Trading Standards and especially Animal Health were already in a high risk position before considering the implications associated with EU Exit led to conversations with the Chief Executive and Chief Officer covering EU Exit, Frances

O'Brien. This provided verbal corporate support for addressing concerns over sustainability and direction was given to channel through the Medium Term Financial Planning process. This is crucial even if the potential EU Exit implications are not realised.

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?

Inability to currently respond to all complaints and deliver aspects of a statutory function. Available reserves generated through animal health and feed work undertaken, enable's an initial appointment of 1 fte animal health officer for two years but unable to sustain beyond.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies	Target year				Total pressure proposed
				20/21	21/22	22/23	23/24	
Trading Standards	346,503	40,000				40,000		40,000

2. Objectives of Investment

What are the objectives of investing in the identified pressure?

Enable the continued employment of an additional animal health officer

Expected positive impacts

Enable better service response to meeting statutory requirements
Also enable regional coordination through Welsh Government funding to generate additional opportunities
Allow existing Officers to return their substantial duties

Expected negative impacts

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 etc.

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

		Associated equipment and ppe.

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 Matthews	CEO	18 th September
Frances Williams	CO Enterprise	15 th October
DMT	SCH	13 th November

Will any further consultation be needed?		
Name	Organisation/ department	Date
Tyrone Stokes	Finance Manager, SCH	18 th November

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

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
Demand	Operational	Current inability to respond to all service needs in a timely and appropriate manner.	High	
Impact on Local Economy and wider community	Strategic and Operational	Disease control is of significant concern and FMD has shown this.	High	
Resilience	Operational	Currently there is no resilience and the service has been relying on one member of staff.	High	

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.

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Workforce Planning for Public Protection	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCH5 - PP 22/23	Operational Lead Officer:	Dave Jones
Version No:	1	Directorate:	SCH
Date:	2/11/21	Section:	Public Protection

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

71. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Since the COVID 19 pandemic Public Protection have been at the forefront of service delivery for the last 18 months. In addition to dealing with day to day operations they have absorbed increased public health involvement through delivering our local Track, Trace and Protection (TTP) service. When TTP was introduced by the Welsh Government, the management of this new service fell to Public Protection and we now recognise that once the pandemic is "under control", life will not return to that of the pre-pandemic state. When we do move forward from the legacy of COVID 19 and TTP, Public Protection will need to be at the forefront of Public Health delivery. As a result, this mandate sets out the future resilience required in the Public Protection workforce, as set out below: -

New posts	Annual cost
1. 1.4 FTE within Environmental Health (Commercial)	£83,000
2. 1 FTE within Environmental Health (Public Health)	£59,000
3. 0.5 FTE Enforcement Officer - Licensing	£22,000
4. 1 FTE Trading Standards Officer	£59,000
TOTAL COST	£223,000

The proposed addition to the workforce has been RAG rated to indicate the importance of the posts, RED being essential, AMBER desirable.

5. **Supporting Data and Evidence:** Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

In relation to (1) to (4) above –

1. The EH Commercial team are responsible for food safety, occupational health & safety, communicable disease control and have delivered our TTP response since May 2020. The latter service has been hugely successful, not only delivering a first class TTP service, but also responding to those cases to prevent further viral spread. EH have linked superbly with Education and Social Care colleagues to ensure spread is minimised in vulnerable settings. Our well-established links with ABUHB and PHW, through managing the pandemic, also need to be built on to deliver better public health outcomes for our residents.

Their day-to-day work has continued, with a reactive response to service requests – food complaints, infectious disease notifications, etc. Service requests (SR's) in this section have increased from typically 1400 pa to 1741 in 12 months to September 2021, a 24% increase. Also the backlog of 1370 food safety inspections needs to be addressed, which will take a couple of years to catch up on. The added capacity of 1.4 FTE's - delivered via 2 existing Officers (one currently part-time TTP funded, other 0.6 FTE) – will ensure more resilience built-in and ensure statutory duties met, reducing risk to the Authority.

2. The EH Public Health team, currently 6.6 FTE's, has struggled for a number of years to deal with increased SR's, dealing with statutory nuisances, private sector housing enforcement, air, land & water quality and other public health matters. In the last 3 years, SR's have increased from 1873 in 17/18 to 2462 in 20/21, and increase of 31%. No increase in staff numbers has mirrored the increase in demand. An additional 1 FTE will ensure (a) existing strain on Officers eases to more realistic levels and (b) there is a return to proactive work, eg. housing enforcement, to protect many of the most vulnerable in society.
3. Again Licensing struggle to cope with current demands. Although SR increase less dramatic, 12% increase in 20/21 compared to previous year, (922 SR's in 20/21), they often deal with complex issues such as licensing for large events, eg. Abergavenny Food Festival. A 0.5 FTE increase will give much needed added capacity – from 4 FTE to 4.5 FTE – to deal with range of issues – licensed premises, gambling, taxi licensing, etc. All have public health impact and MCC Licensing would seek more joint working with Police colleagues, eg. safe management of the night-time economy.
4. Trading Standards have seen a surge in SR's, (1018 in 20/21) representing a 86% increase from year before. TS in recent years has become almost entirely reactive, so reacting to problems only. Limited business support and advice proactively leads to further problems down the line, with higher non-compliance and time consuming investigations. Doorstep crime, scams, rogue traders target our most vulnerable members of public, so 1 FTE will provide some proactive capacity to address these increasing problems.

6. **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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Public Protection	1,541	223		223				223

7. **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)

8. **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	Improving lifelong well-being – protecting some of our most vulnerable members of society, including young people in licensed premises, those living in poor standard housing, elderly being scammed, workers not adequately protected in their workplaces. Thriving economy – all PP sections work with local businesses giving timely and supportive advice, provide a level playing field, ensure public safety. Natural & built environment – EH monitors and enforces adequate air, land and water quality. Deals with enviro-crimes, prosecutes fly tippers, etc. Future focused – all PP work is to protect the public, visitors and local businesses, and provide public health gain
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

9. **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?
Continued support to schools and care homes in communicable disease/viral spread control.	Schools & care homes	Positive
Better service to the public, improved responsiveness	All Monmouthshire residents	Positive
More proactive role with local businesses, providing timely advice and guidance	Local businesses	Positive

10. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

While evaluating the proposal some other requests were withdrawn. Following a budget “deep dive” PP were able to “consume some of our own smoke” in terms of extending the current Commercial Services Officer to a full-time post, and introduction of a Graduate EHO Trainee post to assist in bringing on new talent.

In addition, the proposal was RAG rated to show the importance of the posts outlined in this Pressure Proposal Form.

11. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	Increase the workforce
Will this project have any legal implication for the authority?	Y	Allow the Authority to safeguard against not being legally compliant e.g. Food Hygiene, Health & Safety enforcement, Private Water Supply Regulations, etc. and satisfy a number of Governing Bodies.

12. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)
Paul Matthews		
Peter Davies		

14. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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

15. Assumptions

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

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

16. 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 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Service Delivery	Measures currently within our Business Plans, plus Performance Indicators dictated by Governing Bodies, for example, Food Standards Agency and Drinking Water Inspectorate. Increase in proactive work, inspections etc. will be apparent.				

17. 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	As per 5.1, some additional capacity will enable further collaborative working with Public Health partners, including addressing obesity and excess alcohol consumption.
Will this project benefit from digital intervention?	N	PP software system currently being upgraded to assist in inputting data whilst on site visits, freeing up time to focus on service delivery

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Passenger Transport Unit – Service budget pressures	Senior Responsible Officer:	Frances O'Brien
Your Ref No:	ENT2	Operational Lead Officer:	Deb Hill-Howells
Version No:	2	Directorate:	ENT
Date:	14.12.21	Section:	Passenger Transport

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

72. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Passenger Transport – Service Demand Pressures £306k

The Passenger Transport Service is responsible for the provision of Home to School transport, our community demand responsive service, Grass Routes and 3 scheduled services that are not commercially viable. The Service manages 192 external home to school contracts and undertakes 34 school runs, transporting up to 2,916 passengers daily (up from 2,667 in 2020). The demand on the service has increased in recent years resulting in a projected pressure on the base budget of £306k for 22-23.

73. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

There are varied reasons for the fluctuations in expenditure and income but the budget pressure can be attribute to 3 main areas :-

	Indicative Budget 22-23	Projected service cost 22-23	Budget Pressure
	£	£	£
Internal Operations Employee Costs	1,561,085	1,619,476	58,391
Internal Operations Vehicle Costs	855,340	890,000	34,660
External Operators Costs	3,441,709	3,654,618	212,909
Total Service Pressure			305,960

Internal Operations Employee Costs

- The cost of the in-house operations arm has increased this year as we have had to increase the workforce to deal with increasing school runs due to external contractor hand backs. This is expected to impact on next year's budget by £58k.

Internal Operations Vehicle Costs

- Vehicle costs are projected to be above available budget in 22-23 by £35k, the pressure includes inflation for fuel and spare parts but it also includes increases in borrowing costs for replacement vehicles and the costs of maintaining a larger service.

External Operator Costs

- External operator costs are projected to increase by £213k. The increase in passenger numbers results in the need for additional contracts, this not only causes a cost pressure, but also reduces our ability to generate an income through concessionary and Post 16 passengers (107 in 2021, 149 in 2020). The majority of the contracts are due to be re-tendered next summer and we anticipate that rates will increase due to fuel and manpower inflation, we have built in a £100k contingency into the pressure to cover this but members need to be aware that we won't know the outcome of this exercise until September 2023 and there is a risk that actual pricing could exceed this.

Other factors contributing to net pressure :-

- BES ramp up funding will cease in July 2022, which will result in a loss of grant funding, albeit that the services will continue to be provided.
- Changes to legislation have resulted in a reduction in our ability to generate private hire income and moving forward we will no longer be able to undertake any work for third parties that does not fall within the permitted rules of S19 and S22 permits, this has impacted on external body income but we are projecting to increase our internal income base in 22-23 as school trips and activities re-commence following the pandemic.

74. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Passenger Transport	5,003	306		306				306
Total	5,003	306		306				306

75. 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)
We are seeking grant funding to support the replacement of vehicles with ULEV alternatives	Welsh Government	Awaiting details of the funding available and the financial viability of business cases.

76. 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	Providing home to school transport to enable young people to access learning. Providing community demand responsive and public bus routes to provide transport for community members that do not have access to a car.
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	It is proposed that a review of the Councils current home to school transport policy is undertaken post May 2022.

77. 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?
It will enable the service to be undertaken in a cost neutral manner and manage external	Users of the home to school and Grass routes services, external	The funding of the pressure will be largely neutral, however the

pressures arising from increased operator costs, changing passenger numbers and the loss of grant as well as internal pressures from increased fuel, vehicle and staff costs.	operators, and internal service providers.	replacement of vehicles with ULEV alternatives will be positive.

78. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

Opportunities to generate income in alignment with our permits will be sought and it is forecast that this will increase from the current year's budget target.

We will continue to identify grant funding opportunities for replacement fleet and to mitigate operating costs.

The PTU operations team is being re-structured to align working patterns with service demands.

79. Additional Considerations:

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

80. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)

82. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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

When tenders are undertaken next summer, external operator costs will be higher than forecast.	Operational	Running costs continue to increase which operators will seek to recover.	High	When tenders are undertaken, PTU operations are asked to provide the costs for them operating the contract. This gives us a baseline figure and if the tendered costs are higher, the PTU will be asked to undertake the route, subject to capacity and resources.
Income projections are lower than forecast	Operational	School activities are slowly resuming following the pandemic	Medium	Colleagues are working with schools and ensuring all covid mitigation measures are in place.
Fuel and vehicle costs continue to escalate	Operational	The costs of fuel have seen a significant rise in the last few months	Medium	Conversion to electric & hydrogen fuelled vehicles will assist in the longer term. Reducing journeys and maximising the use of bulk purchasing.

83. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Statutory passenger numbers remain constant or increase	Passenger transport data evidences an increase in demand for statutory home to school transport	CYP/PTU

84. 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 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Budgets	The service is delivered within budget				

85. 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	

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Fleet Maintenance – Service Pressures	Senior Responsible Officer:	Deb Hill-Howells
Your Ref No:	ENT3	Operational Lead Officer:	Deb Jackson
Version No:	1	Directorate:	ENT
Date:	12.11.21	Section:	Transport

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

86. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The council's vehicle fleet is growing and there is a need to increase the staff and maintenance budgets to offset the recurring budget burden. Current numbers are now at 405 (incl hire), this is an increase of 50 since 2019-20 and they are projected to increase by a further 27 in 22-23. Such an increase in fleet size requires investment in :-

- More staff - a new structure has been proposed to bring in the correct levels of resource, this is estimated to cost an additional £82k and will be tasked with ensuring compliance to health and safety and driver policies as well as managing the accident reporting and investigation process.
- Additional maintenance budget – the maintenance budget has been under pressure for some time and has overspent in recent years, the further growth in fleet size plus the inflation increases on spare parts & tyres means we need to uplift the transport budget by a further £256k to offset the projected budget shortfall.

Out of the additional £338k budget pressure it has been identified that £63k could qualify for capitalisation directive.

87. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

1. Fleet Repair & Maintenance Pressure

Anticipated 22-23 maintenance shortfall **£256,000.**

	2019-20	2020-21	2021-22 (Forecast)
Budget	- 448,050	- 441,292	- 413,482
Outturn	- 393,455	- 199,721	- 213,482
Variance	54,595	241,571	210,000

2. Increase in Staffing

	£
Current Manpower Cost	620,782
New Structure Cost	702,543
Variance to Budget	81,761

88. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Fleet Maintenance Pressure		338		338				338
Total		338		338				338

89. 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)
Fleet transition to ULEV vehicles	WG	Awaiting grant application details

90. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	Y	Revised driver handbooks and accident reporting procedures will be required. In addition, we will be seeking to implement drug and alcohol testing for drivers and update the policy on tracker information and when this can be used to support investigations as well as utilisation and driver behaviours.

91. 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?

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92. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

We will continue to work with operational teams to rationalise the fleet by increasing utilisation rates, this will necessitate the service areas reviewing and changing operational practices.

We are working on the transition of the fleet to EV vehicles, which does result in a higher cap ex cost for acquisition but reduced operating costs. Where possible we will use grant funding to mitigate the costs of acquisition and support the implantation of EV infrastructure.

Taking a proactive approach to the investigation of accidents and management of driver behaviour will mitigate increasing accident damage and subsequent repair bills.

In the longer term we would like to rationalise the maintenance service into a single new depot location which will mitigate overheads and provide opportunities for external income generation.

93. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	The creation of 2 new posts
Will this project have any legal implication for the authority?	Y	WG has put in place legal guidelines for the transition of the public sector fleet starting with a ban on purchasing fossil fuelled cars and LGV from 2025. We need to ensure that our colleagues have the skill sets to drive and maintain these vehicles and that operational practices are adjusted to align with the range of the vehicles.

94. Up-front Investment Requirement

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
monitoring, driver training, utilisation, and fleet transformation	2 additional posts	

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

Consultee	Description	Date (delivered/planned)

96. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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

That operational services resist changes	Strategic	There has been a reluctance by Services to relinquish vehicles	Medium	Attending and informing DMTs and colleagues. Using data to evidence opportunities to change practices. Work with colleagues from other authorities to learn from best practice

97. Assumptions

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

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

98. 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 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Budget	Cost neutral				
Fleet Number	Is decreased or any additional vehicles are evidenced by a proven business case				
Carbon footprint	Is reduced as we reduce journeys and transition to ULEV vehicles				

99. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services, or works?	Y	Transition to ULEV fleet is underway and incorporated with the team.
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	Y	Opportunities to share practice with other authorities and in the longer term possibly share vehicles.
Will this project benefit from digital intervention?	N	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Neighbourhood Services – Service Pressures	Senior Responsible Officer:	Frances O'Brien
Your Ref No:	ENT 4	Operational Lead Officer:	Carl Touhig
Version No:	2	Directorate:	ENT
Date:	07.12.2021	Section:	Neighbourhood Services

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

100. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

1. Waste Service Pressures 22-23 - £366k

Increased numbers of residents using recycling services at the kerbside have increased costs for collection that are not entirely covered by reduced contract costs. This has helped increase recycling, reduced potential for fines and reduced the carbon impact of 1000's of individual vehicle journeys to the HWRCs.

The roll out of polypropylene will result in additional costs during 2022/23 but will improve quality and value of recyclate when fully completed. This is likely to be summer/autumn 2022 given current issues with vehicle delays and staffing levels and recruitment challenges.

The pressures reflect the current relative stability of the recycling market but it remains difficult in predicting future costs of reprocessing and market values for materials.

2. Grounds Maintenance Service Pressures 22-23 – £273k

Increased workload in grounds and cleansing to support the additional workload associated with climate change and nature emergency projects to plant additional trees and hedges and ongoing maintenance. Apprentice programme to cover additional workload and include succession planning for aging workforce.

External income generation opportunities are maximised locally and stretching existing workforce further will detract from MCC core internal service delivery.

Grant funding relating to town centre improvements for Covid and café culture did not attract an ongoing maintenance budget and require budgets for planting and repair/renewals where necessary.

Additional funding to appoint a Tree safety officer who will be responsible for surveying authority's green infrastructure to identify dangerous trees (including those affected by Ash Die Back) and work with officers across the authority to determine a safety management and removal plan. Capital pressure included to cover improvements and large maintenance projects where identified.

3. Street Lighting – Energy Saving – (£90k)

The completion of our LED replacement programme has resulted in a reduction in our KWH output, this has generated savings against our electricity budget.

101. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

1. Waste Service Pressures

	22-23 Indicative Budget	22-23 Service Cost	Variance	Notes
Employees	3,232,052	3,902,556	670,504	Increased kerbside collections and new service delivery model requires additional HGV drivers and loaders.
Premises	48,500	100,500	52,000	Depots are insufficient capacity for existing fleet and staff and a new depot in the South of the county is required. Increase includes a new lease and portacabins for a depot in Caldicot. Working with property services to improve office and welfare facilities for frontline staff in the North depots.
Transport	1,507,081	1,842,883	335,802	Increased fuel costs over 2021 and additional vehicles required for new service delivery
Supplies & Services	434,000	529,000	95,000	Additional costs relating to Polyprop roll-out, potential to capitalise.
Third Party & Contracts	4,251,345	3,395,000	- 856,345	Waste mgt contract savings & dry recycle contract set at zero cost/income
Total Exp	9,472,978	9,889,939	296,961	
Income	- 2,247,923	- 2,129,076	68,847	Reduction in sustainable waste management grant and revised pay mech for new HWRC contract
Total Inc	- 2,247,923	- 2,129,076	68,847	
Net Total	7,225,055	7,760,863	365,808	Includes £202k of potential capitalisation budget to improve service delivery and quantity and quality fo recycle.
			202,273	Potential Capitalisation

2. Grounds Maintenance

	£
Indicative Base Budget 22-23	1,565,830
Projected Service Cost 22-23	1,838,830
Budget Shortfall	273,000
Main Causes	
- Uplift in manpower costs including 4 apprentices	91,000
- Fuel inflation	42,000
- Increase in maintenance requirement for town centre regeneration installations and maintenance of new hedgerow and tree planting schemes for climate change and green infrastructure	97,000
- Appointment of Tree Safety Officer to identify dangerous Trees	44,000

3. Street Lighting – Energy Saving

	2019-20	2020-21	2021-22 (Forecast)	2022-23 Projection
Electricity Cost	287,798	237,167	201,068	201,068*
Electricity Budget	390,159	355,659	300,950	300,950
Variance	- 102,361	- 118,492	- 99,882	- 99,882
Maintenance Inflation				10,000

Potential Saving				-	89,882

*Energy increase accounted for corporately

102. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Waste – Service Pressures	7,176	1222	(856)	366				366 (incl. 202 capitalisation investment)
Grounds – Service Pressures	1,545	273		273				273
Street Lighting - EnergySaving	853		(90)	(90)				(90)
Total	9,574	1,495	(946)	549				549

103. 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)
None identified. Potential for regeneration town centre grants to maintain and improve street scape. Waste and circular economy grants to improve quality and quantity of recycle.	WG	n/a

104. 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	Recycling and improvements to local environment are key to climate change and nature emergency priorities.
Has an initial Wellbeing & Future Generation Assessment being undertaken?	Y	All service changes proposals have been agreed and WFGAs completed.
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

105. 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?
Improved environment and feeling of well-being	All	positive

106. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

Market testing for contract for processing dry recyclate identifies potential savings but full roll out of polyprop required to test quality and quantity prior to achieving any income growth.

Working with Town and Community Councils to support the maintenance of areas designated for café culture and planting for regeneration of TCs following Covid lockdowns.

107. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	Additional staff
Will this project have any legal implication for the authority?	Y	Failure to hit recycling targets due to decline in quality and quantity of recycling would result in fines of £200 per tonne.

108. Up-front Investment Requirement

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Roll out of polyprop will require one off additional costs of £200K (included above as capitalisation directive)	Capitalisation directive	no

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

Consultee	Description	Date (delivered/planned)
Cabinet and Strong Communities select	All projects have been approved by Cabinet following Scrutiny reviews. Waste review on service delivery proposed for Summer 2022 Review of Grounds and Cleansing projects supporting Climate and nature Emergency proposed Winter 2022	2018-2020 Summer 2022 Winter 2022

110. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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
Markets for recycle	both	Volatility of recycle market is well documented. Current global market following Brexit and Covid still emerging.	Medium	Continue to improve quantity and quality of recycle offered to the market. Continue to operate a short term pain/gain spot price solution to remain responsive to market conditions and to de-risk market fears of long term liability contracts.

111. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Increased costs	Collectively the waste and grounds budget is +£10m, with inflation at 3.25% costs would have increased by £325k to stand still and not improve service delivery or climate change approach.	Carl Touhig

112. 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 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Budget	Manage budget and no overspend 2022/23	0	<1%	<1%	<1%

113. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	In house delivery
Will this proposal impact on the authorities built assets?	Y	Fleet/depot space required in south prior to new depot being developed corporately
Will this proposal present any collaboration opportunities?	Y	Dangerous trees work will be shared across authority and offered to partners including MHA, Aneurin Bevan Health and Heddlu Gwent Police as existing commercial customers.
Will this project benefit from digital intervention?	Y	Working with digital team to improve customer communication

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Placemaking, Regeneration, Highways and Flooding	Senior Responsible Officer:	Mark Hand
Your Ref No:	ENT 5	Operational Lead Officer:	Craig O'Connor, Paul Keeble
Version No:		Directorate:	Enterprise
Date:	12/11/2021	Section:	Placemaking, Regeneration, Highways and Flooding

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

114. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

£128k revenue pressures in Placemaking, Regeneration, Highways and Flooding comprising £110k in Highways and £17k in Planning.

- 1) **£75k revenue pressure in Highways: Car Parking and Civil Enforcement Team due to unbudgeted costs and a reduction in the income target;**
- 2) **£29k revenue pressure in Highways to enable the creation of a Safer Routes and School Travel Plan Officer post in the Traffic and Road Safety team to review and identify improvements to school walking and cycling travel routes and work with schools to encourage them to produce school travel plans;**
- 3) **£6k revenue pressure in Highways due to job evaluation regrading a post from band E to band F;**
- 4) **£17k revenue pressure in Planning to increase 0.6FTE Tree Officer to 1.0FTE.**

115. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

- 1) **£75k revenue pressure in Highways: Car Parking and Civil Enforcement Team due to unbudgeted costs (vehicles, IT and equipment £49k) and a reduction in the income target (£26k). This team was established in 2019 but no revenue budget was provided for essential equipment or vehicles resulting in a consistent annual overspend of £49k. The team has a demanding income target of £350,000 from previous car park enforcement (£150k) and new civil enforcement duties (£200k). The latter was identified by a consultant advising the Council on the introduction of civil enforcement duties. To date, the Council has consistently come well short of that income target, however there are multiple contributory factors including an initial set-up period, vacancies and sickness absence, and covid-19 which collectively mean the team has been fully staffed and fully operating for approximately 4 months since July 2019. A slightly lower income target is now proposed, and achievement will be carefully monitored over the coming year;**
- 2) **£29,415 revenue pressure in Highways to enable the creation of Safer Routes and School Travel Plan Officer post (expected to be Band D) in the Traffic and Road Safety team to review and identify improvements to school walking and cycling travel routes and work with schools to encourage them to produce school travel plans. Improvements identified by this additional post has the potential to reduce expenditure by the PTU although it is not yet possible to quantify that potential saving. The post's findings will inform future grant funding bids for Safer Routes in Communities funding and, where applicable, aligned with Active Travel funding, but could result in capital budget pressures which will need to be managed in the normal way. The post will cover the following work:**

- Provide support to schools to develop and complete school travel plans.
- Develop action plans with schools, based on the school travel plan, to help ensure road safety is a priority.
- Promote and develop Active Travel to and from school through identifying safer routes to schools.
- Advise schools on safer travel to and from school
- Advise Transport team in completing school route assessments.
- Promote and develop safer travel initiatives

- Develop and maintain excellent communication links with schools, pupils, colleagues, community groups and other clients.
- Work collaboratively with the wider Highways and Traffic, PTU and Active Travel teams to highlight/identify areas of development.

- 3) £6,000 revenue pressure in Highways due to job evaluation regrading a post from band E to band F (SCP13 to SCP18 at top of grade = £29,415 to £32,476 including on costs = £3,061). A resources report was approved in July 2021 and is being implemented. A new post has been created to resource issues with trees and hedges affecting the highway network and the implications of ash dieback;
- 4) £17,412 revenue pressure in Planning to increase 0.6FTE Tree Officer to 1.0FTE (top of grade including on costs). The current postholder is retiring in December 2021. This post deals with enquiries and proposals affecting trees on private land including protected trees and development proposals. The post carries a significant workload and ash dieback is expected to increase that over the coming 2-3 years. The Council's established green infrastructure policies and the Climate Emergency will continue to see additional tree planting in new developments and further workload. In addition, the new postholder will spend time reviewing and digitising current records to enable some customers to self-serve, for example queries about whether or not trees are TPOd.

116. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Highways (Traffic and Road Safety)		105		105				105
Highways (Asset Management)		6		6				6
Planning (Development Management)		17		17				17
Total		128		128				128

117. 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)
Ash dieback funding (#3 and #4)	WG	uncertain

118. 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	Ensuring a safe and efficient highway network, supporting and promoting the transport hierarchy to reduce reliance on car journeys to contribute to addressing the Climate Emergency. Supporting and protecting tree provision throughout the county, contributing to green infrastructure policies and addressing the Climate Emergency.
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	

Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

119. 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?
#2 creation of Safer Routes and School Travel Plan Officer	Active Travel and PTU teams Schools Communities	Positive – alignment workstreams with potential savings for PTU in school transport costs if safe routes can be provided eliminating the need for free school transport Negative – additional work for schools to fulfil their duty in completing School Travel Plans Positive – safer routes provided where possible to enable children to walk, cycle or scoot to school
#3 and #4 tree-related posts	Communities	Positive - additional resource to address the challenges of ash dieback and increase public access to information on protected trees

120. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

None – previous budget mandates have identified all potential budget savings and shrunk services and increased income targets to challenging levels.

121. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	Additional opportunities (#2 and #4) and job evaluation findings implemented (#3)
Will this project have any legal implication for the authority?	N	

122. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)
#1 Traffic and Road Safety team, Finance, Enterprise DMT	Issues raised by budget manager and agreed by finance colleagues, informing this mandate	September 2021
#2 Traffic and Road Safety team, Enterprise DMT, SLT, PTU, MonLife	Discussion about ways of improving school travel options and reducing budget pressures for the PTU	August 2021
#3 Highways Asset team, Enterprise DMT, People Services	Highways resources agreed, job description subject to job evaluation process	July to September 2021
#4 Planning Tree Officer, Planning Team, Chief Officer, Enterprise	Discussion about future resource needs	October 2021

124. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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

125. Assumptions

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

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

126. 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 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Budget monitoring					

127. 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	With schools regarding School Travel Plans
Will this project benefit from digital intervention?	Y	Digitising of tree information held in Planning

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Schools Catering – Operational Pressures	Senior Responsible Officer:	Frances O'Brien
Your Ref No:	ENT6	Operational Lead Officer:	Deb Hill Howells
Version No:	1	Directorate:	ENT
Date:	12.11.21	Section:	Schools Catering

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

128. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Schools Catering are anticipating a budget pressure in 22-23, this is due to 2 main issues :-

- 1. Reduction in Paid Meal uptake (£71,553)** – Turnover is expected to be down due to a reduction in paid meals, this is attributed to an increase in Free School Meal eligibility and an increase in pupils choosing to have a packed lunch. The impact of Covid is a major factor in the drop off in paid meals, the limited menu affected uptake and we anticipate it will take some time for meal numbers to return to pre-pandemic levels. Our estimates have been based on a 7.5% reduction on 19-20 meal numbers. We have however now reverted back to a full-menu and take up is increasing in line with expectations.
- 2. Ingredient Price increase (£67,637)** – Early estimates predict a 20% uplift in material prices for next year.

The service will not be increasing the price of school meals this year and so will remain at £2.50. This price hold will affect the ability to recover an element of the operational pressures above.

129. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

1. School Meal Income Reduction.

	£
Meal Income Received 2019-20	- 954,034
Estimated 22-23 Income @ 92.5%	- 882,481
Estimated Reduction in Income	71,553

2. Ingredient Price Increase

	£
Number of Meals Served 2019-20	478,948
Assume 7.5% Reduction for 2022-23	443,027
Cost Per Meal including 20% uplift	1.20
Estimated Total Cost 22-23	531,632
Available Budget 22-23	463,995
Variance to Budget	67,637

130. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Catering Income Pressure		72		72				72
Catering Expenditure Pressure		68		68				68
Total		140		140				140

131. 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		

132. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

133. 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?
None		

134. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

Meal prices could be increased to counteract inflationary increases. A 10p increase in meal price would bring in circa £40,000 in extra income, although any price increases will affect uptake and may place additional financial burdens on households.

135. 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	

136. Up-front Investment Requirement

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

137. Consultation Describe any initial consultation that has been or needs to be 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		

138. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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
The uptake of school meals does not increase in line with expectations	Operational	The changes to the operation of the service during the pandemic have had a negative impact on take up and families who have now started providing packed lunch, may consider this	Medium	The service is marketing its service and menu's. All meals are scratch cooked on a daily basis and comply with the healthy eating agenda.

		a more suitable and affordable alternative, so pre-pandemic levels are not achieved.		
The supply chain continues to struggle to meet commitments and material costs escalate	Operational	We have already experienced problems with supplies which is impacting on menus and has required centralised delivery with supplies then being disaggregated and delivered to venues by non catering and catering staff.	Medium	We are working with suppliers to mitigate the problems in the supply chain including lack of drivers and raw materials. We are developing alternative solutions in the event of shortages of specific products
Proposed changes to free school meal entitlement will increase the need for supplies and increase capital and revenue expenditure	Operational	WG have advised that they will be making a statement in December regarding increasing access to fsms.	High	Until the announcement is made we are unable to mitigate the risk as we are unaware how many more children will become eligible, the resulting uptake, resources required to deliver it or implementation dates.

139. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That the take up of school meals increases and represents only a 7.5% reduction on pre-pandemic levels.	Meal take has increased since the full menus were introduced in October.	Pauline Batty

140. 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 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Budget	Budget is cost neutral				

141. 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	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Resourcing the Strategic Operations Team	Senior Responsible Officer:	Frances O'Brien
Your Ref No:	ENT8	Operational Lead Officer:	Cath Fallon
Version No:	2	Directorate:	ENT
Date:	12 th November 2021 – Revised 9 th December 2021	Section:	Enterprise & Community Animation

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

142. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

1. Strategic Operations Team Restructure - £66,914 Pressure

In December 2020, an alignment of the Enterprise Directorate was approved, which included the establishment of a new Strategic Operations Team, designed to address a deficiency in management and administrative support and also to provide strategic and operational leadership analysis and insight for the Chief Officer Enterprise and Heads of Service that form the Enterprise Directorate Management Team.

The Team currently consists of:

- 1 x Strategic Operations Manager;
- 1 x Systems Assurance and Process Review Officer; and
- 1 x Systems Support Officer

The team are currently undertaking a strategic analysis and review of operational arrangements, processes and outcomes to inform and improve the effective running of the Directorate systems and programmes, ensuring they are fit for future purpose. The team is designed to enhance the decision-making process of the Enterprise Directorate and to ensure the individual departments comply with internal and external reporting, policy and procedural requirements. The team are also tasked with identifying service deficiencies with a view to rolling out a programme of service efficiencies to improve the service and budgetary position of the Enterprise Directorate.

Analysis of internal audit and operational review reports have identified that current systems deficiencies within the Enterprise Directorate are having a detrimental impact on resources within other Directorates which is impacting on the efficiency of the organisation as a whole. It is therefore proposed that to address risk and improve productivity a further two posts should be integrated into the core staffing budget of the Strategic Operations Team:

- 1 x Health and Safety Officer; and
- 1 x Systems Support Officers

143. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

1. Strategic Operations Team Structure - £66,914 pressure

Health and Safety Officer

As a result of internal audit reports received, the Chief Officer is mindful that a number of health and safety concerns have been raised and the creation of a Health and Safety Officer has been stipulated as a recommendation, to ensure compliance with statutory duties, policies and procedures, particularly in relation to passenger transport, fleet, etc.

The purpose of the role will be to provide strategic and operational support for Workforce Development, Health and Safety and Well Being and to ensure that the Directorate is complying with its internal and external reporting, policy and procedural and statutory requirements. Activities will include developing suitable and appropriate policies, risk assessments and guidance with relevant managers, monitoring health safety and wellbeing; developing training plans and acting as a central resource to support all leaders and managers in the implementation of best practice leadership and workforce safety management.

It is therefore felt that the creation of this Health and Safety Officer role for the Directorate, will mitigate future risks and ensure the Authority's statutory duties are met whilst also proactively addressing the causes of sickness absence and creating a health and succession workforce plan, to ensure services have a robust and well-planned future.

Systems Support Officer

A recent research paper produced for the Customer Demand and Responsiveness Working Group, identified a rise in the volume of calls received into the Contact Centre over the past five years and a doubling of the average time customers have to wait before speaking to an operator. The analysis identified that an increasing proportion of these calls were about waste and recycling, along with transport and highways issues. Although around 80% of people self-serve when booking waste recycling appointments, the Contact Centre have still experienced a three-fold increase in the number of people telephoning about waste issues. Analysis of data from My Council Services also shows a significant increase in missed bin reports and there is a correlation with a lack of internal knowledge and information sharing an example being relating to road closures.

It is therefore proposed that a Systems Support Officer role will be created which will focus on where customer demand is highest, with a view to improving and linking existing systems. The Officer will take a user centred design approach to existing digital systems such as My Monmouthshire and Monty in order to improve information efficiency, increase productivity, reduce callers and improve customer service delivery. This work will improve both the service for the customer and improve frontline service delivery.

Costs:

Band	Job Role	FTE	Total Salary Cost
Band E Scp 14-18	Systems Support Officer	1.00	30,794
Band J Scp 35-39	Enterprise Health & Safety Officer	1.00	52,634
	Total Staff Cost	2.00	83,427
	Available Operational Team Funding		(16,513)
	Budget Shortfall		66,914

Total Pressure for Enterprise & Community Animation £66,914

144. **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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Strategic Operations Team	157	67		67				67

145. **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		

146. 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	Future Focussed Council – continuing to rapidly adapt, develop foresight capability and enable the service changes and countywide transformations that best meet the aspirations of our communities.
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	N/A
Will an option appraisal be required?	N/A	Previously undertaken
Will this proposal require any amendments to MCC policy?	N	No changes needed

147. 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?
The Strategic Operations Team has been designed to recognise service efficiencies and deficiencies. Where improvements are required steps will be implemented to improve service delivery and extend good practice.	Enterprise Directorate	Positive

148. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

The purpose of the Strategic Operations Team is to identify service efficiencies which are likely to lead to budget savings however it is difficult to quantify the savings at this time.

149. 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	

150. Up-front Investment Requirement

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

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

Consultee	Description	Date (delivered/planned)
Enterprise DMT/SLT	Report presented by Chief Officer for Enterprise	December 2020

152. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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 – not deploying the additional Officers	Strategic and Operational	Service deficiencies will continue and valuable service efficiencies will remain unidentified.	Medium	Recruitment of the additional posts

153. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
As Enterprise is a heavily operational Directorate, service deficiencies are being reported which means that service efficiencies need to be made.	Comments and complaints are being received via the Council's Contact Centre regarding the efficiency of some of the Enterprise Services.	Chief Officer for Enterprise

154. 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 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Customers	Service efficiencies recognised and implemented. Performance Framework to be established.				

155. 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?		Potentially
Will this project benefit from digital intervention?	Y	Relationships are being built with the Council's Digital Design and Innovation Team

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Cleaning Service Pressure	Senior Responsible Officer:	Debra Hill-Howells
Your Ref No:	ENT9	Operational Lead Officer:	Jan Davies / Anthony Berrington
Version No:	1	Directorate:	Enterprise
Date:	16.11.12	Section:	Fleet & Facilities

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

156. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The Council's cleaning service undertakes services in fixed locations such as schools and operational depots as well as providing mobile services to clean public conveniences. During the pandemic, there has been an increasing pressure on the service as demands for additional cleaning and deep cleaning have increased. The existing workforce has a very flat structure with limited management support which has made it difficult to respond to the extra demands and respond to changing requirements and resulting issues at each site. The base budget is derived from income from SLA agreements as well as a core budget to undertake cleaning in establishments such as museums which has not seen any uplift for a number of years and the costs of providing the service now exceed the allocated budget. The service needs to respond to the structural changes driven by the pandemic and therefore it is proposed to re-align the service through the creation of Head Cleaner posts in 18 of our larger site, which will result in an additional annual revenue cost of £10,873. In addition, we propose to create two new mobile cleaner posts who will respond to deep clean requests and also support sites that have staff shortages due to illness or vacancies. The cost of these posts, including vehicle hire is £36,232.

Finally, the unavoidable consequence of the additional cleaning requirements is additional equipment and consumables. It is forecast that the annual additional cost is £14,600. Therefore, there is a resulting cumulative pressure of £61,705.

157. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Currently some staff are regularly working more than 12 hour shifts to be able to meet the increasing requests for additional cleaning and cover staff vacancies / sickness. This situation is impacting on the welfare of staff and impacts on the quality of the service that we are able to provide. The proposed re-structure will align resources to demand and enable service quality and resulting issues to be managed at a local level and dealt with promptly. An example of where the current resourcing issues is County Hall, where sections of the building have had to be closed until the lack of staff resources can be resolved. Whilst this is achievable in offices where staff are being asked to work from home, this approach is not available to school or other front-line operational establishments. In line with current regulations cleaning is enhanced to undertake regular cleaning of high touch areas and there is no prospect of this requirement changing in the short to medium term.

The use of cleaning products has increased in line with increased cleaning demand as well as the need for PPE and increasing costs associated with the supply chain.

158. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Cleaning	216	62		62				62

159. 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)
The costs of cleaning public toilets are part funded by Town and Community Councils which are reviewed annually	Town and Community Councils	Annual SLA agreements

160. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

161. 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?
Improved service provision	Schools & MCC service areas	Positive

162. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

<p>SLA agreements are reviewed on an annual basis and costs are regularly reviewed. Cleaning hours are evaluated to reflect the needs of the client, however the additional cleaning requirements associated with covid regulations have resulted in increased demand which have fettered our ability to decrease hours.</p> <p>Vehicle usage is being reviewed to ensure that the fleet is fully utilised and where possible vehicles will be reduced to save expenditure and reduce our carbon footprint.</p> <p>Equipment is procured through framework agreements.</p>
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163. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	The proposal will involve the recruitment of 2 additional staff and create Head cleaner posts in 18 establishments
Will this project have any legal implication for the authority?	N	

164. Up-front Investment Requirement

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

165. Consultation

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

Consultee	Description	Date (delivered/planned)
Cleaning staff	Consultation will be undertaken to implement a restructure if the pressure mandate is agreed.	April 2022
Service Users	Feedback and demand from clients have informed this proposal	

166. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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
The mandate is not agreed, and demand continues to increase, resulting in further building closures	Operational	We have already had to undertake a part closure of County Hall and staffing recruitment continues to cause concern.	Medium	Existing resources are deployed where required; however, this results in elongated working hours and overtime payments.
Covid cases continue to increase which requires additional deep cleans	Operational	Covid infections in school have resulted in increasing demands for deep cleans for the school to be fully operational in line with covid guidance	Medium	The proposed two new mobile cleaning posts will be able to attend sites and support existing teams to undertake deep cleans as required.
Unable to recruit new staff	Operational	We continually have difficulties in attracting staff into these roles	Medium	Improved advertising, increased training, appropriate equipment to be provided and more local support through Head Cleaner posts.

167. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Covid regulations requiring additional cleaning duties continue in the medium term	Recent publications have indicated that the pandemic will be in existence until the earliest end of 2023 or worst prediction 2026. Therefore, covid regulations will remain in force	Legislation and government guidance
The mobile cleaning team proposed will be sufficient additional	The creation of the two additional posts is based on a review of current demand and the resources require to meet this need as well as cover	Debra Hill-Howells

resource to meet demand	for staff holidays and sickness absences as currently there are no cover resources built into teams.	

168. 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 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Budget	Cost neutral				
Customer	Improved service delivery and responsiveness				
Staff	Working hours are in line with contracted hours				

169. Additional considerations:

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

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Contract Inflation	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML1	Operational Lead Officer:	Marie Bartlett
Version No:	01	Directorate:	MonLife
Date:	04.11.21	Section:	Across MonLife

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

170. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

MonLife has a significant number of contracts and annual agreements for essential and front line services. This covers a whole range of services from gym equipment annual maintenance contracts, Current budget s are £1.487m – we anticipate an average increase of 3.25% - £48,500

171. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Applied general increase across most of contracts – Indications are that the average increase is likely to be 3.2f%.

172. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
MonLife		49	0	49				49

173. 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)
No		

174. 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	Not applicable
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

175. 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?

176. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

Renegotiation on renewal (if outside of the contract period). Sometimes difficult to identify alternative suppliers. A ll equipment needs to be serviced / maintained by supplier so you are limited in negotiations.

177. 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	

178. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)
Not applicable		

180. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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

181. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
3.1% average increases	Some contracts are linked to either RPI / CPI with additional % built in	

182. 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 2022/23	Target 2023/24	Target 2024/25	Target 2025/26

183. 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	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Play and Active Communities Co-Ordinator	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML2a	Operational Lead Officer:	Nick John
Version No:	1	Directorate:	MonLife
Date:	11.11.21	Section:	Play

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

184. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

To develop a dedicated resource to coordinate the LA statutory play provision, including the delivery of supervised provision, including holiday play sessions and provision for diverse needs, developing and reporting on the annual Play Action Plan and leading the Play Strategy group.

Play is a statutory duty of local authorities set out in Section 11 of the Play Opportunities, Children and Families (Wales) Measure 2010. This requires local authorities to assess and secure sufficient play opportunities for children in their areas by undertaking a full play sufficiency assessment every three years and to produce an annual play action plan. The 2021/22 action plan covers the last year of the three year actions set out in the 2019 Play Sufficiency Assessment and Plan, approved by Cabinet in May 2019. That plan identified actions in six thematic areas:

- Space for Play
- Supervised Provision
- Providing for Diverse Need
- Young People's Voices in Play
- Information and Promotion
- Partnerships

A new Play Sufficiency Assessment and Plan will be required for the next three year period from April 2022; for submission to Welsh Government by June 2022.

As a result of the impacts of Covid and the recognition of the adverse impact on children there are increased expectations around play delivery and the importance of play in children's lives and their development.

185. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Statutory play reporting required as follows:

30 June 2022 (extension provided)	Play Sufficiency Assessment 2022 and Action Plan 2022-2023
1 June 2023	Progress Report on 2022-2023 and Action Plan and 2023-2024 Action Plan
1 June 2024	Progress Report on 2023-2024 and Action Plan and 2024-2025 Action Plan
1 June 2025	Progress Report on 2024-2025 and Action Plan and 2025-2026 Action Plan
1 June 2026	Progress Report on 2025-2026 and Action Plan and 2026-2027 Action Plan

186. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
MonLife		53		53				53

187. 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)
WG Winter of Wellbeing and similar annual campaigns.	WG, WLGA	Based on previous schemes and allocations

188. 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	Giving the young person the best start in life
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

189. 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?

190. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

In the event of Welsh Government allocating funding towards Play and where the criteria for the funding allows an allocation of revenue and it meets the needs and demands of the post, without being detrimental to other elements of delivery of the grant, we will allocate a proportion of funding.

This possibility or amount is unknown at this point, as WG will not be set their budgets and allocate any funding until later in the financial year or where we have seen in previous years, at very short notice.

191. Additional Considerations:

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

192. Up-front Investment Requirement

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Continuous Professional Development	External grants	

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

Consultee	Description	Date (delivered/planned)
Play Strategy Group	For many years we have identified the need for a dedicated Play resource to ensure the coordination of our commitments and delivery meets national standards and expectations – as identified by this group.	Ongoing

194. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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
Recruitment	Operational	A number of LA are looking at similar resources	Medium	Continue to deliver the level of Play we are currently delivering, and lean on an internal resource, as part of their current role.

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195. Assumptions

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

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

196. 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 2022/23	Target 2023/24	Target 2024/25	Target 2025/26

197. 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	The current Play strategy group is a multiagency group, the officer will build on these relationships and partnerships to develop more opportunities and demonstrate wider impact.
Will this project benefit from digital intervention?	Y	There are many digital tool that we are not accessing currently across of Play provision, including feedback, surveys, communication, etc The officer will have the ability to improve this.

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	MonLife: Public Rights of Way	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML2b	Operational Lead Officer:	Matthew Lewis
Version No:	0.1	Directorate:	MonLife
Date:	10 Nov 2021	Section:	

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

198. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The current operational rights of way field team consists of 1 FTE Field Officer, 1.74FTE Field Warden and 0.3 FTE Assistant Warden responsible for 1567km of rights of way (1326 bridges, 3848 stiles and 4004 gates (2018 figures)) and 9 countryside access sites. The proposal is the creation of an additional Rights of Way Post (Grade E) in the field team to increase capacity to address the significant and growing numbers of outstanding rights of way issues

The post would assist in undertaking direct maintenance tasks, inspections and lead on working with volunteers, local path care groups, friends groups, Community Councils and others to facilitate volunteer and community input to resolving outstanding issues.

Core objective is to facilitate an increase in voluntary input, assist in delivery of grant aided and MCC expenditure and seek to stabilise overall performance against unresolved issues. All of these actions reflect the agreed priorities within the [Countryside Access Improvement Plan](#) (approved by Cabinet in February 2020).

199. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

As can be seen from the appended information reported rights of way issues are continuing to grow, this reflects strong growth in the use of the network and countryside sites. This growth was already in place but has been compounded by the impacts of Covid and much greater use of local access network. Strava figures and counter figures show sustained increase on the rights of way network and sites, for example counter figures on Castle Meadows Abergavenny have grown from 61,000 to 98,500. This sustained increase is desirable and helps meet our policy aims of a more active population but means that the proportion of issues resolved has fallen and unresolved issues continue to grow (currently standing at 6016 issues and 713 high priority issues – these are both historic highs, overall issues have more than doubled in the last 8 years).

The countryside access network in Monmouthshire (excluding the National Park) is 1657km made up of 5797 “links”

- There are currently 952 links, 396km of the network with issues on that are recorded as unusable = 23% of the network
- There are currently 2179 links, 819km of the network with issues on that are recorded as inconvenient/with recorded issues (so still usable but with problems) = 49%
- There are 1279 links, 535km of the network with issues on that are recorded as inconvenient/with recorded issues excluding signage/waymarking = 32%
- Percentage of network that is either open and available fully or unknown = 28%

There are 15 bridge closures in County and 326 unresolved bridge issues, of which 157 are high priority and carry high risks. However many of the medium or low issues are things volunteers could help with. There are currently 634 stile issues (141 high priority) – volunteers could help reduce these improving accessibility of the network significantly. Similarly Gates 223 issues (high priority 24); Surfacing 167 issues (high priority 46); Signage 1909 (high priority 9); Clearance/Trees 764 issues (84 high priority).

Currently working with three path care groups, at least 12 further groups have expressed an interest. Working with the Ramblers Cymru Paths for Wellbeing project is also identifying further potential collaboration. Support to deliver greater

community and volunteer involvement can significantly address lower/medium priority issues freeing other staff to concentrate on the more complex high priority issues.

See appended detailed information on rights of way issues

200. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
MonLife	-	34	-	34				34

201. 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)
Whilst external funding is sought and achieved for improvement schemes from both NRW and WG it is not available to fund the core staff costs sought in this proposal, as restricted to capital schemes or very restricted project on costs – the additional post will increase capacity to seek and deliver externally funded schemes.		

202. 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	Strongly aligns with “the Council boosts leisure, recreation and wellbeing”, “the Council enables better local services through supporting volunteers and social action” and “the Council develops & delivers a sustainable plan for enhancing the local environment (Deliver Green Infrastructure Policy to ensure people have access to green spaces & Deliver more opportunities for active travel and improved connectivity) (See Countryside Access Improvement Plan for more detail)
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

203. 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?

More support for local path care groups, friends groups etc. including supporting further groups	Volunteers, community groups	Positive
Support to develop partnership arrangements with Community Councils	Community Councils, volunteers	Positive
Joint working with highways in respect of county unclassified roads as part of wider volunteer engagement	Highways	Positive
Supports positive engagement with land owners and managers	Landowners/ Farmers	Positive
Helps address pressures for staff and volunteers	Staff & Volunteers	Positive

204. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

This proposed post is part of an overall mitigation package to manage and address the pressures on the service, including by prioritising issues (by the approved prioritisation system), seeking to address asset issues before they deteriorate further, and encouraging and enabling volunteer and community efforts to address issues.

It will assist in the delivery of the following policy statements within the approved improvement plan:

1.0 Seek ways in which to extend cutting contracts or to manage vegetation in conjunction with Community Councils/Partners and volunteers

1.7 Work with Community Councils and Volunteer Groups to target activity to improve the amenity of routes & identify barriers for removal enabling more

7.2 Support Volunteering on sites and rights of way & seek opportunities for specific groups to also enhance access on permissive paths on NRW land.

18.1 Support existing groups and the development of new Community Groups to improve and maintain their local rights of way and countryside sites.

18.4 Work with community & town councils to deal with annual overgrowth & identify funding/priorities for improvement schemes

25.0 Ensure adequate resources for the implementation of this plan by securing additional resources from internal and external sources that help achieve the objectives within this plan.

25.1 Continue to develop asset management approach, particularly with bridges, to inform costs of maintaining the network and to make improvements

205. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	Additional operational rights of way post requested
Will this project have any legal implication for the authority?	N	Failure to secure a safe visitor environment on the countryside access network will expose the authority to legal, reputational and financial risks; failure to address issues can result in the serving of notices under the Highways Act requiring the authority to undertake works.

206. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)

Consultations on the Countryside Access Improvement Plan	The proposal reflects the extensive consultations carried out as part of the preparation and approval of the Countryside Access Improvement Plan	See https://www.monmouthshire.gov.uk/app/uploads/2019/09/Appendix-4-ROWIP-consultation-responses-report-2019.docx.pdf

208. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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

209. Assumptions

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

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

210. 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 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Process	Existing monitoring of resolved and unresolved rights of way issues via CAMS	Stabilise growth in unresolved issues	Stabilise growth in unresolved issues	Reduce unresolved issues	Reduce unresolved issues

211. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	Will support procurement of rights of way materials and maintenance contracts
Will this proposal impact on the authorities built assets?	Y	Will assist in the asset management of MCC assets (Bridges etc.)
Will this proposal present any collaboration opportunities?	Y	Will support collaboration with Community Councils and community groups
Will this project benefit from digital intervention?	N	

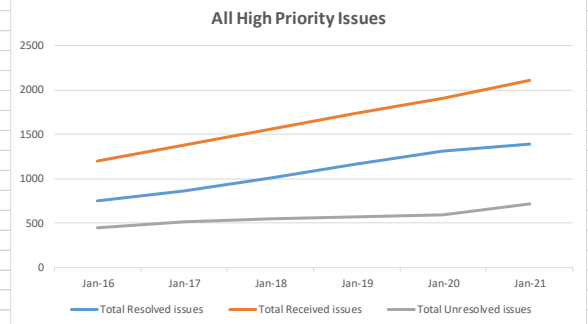
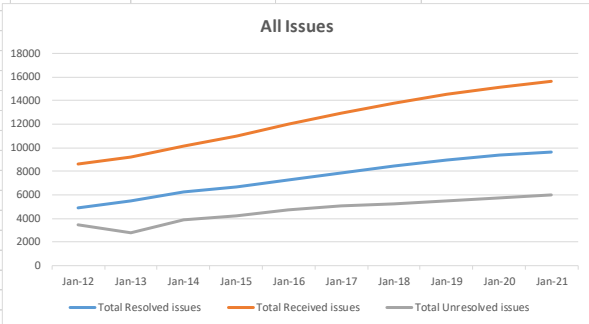
All Rights of Way Issues

Time Period	Total Resolved issues	Total Received issues	Total Unresolved issues
Mar-12	4892	8642	3450
Mar-13	5495	9251	2756
Mar-14	6260	10109	3849
Mar-15	6713	10969	4256
Mar-16	7269	12037	4768
Mar-17	7869	12916	5047
Mar-18	8483	13767	5284
Mar-19	8999	14519	5520
Mar-20	9383	15094	5711
Mar-21	9645	15661	6016

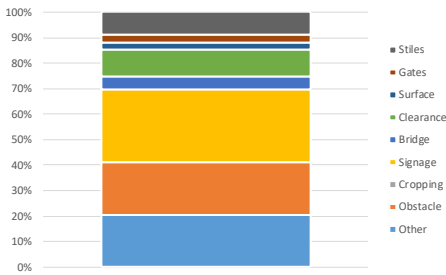
High Priority Issues*

Time Period	Total Resolved issues	Total Received issues	Total Unresolved issues
Mar-16	750	1201	451
Mar-17	864	1376	512
Mar-18	1014	1559	545
Mar-19	1170	1740	570
Mar-20	1312	1908	596
Mar-21	1391	2104	713

*CAMS priority range 100-250, only recoded since 2015

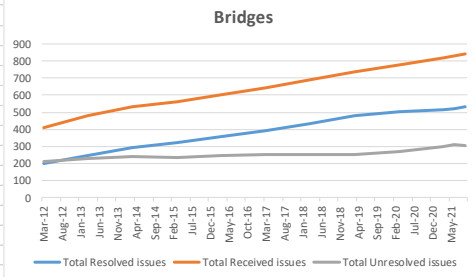


Total unresolved issues by type March 2021



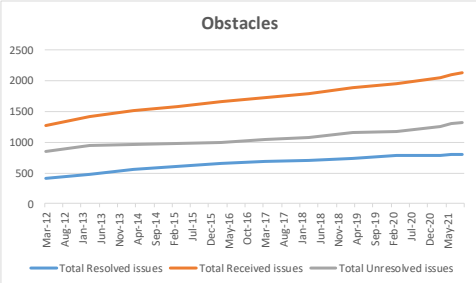
Bridges

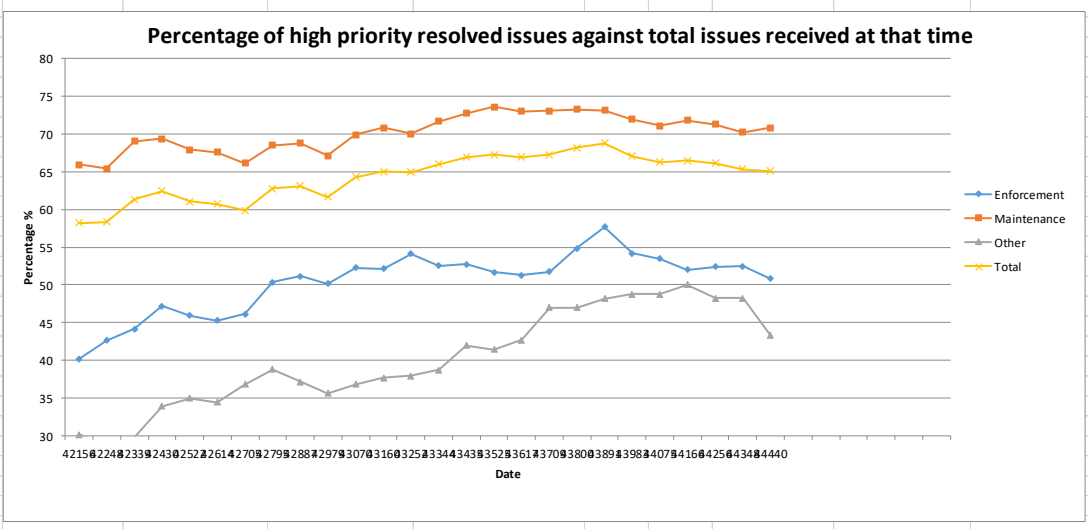
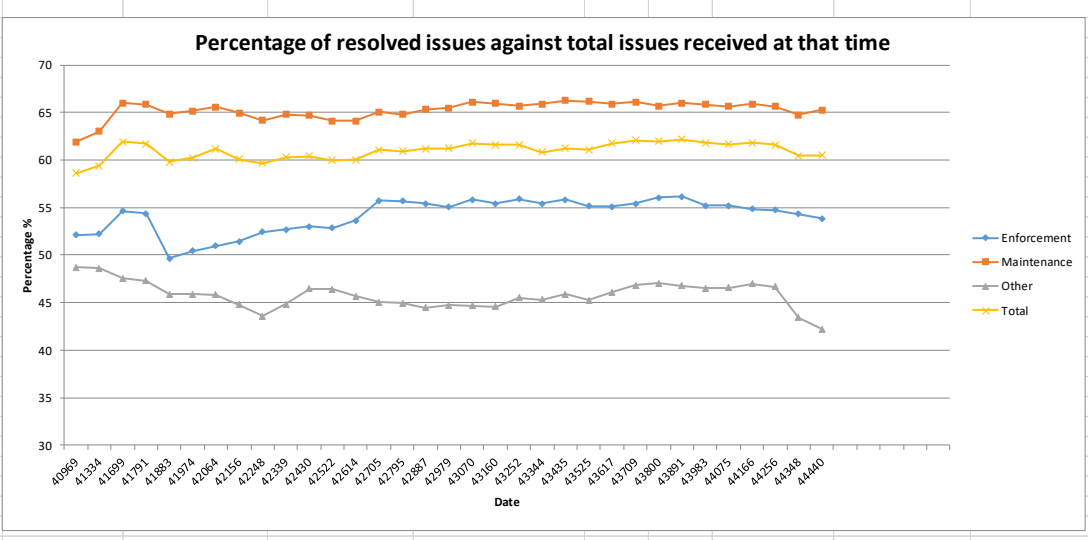
Time Period up to	Total Resolved issues	Total Received issues	Total Unresolved issues
Mar-12	201	412	211
Mar-13	250	480	230
Mar-14	291	533	242
Mar-15	321	559	238
Mar-16	357	602	245
Mar-17	392	645	253
Mar-18	433	688	255
Mar-19	481	734	253
Mar-20	503	776	273
Mar-21	518	816	298
Jun-21	522	831	309
Sep-21	535	841	306



Obstacles

Time Period up to	Total Resolved issues	Total Received issues	Total Unresolved issues
Mar-12	418	1270	852
Mar-13	474	1414	940
Mar-14	557	1512	955
Mar-15	598	1584	986
Mar-16	657	1653	996
Mar-17	682	1719	1037
Mar-18	707	1782	1075
Mar-19	740	1892	1152
Mar-20	780	1956	1176
Mar-21	789	2050	1261
Jun-21	797	2092	1295
Sep-21	805	2130	1325





2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Car parking Charges at Caldicot Castle	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML5	Operational Lead Officer:	Tracey Thomas
Version No:	1	Directorate:	MonLife
Date:	14.12.21	Section:	Attractions

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

212. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The 21/22 budget included a proposal to introduce car parking charges at Caldicot Castle, the net saving within the mandate was 20k.

The proposal has not been introduced due to the pandemic and the various restrictions imposed. During the year, further developments have now occurred, with CRF grant now funding a Castle development post which looks to review the future development and use of the castle and the country park including access to the site, a possible new entry point to the site and subsequently impacting on the car parking area. The castle grounds are also now subject to several active travel routes which will also impact on the site.

213. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

214. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
MonLife		20k		20k	20k	20k	20k	80k

215. 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)

216. 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 ?	N	
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

217. 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?

218. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

The pandemic has impacted on the income generating opportunities at the Castle with customers cancelling and postponing bookings. This lack of customer confidence has extended to cancelling bookings for 2022/23 so the service is unlikely to be able to find alternatives to increase income by other means.

219. 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	

220. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)

222. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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

223. Assumptions

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

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

224. 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 2022/23	Target 2023/24	Target 2024/25	Target 2025/26

225. 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	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Community Hubs and Contact Centre	Senior Responsible Officer:	Matthew Gatehouse
Your Ref No:	CEO1	Operational Lead Officer:	Amanda Southall / Richard Drinkwater / Cheryl Haskell
Version No:	2	Directorate:	CEOs
Date:	12/11/21	Section:	Policy, Scrutiny and Customer Experience

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

226. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

A. To enable a temporary increase in staffing in the authority's contact centre to ensure that telephone response times can be maintained in the face of significant increases in demand from customers. **£44k pressure.**

The objective is to have the length of time that people have to wait for the phone to be answered and reduce the proportion of calls that are abandoned.

Alongside this short-term investment, digital transformation will be progressed at pace to improve back office process which will reduce call handling time meaning more calls can be answered in a timely manner. Improvements will also be made to self-service to increase the number of people who are able to resolve queries without needing to phone the authority.

B. To reduce the unachievable income targets set for community hubs which are aligned to i) Usk Post Office ii) Library fines and iii) room bookings. **£36.5k pressure**

This will enable the services to move forward on a solid financial footing. It was always recognised that the Post Office is run to benefit the community, would not make a profit and would require subsidy to continue. However, this has never been factored into budgets.

Other income streams have dried up during the pandemic seeking to increase income from these sources is counter to the potential community benefits. These income targets have never been met but have always been balanced out by holding staffing vacancies or underspending in other budget areas. However these options are no longer feasible with current levels of demand.

227. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

A 42% increase in phone calls compared to pre-pandemic levels has led to longer queue times, rising dis-satisfaction and increased complaints to Customer Relations.

Measures:

- The number of phone calls received by the authorities contact centre has increased by 30%
- The average wait time increased from 3 mins 11 seconds in 2019/20 to 6 mins 11 seconds in 2021/22

An initial pressure mandate for £60K submitted for 21-22 was reduced to £33K on the basis that improvements in digital solutions would improve the efficiency of back office processes and increase self-service. Work pressures across the authority have meant that teams have not been able to fully engage in this work resulting a delay to the anticipated benefits and the need to increase staffing to the end of 22-23. A non-recurring pressure is sought to maintain customer satisfaction and organisation reputation while process improvements can be implemented. Staff have been appointed on fixed-term contracts to ensure that additional costs are time-limited.

Community Hubs have consistently been unable to achieve income targets. This has been compounded by the pandemic and a growing recognition in the library sector that raising income from fines for overdue books is counter-productive to service outcomes as it deters borrowing by lower income households and can be a disincentive for many in returning overdue books. Income from room bookings has also been in decline as more meetings have moved on-line while post office income in a town the size of Usk, decoupled from a commercial activity such as a newsagent, will never be enough to cover staffing costs.

228. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Contact Centre	537	44 (non-recurring)		44	(44)	0	0	44
Community Hubs	1,316	36.5 (recurring)		36.5				36.5
Total				80.5	(44)			80.5

229. 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		

230. 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	(19) COUNCIL ENABLES AND PROVIDES GOOD SUSTAINABLE LOCAL SERVICES WHILST DELIVERING AN EXCELLENT CUSTOMER EXPERIENCE ACROSS ALL CHANNELS
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

231. 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?

232. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

- Staffing rotas have been amended to ensure that shifts match demand patterns across the week e.g. call levels are higher in the morning and at the beginning of the week
- Digital transformation is underway with working groups analysing data and conducting end-to-end process mapping and service redesign
- Investments already made in app and chatbot functionality are meeting the needs of many residents and will continue to be improved to maximise take-up and encourage more residents to make these their channel of choice
- A new charging approach will be implemented for room bookings to differentiate between commercial and social/charitable organisations
- Different working arrangements for the post office will be evaluated to establish if income levels and customer satisfaction can be maintained while reducing operating costs
- Usk Town Council already make a financial contribution to the costs of running the post office

233. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	Appointment of staffing levels above the current establishment for the remainder of 21-22 and the entirety of 22-23
Will this project have any legal implication for the authority?	N	

234. Up-front Investment Requirement

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Digital Transformation	This has already been resourced and capacity is in place to facilitate digital transformation	

235. Consultation Describe any initial consultation that has been or needs to be 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		

236. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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 risk that Usk Town Council reduce financial support for the post office	operational	Town Council will also experience budget pressures	Low	Continue to maintain a well-valued service
Digital transformation does not improve efficiency or result in channel shift	Strategic	New approaches are not yet proven and carry a degree of risk High levels of digital exclusion / existing preferences for conventional channels	Medium	Effective project management, involve staff groups and ensure process improvements are tested with users prior to launch

237. Assumptions

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

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

238. 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 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
customer	Percentage of missed calls	<18%	<15%	<12%	<12%
customer	Average queue time	<3mins	<2.5mins	<2.5mins	<2.5mins
customer	Number of people using chatbot (month average)	1800	2200	2500	3000
process	Percentage of people self-serving v needs met via hubs or contact centre	tbc			
Budget	Post Office income	£11,000			

239. 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	Potential to collaborate with other authorities using similar digital products to share learning and potential economies of scale through joint procurement of technology
Will this project benefit from digital intervention?	Y	Already underway

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	People & Governance – Members Allowance Increase	Senior Responsible Officer:	Matt Phillips
Your Ref No:	PG1	Operational Lead Officer:	John Pearson
Version No:		Directorate:	PG
Date:		Section:	Democratic Services

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

240. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

1. Increase in Members Remuneration - £124k Pressure.

The independent Remuneration panel for Wales has produced a draft report that recommends an uplift in member allowances for the 22-23 financial year. The below figures include the increase in Members from 43 to 46 as well.

241. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

1. Members Pay Award – £124k

Cost of Pay uplift based on Existing Cabinet Structure

	£
Uplift in basic salary	61,472
Additional councillors basic salary	50,400
Special allowance increase	27,588
Additional co-optees audit (est)	10,000
Total Annual Increase	149,460

Impact on Existing Member Budget 22-23

	£
Projected Base Budget 22-23	1,004,148
+ 1% Pay award already built into MTFP model	12,977
Total Base Budget 22-23	1,017,125
Projected 22-23 Member Costs based on Allowance uplift from May 2022 (incl officer support)	1,141,153
Projected Budget Shortfall 22-23	124,028

*A £12k pressure will need to be included in 23-24 to uplift budget for 12months worth of allowance increase.

242. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Members Costs	1,058	124		124	12			136
Total	1,058	124		124				

243. 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)

244. 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 ?		N/A – there is no discretion over this change
Has an initial Wellbeing & Future Generation Assessment being undertaken?		
Will an option appraisal be required?		
Will this proposal require any amendments to MCC policy?		

245. 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?

246. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

As above – no discretion here.

247. 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	

248. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)
IRP	Mandated by IRP	

250. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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

251. Assumptions

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

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

252. 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 2022/23	Target 2023/24	Target 2024/25	Target 2025/26

253. 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	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Investment Portfolio Pressures	Senior Responsible Officer:	Peter Davies
Your Ref No:	RES 2	Operational Lead Officer:	Deb Hill-Howells
Version No:		Directorate:	Resources
Date:	15.11.21	Section:	Estates

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

254. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

1) Investments Rental Shortfall - £650k

The Council has undertaken two investment acquisitions, Castlegate in June 2018, and Newport Leisure Park in March 2019. The assets have a combined net annual income target of £609,000 and surplus income has been allocated to a sinking fund.

At the time of acquiring Castlegate, we were aware that a tenant had the ability to exercise a break clause in March 2022, which would have a significant impact on the rent roll. The tenant has now served notice to exercise the break, which will result in a loss of rental and additional landlord expenditure to meet the void service charge costs. The consequence is a pressure in 2022/23 of £1,089,274.

Newport Leisure Park was significantly impacted during the pandemic as the leisure sector was subject to closure periods and following re-opening initially social distancing limited capacity. Whilst the leisure sector is starting to bounce back, the loss of several tenants and the ongoing trading position will result in a projected shortfall of £99,933 against the net income target of £400,000.

It is proposed that the sinking funds are combined and used to reduce the overall impact of the projected loss, the estimated balance of the sinking fund at end of 21-22 will be £539,056, if all of this amount is used then the combined pressure will reduce to **£650,151**.

	Indicative Budget 22-23	Projected Outturn 22-23	Variance
Castlegate	- 209,000	880,274	1,089,274
Newport Leisure Park	- 400,000	- 300,067	99,933
Net Position	- 609,000	580,207	1,189,207
Combined Sinking Fund			- 539,056
Projected Budget Pressure 22-23			650,151

2) Major Offices Rental Pressure - £100k

Innovation House has now been re-designated as an investment asset and an additional £100,000 income target was applied to the budget. Due to the pandemic the office sector has changed significantly and companies are looking to rationalise office accommodation, which has meant that the current large floorspaces are not proving attractive to potential investors. Work is underway to consider the options for the site, which could include disposal or re-configuring the space into smaller suites or flexible working opportunities. The current income target is not achievable and has resulted in a £100,000 pressure for the service.

3) Markets Income Pressure - £31k

The Markets service is forecasting an income shortfall of £31,000 for the forthcoming year. The traders in Abergavenny Town Hall have encountered trading difficulties due to the Town Hall refurbishment and Covid restrictions. It is not proposed to increase pitch fees in April 22, therefore we will be unable to recover the £31k shortfall.

255. **Supporting Data and Evidence:** Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Note, the below data has been modified due to Commercial sensitivity.

Newport Leisure Park

	Forecast Position 22-23
Total Expenditure	940,987
Total Income	- 1,241,054
Net Investment Position	- 300,067
MTFP Surplus	- 400,000
Net MTFP Position	99,933

Castlegate

	Forecast Position 2022-23
Total Expenditure	1,350,630
Total Income	- 470,356
Net Investment Position	880,274
MTFP Budgeted Surplus	- 209,000
Net Projected MTFP Shortfall	1,089,274

	21-22 Budget	22-23 Projection	Variance	Notes
Estates Income Budget	- 402,000	- 302,000	100,000	Vacant office space Magor
Markets Income Budget	- 327,505	- 296,505	31,000	Stall Income is projected to be below budget due to impact of pandemic.

256. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Investment Properties	(609)	650		650				650
Magor Office Rental	225	100		100				100
Markets Income Shortfall	(28)	31		31				31
Total	(412)	781		781				781

257. 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		

258. 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	Castlegate is a strategic employment site in Monmouthshire
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	Y	Investment Committee regularly review performance and determine whether to retain or dispose of the assets
Will this proposal require any amendments to MCC policy?	N	

259. 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?

260. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

At the time of acquisition sinking funds were established so that any net income over the income target of £609,000 could be allocated to reserves to offset a future income deficit given the cyclical nature of the property market and to mitigate the impact of voids. Whilst no one predicted the pandemic, the sinking fund can offset the forecast income loss in NLP and Castlegate. It is acknowledged that the pandemic has accelerated structural changes in the office market and Castlegate now needs to respond to those changes so that the site can become an attractive proposition for future occupiers. This may involve landlord refurbishments and tenant inducements which will have a short-term negative impact on the financial performance, however, would safeguard a longer-term income position.

261. 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	

262. Up-front Investment Requirement

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Marketing and agency support	External providers	

263. Consultation Describe any initial consultation that has been or needs to be undertaken to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
Investment Committee	A review of the Investment portfolio performance was discussed at Investment Committee together with the options of retention or disposal.	9 th November 2021

264. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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
That Castlegate fails to attract any new tenants	Operational	The site is yet to be marketed and the structural changes to the office market.	Medium	A professional marketing campaign, utilising established networks to identify and respond to interest. Potential for landlord investment in refurbishments to meet future occupier needs.

The NLP trading position deteriorates because of new covid measures	Operational	The previous restrictions significantly impacted on tenants and their ability to trade.	Medium	It is assumed that if further restrictions were introduced, hardship funding would be re-introduced by WG which would be utilised to support tenants.
NLP fails to attract new tenants and voids increase.	Operational	Whilst we have been successful in attracting interest to one unit, the same level of interest may not be forthcoming on other units due to the trading formats.	Medium	Leisure specialist agents will be appointed to support MCC in attracting new occupiers and will enable us to access new networks and opportunities.

265. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Void liabilities in Castlegate are mitigated.	A review of the service charge is being undertaken to reflect the reduced occupancy levels but ensuring that site remains attractive for existing and potential tenants.	Debra Hill-Howells
That Investment Committee approve any requests for landlord refurbishments to secure new lettings	It is acknowledged that Castlegate may require refurbishment in part to respond to the changing market demands. Any expenditure to be funded from approved borrowing, with the resultant debt to be serviced through the income.	Investment Committee

266. 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 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Budget	Budget delivered within forecast				

267. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services, or works?	Y	Leisure agents for NLP
Will this proposal impact on the authorities-built assets?	Y	This proposal seeks to deal with a projected shortfall on income in the forthcoming financial year.
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Property Services – Net Income Pressure	Senior Responsible Officer:	Peter Davies
Your Ref No:	RES6	Operational Lead Officer:	Deb Hill-Howells
Version No:	1	Directorate:	RES
Date:	12.11.20	Section:	Property Services

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

268. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The Property Services revenue budget relies on the ability to recharge an element of staff time to the capital programme. The income budget for capital fees has been increased in recent years to take into account the larger projects that the team have worked on such as 21st century schools and Gwent Police HQ.

Discussions are on-going with Gwent Police to ascertain their programme of works to determine the workload for the service in the short to medium term to confirm the income position. If Gwent Police are unable to provide a certain and guaranteed workstream resources will need to be reduced in line with confirmed income streams. Early estimates indicate that following a realignment in resources the net shortfall in service budget will be £139k

269. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Property Services – Estimated 22-23 Funding Shortfall

	21-22 Budget	22-23 Projection	Variance
Service Expenditure	1,733,034	1,414,284	- 318,750
Service Income	- 1,502,784	- 1,044,772	458,012
Total	230,250	369,512	139,262

270. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Property Services	230	139		139				139
TOTAL	230	139		139				139

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271. 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)

272. 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	Sustainable and resilient organisation
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

273. 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?
Reducing our resources base will result in the need to commission resources on a task and finish basis, which may increase project lead in times.	Property Services Users and colleagues in Property Services	Negative for the staff involved and the corporate entity as access to internal technical advice will be reduced.
If Gwent Police are able to provide certainty on workstreams, this will provide certainty for the team in the medium term and mitigate the financial pressure	Property Services team	Positive – roles will be safeguarded for the medium term

274. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

<p>The primary action is to secure a guaranteed works and income stream from Gwent Police which will offset the revenue pressure and enable the existing resource base to be retained.</p> <p>In the event that Gwent Police are unable to confirm their works programme, the staffing base within Property Services will be realigned to match project pipeline, which will reduce the pressure to the identified £139,000.</p>
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275. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	A restructure of Property Services will be undertaken to realign capacity to workflow demands.

Will this project have any legal implication for the authority?	N	
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276. Up-front Investment Requirement

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

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

277. Consultation

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

Consultee	Description	Date (delivered/planned)
Property Services Staff	A restructure will be requirement to reduce resources in line with workflow projections	tbc

278. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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
Resources are reduced and further work demands are identified	Operational	Reducing resources removes expertise and capacity, which will limit our ability to respond to new or increased workload pressures	Medium	Capacity and expertise will be commissioned externally on a task and finish basis
An agreed pipeline of works with Gwent Police does not materialise	Operational	The preference is to guarantee a works pipeline to preserve the existing staffing base. If a pipeline is agreed, but is not subsequently delivered, MCC will be carrying an unfunded pressure.	Medium	Discussions are already ongoing with Gwent Police and it is expected that these discussions will conclude early in 2022.

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That income levels continue to fall in line with forecast pipeline as evidenced by the current financial year	Income fees have reduced this year as a large project closes and identified pipelines do not provide sufficient income in the short to medium term to offset income requirements.	PD/DHH

279. 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 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Budget	Income targets are met, and the service is cost neutral to MCC				
Staff	Resources are reduced in line with available / forecast income				
Customers	Projects are delivered with the required support from Property Services				

280. 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	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Housing benefit shortfall – rehabilitation unit	Senior Responsible Officer:	Peter Davies
Your Ref No:	RES8	Operational Lead Officer:	Ruth Donovan/Richard Davies
Version No:	1	Directorate:	Resources
Date:	09/11/21	Section:	Revenues, Systems & Exchequer

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

281. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Within the county is an animal therapy drug and alcohol rehabilitation establishment which provides supported housing for mainly single male clients. The referrals to the farm come from across the country and are not exclusive to Monmouthshire.

The rents applied by the operators have been agreed as reasonable by the Council but are comparatively lower than other forms of supported housing. The rents were subject to a formal review three years ago but it was felt by the Council that the organisation was of great value, doing significant good work and that the rents should not be reduced. Most clients who reside there receive maximum Housing Benefit due to their low income status.

However, because the operator is a registered charity providing supported housing the Council does not receive full subsidy for any Housing Benefit paid. The tenancies fall under Regulation 12 of the 2006 Housing Benefit Regulations which means they are subject to a rent officer assessment. The Council receives only 60 per cent of the subsidy on Housing Benefit paid above the level determined by the rent officer as the claim-related rent, meaning that the Council are having to fund the remaining 40%.

The situation is likely to be ongoing, as there is no immediate expectation that there will be a change to the Housing Benefit regulations or to the operational status of the unit.

282. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Email confirmation from Richard Davies Shared Benefits Service which is supported by data held on the Housing Benefit system and reported as part of the Housing Benefit Subsidy return.

283. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Housing Benefit Budget	173	32		32				32

284. 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 – all Housing Benefit Subsidy claimable has been applied		

285. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

286. 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?

287. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

These pressures have previously been managed within the Housing Benefit budget. However demand pressures are building, largely as a result of the pandemic, meaning that it is not possible to continue to absorb these costs within the existing budget. In supporting the establishment, costs are ongoing and are unlikely to change in the near future.

288. 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	

289. Up-front Investment Requirement

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

290. Consultation Describe any initial consultation that has been or needs to be 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		

291. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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 if this service was not supported there could be a detrimental impact on vulnerable individuals across the country	Operational	Long term nature of the establishment means it is difficult to absorb these recurring costs within existing budgets	Medium	

292. Assumptions

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

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

293. 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 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Ongoing service monitoring through Service Business Plans and Shared Service Board Meetings	n/a				

294. 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	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Shared Revenues & Benefits Service – Unfunded staff costs and contributions	Senior Responsible Officer:	Peter Davies
Your Ref No:	RES9	Operational Lead Officer:	Ruth Donovan
Version No:	1	Directorate:	Resources
Date:	05/11/21	Section:	Revenues, Systems & Exchequer

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

295. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

There are two elements to this budget pressure:

Firstly regarding the Shared Revenues and Benefits Service run by Torfaen County Borough Council. Each year the annual contribution Monmouthshire makes increases to reflect the annual pay award and increments for Officers of the Shared Service. However, the MTFP model does not allow for an annual inflation uplift for these costs (budget is showing against non-pay). In previous years the increase has been managed within the sections budget. However this is not sustainable in the long term.

The second element is that the Revenues, Systems & Exchequer budget is carrying a pressure in its staffing budget for the unfunded element of the 2020/21 pay award. This has been managed in 2021/22 through holding vacancies open. However this position cannot be maintained into next year.

296. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Email confirmation from Sharon Leah (Accountant for TCBC) of the estimated increase in Monmouthshire's contribution to the Shared Service for 2022/23.

297. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Revenues, Systems & Exchequer	287	22		22				22

- Revenues & Benefits								
Revenues, Systems & Exchequer – Staffing	1,099	11.5		11.5				11.5

298. 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		

299. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

300. 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?
Maintaining the successful Shared Service arrangements	Shared Revenues & Benefits Service	Positive if current arrangements are maintained
Ensuring the Team operates to its full capacity	Whole team	Positive if full team is in place

301. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

These pressures have previously been managed across the Revenues, Systems and Exchequer budget through contract savings and service reconfiguration. However pressures are building with costs increasing across the board e.g. increases in our core financial system costs and card payment fees making it increasingly hard to absorb these recurring costs. Prior to the creation of the Shared Revenues and Benefits Service these annual salary uplifts would have automatically increased under the MTFP.

302. Additional Considerations:

Question	Y/N	Comments/Impact

Will this proposal have any staffing implications?	Y	May need to continue to hold open vacancies and revisit the service expectations for the Shared Revenues and Benefits Service.
Will this project have any legal implication for the authority?	N	

303. Up-front Investment Requirement

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

304. Consultation

Describe any initial consultation that has been or needs to be 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		

305. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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 that will not be able to maintain Revenue and Benefit services at their current levels	Operational	If partners contributions don't cover core service costs the level of service provided will have to be reviewed. Putting vulnerable citizens at risk and potentially impacting our council tax collection.	Medium	Service redesign and automation is ongoing and will help but won't be able to fill the gaps.

306. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Estimated costs	The assumed increase in MCC's contribution to the Shared Service is based on estimated figures provided by Torfaen's service accountant. These figures may be revised/amended as Torfaen move through budget setting.	Shared Revenues and Benefits Board

307. 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 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Ongoing service monitoring through Service Business Plans and Shared Service Board Meetings	n/a				

308. 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	Maintaining the ongoing collaboration with TCBC
Will this project benefit from digital intervention?	N	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	ICT – Service & Insurance pressures	Senior Responsible Officer:	Peter Davies
Your Ref No:	RES 10	Operational Lead Officer:	Sian Hayward
Version No:	1	Directorate:	RES
Date:	03.12.21	Section:	ICT

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

309. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

ICT – Total Service Pressure £80k

- 1) The new SRS budget requirements for 22-23 have been released and will be going to Finance & Governance Board on the 7th December. If budget is approved by the board the authority's contribution will have to be increased by **£8k** to bring budget in-line with the 22/23 requirement.
- 2) Additional budget required to pay for cybercrime insurance cover of **£71k**. A Cabinet report titled "ICT Security & Resilience" was presented to members on the 6th November 2021 detailing the additional investment required to enhance cyber security arrangements across the authority's network. Recommendations within the report approved the requirement to include additional costs into the 22-23 budget and MTFP.

310. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

22-23 Spend Projection

Service	2022-23		
	Estimated Spend	Indicative Base	Variance
F022 SRS Contribution	2,269,183	2,260,816	8,367
F006 CyberInsurance	71,250	-	71,250
Revenue Total	2,340,433	2,260,816	79,617

Cyber Crime Insurance

Cabinet Report on 6th November 2021.

311. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
SRS	2,269	9		9				9
Cyber crime Insurance		71		71				71
Total	2,269	80		80				80

312. 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)
Grant opportunities identified via WG	Welsh Government	Confirmed

313. 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	These were addressed as part of the report for investment in our digital infrastructure and its effect
Has an initial Wellbeing & Future Generation Assessment being undertaken?	Y	Undertaken as part of the Cabinet report outlining the investment and funding opportunities
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

314. 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?
Better security and protection of the council's data and information	Staff and the communities we serve	Positive
Protection from cyber crime and fraud	Our communities and workforce	Positive
Protect our schools from losing their data and online safety of our schoolchildren	All school children, parents and teachers	Positive

315. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

There are no mitigating or offsetting measures to reduce the budget pressure. This pressure will protect us from loss of data and help us with business continuity

316. 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	

317. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)
	Consultation was undertaken as part of the Cabinet reports and business cases supporting this investment.	

319. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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
	Operational		L	

320. Assumptions

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

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

321. 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 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
It is inevitable that we will get a cyber attack at some point. We can only measure the performance via the number of attacks identified and deflected, but it would be very difficult to measure the potential impact of any threat that may have come through.					

322. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?		Yes but the procurement process has already been covered.
Will this proposal impact on the authorities built assets?		No

Will this proposal present any collaboration opportunities?		Yes it is a collaborative process between the SRs partners already
Will this project benefit from digital intervention?		It is already digital

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

SCH7	Social care workforce sustainability grant reduction	124,000
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The Welsh Government provisional settlement received on the 21st December 2021 highlighted that £124,000 of the SCWS grant has been transferred into the main settlement to partly meet real living wage pressures. As this grant is wholly supporting social care base pressures, this cause an immediate funding shortfall for the service.

SCH8	Budget provision and contingency to support fragility in care sector	1,903
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Welsh Government have confirmed that the settlement includes funding to enable authorities to meet the additional costs of starting to pay the Real Living Wage (RLW) of £9.90 an hour to social care workers from April 2022. The Council already commits to paying its paid workforce at the RLW. For commissioned care it is anticipated that market providers are already having to pay staff above RLW and in light of the well publicised challenges with recruitment and retention and at a time when Welsh Government is removing the funding support through its COVID hardship fund. The funding included in the settlement remains unhypothecated within the settlement and therefore assists the Council in making further budget provision and contingency that allow the Council to suitably respond to challenges brought about by the fragility of the care sector and the current levels of unmet need.

CORP1	Assumed 1.75% pay award - Non teaching	611,000
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The medium term financial plan is currently based on an assumption of a 1% pay award for non-teaching staff year on year. The forecast pressure of £611,000 represents an additional 0.75% that is currently expected to be awarded on top of the 1% for 2022/23 financial year. The final level of award for 2022/23 will not be known until mid-way through the year itself following the pay negotiation process, and therefore this represents a degree of budgetary risk that will need to be carried into the financial year.

CORP2	Non pay inflation - Energy	446,000
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Total anticipated pressure **£445,505.**

- Our energy is purchased through the National Procurement Service (NPS) arrangement with Crown Commercial Services (CCS) over an extended window (9-10 months) starting in April each year for the following April's 12-month fixed price contracts. (e.g. purchasing began in April 21 for Apr-22 to Mar-23 prices.
- CCS watch the wholesale market movement, purchasing amounts of energy at various points to try and take advantage of falls / minimise impact of increase in prices and trying to work within a price cap.
- Based on the August 21 update, CCS have purchased 92-93% of our energy and are forecasting an overall price increase of approximately 40%. Based on a quick analysis of the estimated unit rates v our average rates, the impact of increases could be to the following scale:

Projected increases based on CCS data :-

- Gas 29%
- Electricity 21%

Calculation takes into account energy usage across all of the authority's estate including schools but excludes our investment portfolio as energy increase will be borne by tenants.

	2021/22	2022/23
	Based on existing rates applied to 2019/20 cons	Forecast rates applied to 2019/20 cons (Low)

Electricity:		
Forecast	£1,630,919	£1,924,429
Increase		£293,510
Gas:		
Forecast	£526,614	£678,609
Increase		£151,995

- Caveats to above:
 - 8-9% of energy still to be purchased with market rising.
 - Non-energy costs and standing charges included in expenditure may increase at different levels.
- Longer term, CCS will begin to purchase for April 2023 in April 2022, by which time some of the issues impacting prices now may well have changed, and they will try to purchase to manage impact through that window too, i.e. to take advantage if prices drop.
 - Alternative procurement strategies may provide more flexibility (e.g. different contract pricing lengths, reverse auctions, flexible rates), but they come with other risks and we also have to give CCS 6 months' notice before the buying window.

CORP3	Fire precept - estimated increase	188,000
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The Council will not receive notice from the South Wales Fire & Rescue Authority of their precept for next year until February 2022. The forecast increase currently included of £188,000 is based on the estimated increase in MCC Council tax of 3.95% which represents the best estimate at present of how the fire authority budget will also be impacted for 2022/23.

CORP4	Employers national insurance contribution 1.25% rise	96,000
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From 6 April 2022 to 5 April 2023 National Insurance contributions for MCC as an employer will increase by 1.25%, reflecting the requirement of Central Government to collect and earmark the additional funds to be spent on the NHS and social care in the UK. From April 2023, these increases will be legislated separately as a "health and social care" (H&SC) levy and NIC rates will return to 2021/22 levels.

CORP6	Coroners levy	24,000
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The coroner service requires additional resource in terms of a full time area coroner to be added to the budget to supplement the service given the volume of cases experienced and the need to address the significant backlog in inquest hearings.

Historically the Coroner has had access to assistant coroners on a casual basis to cover for periods of training or absence. It is anticipated that the area coroner would be available to provide this cover in future and so a budgetary saving has been assumed to assist in affording the services of a full time area coroner.

CORP7	Archives levy	14,000
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The initial budget for 2022/23 is showing various accumulated inflationary pressures which are only partially offset by reduced occupancy in the General Offices;

The 2022/23 budget seeks to increase the Joint Authority contributions for the first time since 2015/16 in the face of rising service costs.

CORP8	Reduction in Crematorium service dividend	46,000
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The expected reduction in crematorium service dividend that ensures that the service remains sustainable in the longer term without a reliance on reserves.

SAVINGS

CORP5	Capitalisation directive	(442,000)
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In recent years the Council has made use of Welsh Government's capitalisation directive to meet one-off costs associated with service reform. The Council has had to make use of this flexibility in 2019/20, 2020/21 and 2021/22, and further plans to do so in 2022/23. The identified expenditure should meet the definition of being service transformational, driving a digital approach or working collaboratively to reduce overall costs. It is important to note that funding from capital receipts, much like that from reserve is a one-off source of funding which cannot be used again.

The base budget for 2022/23 already includes £2.2m in support from capitalisation directive and service heads have identified a further £442k as being eligible to be funded via this mechanism.

The medium term financial plan currently assumes that majority of this support will be switched off from 2023/24 onwards, however consideration will need to be given to how services are given the opportunity for a “soft landing” following a period of significant service redesign and where new structures and processes may not yet be fully embedded.

For information, the following outlines the projected level of capital receipts over the medium term including the additional use of £442k in 2022/23:

	2021/22	2022/23	2023/24	2024/25	2025/26
	£000	£000	£000	£000	£000
Balance as at 1st April	9,581	13,872	12,081	10,994	9,907
Capital receipts used for financing	(3,737)	(1,895)	(684)	(684)	(684)
Capital receipts used to support capitalisation direction	(2,208)	(2,650)	(507)	(507)	(507)
Capital receipts Received or Forecast	10,236	2,754	104	104	104
Forecast Balance as at 31st March	13,872	12,081	10,994	9,907	8,820

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Social Care Safeguarding and Health Fees & Charges 2021/22	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCH6	Operational Lead Officer:	Tyrone Stokes
Version No:	1	Directorate:	SCH
Date:	19 th November 2021	Section:	Finance

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

323. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

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 2022/23. A part of the review, we have identified a number of fees and charges that have scope for increasing in 2022/23, with an additional annual income projection of £120,000. 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 2022/23, with the additional annual income projection also detailed, split by Statutory and Non Statutory.

324. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

2022/23 Fees & Charges Schedule

325. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000	
SCH	52,600		(120)	(120)				(120)

326. 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)

327. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	Y	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

328. 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?

329. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

330. 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	

331. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)
Eve Parkinson	Review of Fees and Charges for Adult Care Services	
Dave Jones	Review of Fees and Charges for Public Protection	

333. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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

334. Assumptions

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

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

335. 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

336. 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	

2022/23 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Enterprise – Discretionary Fees & Charges Increases	Senior Responsible Officer:	Frances O'Brien
Your Ref No:	ENT10	Operational Lead Officer:	Frances O'Brien
Version No:	1	Directorate:	Enterprise
Date:	06.12.2021	Section:	Enterprise

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

337. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Increased income generation as a result of increases in discretionary fees & charges within the Enterprise Directorate. This will result in a budget saving of **£13,063**.

338. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

See attached Fees & Charges report.

339. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Enterprise			(13)	(13)				(13)

340. 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		

341. 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 increase in charges enables us to sustain the quality of discretionary services
Has an initial Wellbeing & Future Generation Assessment being undertaken?		
Will an option appraisal be required?		
Will this proposal require any amendments to MCC policy?		

342. 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?
N/A		

343. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

N/A

344. 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	

345. Up-front Investment Requirement

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

346. Consultation Describe any initial consultation that has been or needs to be 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		

347. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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

348. Assumptions

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

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

349. 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 2022/23	Target 2023/24	Target 2024/25	Target 2025/26

350. 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	

Discretionary Fees And Charges Proposals 2022-2023

The following schedule details the proposed Fees and charge levels for the Authorities chargeable discretionary services applicable to the financial year 2022/23.									
Service Area	Service being charged for	Charging Policy	Charges 2021/22 £:p	Budget 2021/22	Proposed Charges for 2022/23 £:p	Percentage Increase	Proposed Budget 2022/23	Increased additional budget income identified for 2022-23 budget setting purposes	Reason why inflationary increase is not being considered
ENTERPRISE DIRECTORATE									
Traffic & Road Safety	Road Closures		£2,050.00	187,178	£2,152.00	3.10%	192,981	5,803	
	Access Markings & Events Signings		Various	9,322	Various	3.10%	9,611	289	
Streetworks	Scaffolding Licence		£82.00	9,372	£84.54	3.10%	9,662	290	
	Skip Licence		£82.00	9,567	£84.54	3.10%	9,864	297	
	Section 50 Licence		£769.00	26,303	£792.84	3.10%	27,118	815	
	FPN & RASWA Fees		Various	59,953	Various	0	59,953	0	
Highways Development	Street Name & Numbering		51.00 - Name Change	36,381	£53.00 - Name Change		37,509		
			£133 - New Address per property		£137 - New Address per property			1,128	
		£Varies – Multiple Plot/Properties		£Varies – Multiple Plot/Properties	3.10%				
		Various	140,172	Various		144,517	4,345		
		£133.00		£137.00	3.10%				
		Con 29 Various Charges	3,091	Con 29 Various Charges	3.10%	3,187			
	Highways Inspection Fees/278 fees/external/capital								
	Dropped Kerbs								
	Land Search Income							96	
			£41.00 – Highway extents plan		£42.00 – Highway extents plan	3.10%			
						3.10%			

Floods & SUDS	Ordinary Watercourse Consent Fees		£50.00	34,507	£50.00	0	34,507	0	Fees are set by legislation so MCC have no control over increasing them. No budget increase either.
	SABs Pre-Application Advice								
		Level 1 - Pre-App written advice (Rate by hectare area)	£180.00-£540.00		£180.00-£540.00	0		0	Increasing fees could potentially price ourselves out of the market and lose market share. No budget increase either.
		Level 2 - Pre-App written advice + 1 meeting	£240.00-£660.00		£240.00-£660.00	0		0	
		Pre-App Site Meeting (per Hr)	50		50	0		0	
		Pre-App Additional Advice (Per Hr)	50		50	0		0	

Service Area	Service being charged for	Charging Policy	Charges 2021/22 £:p	Budget 2021/22	Proposed Charges for 2022/23 £:p	Percentage Increase	Proposed Budget 2022/23	Increased additional budget income identified for 2022-23 budget setting purposes	Reason why inflationary increase is not being considered
	SABs Application	Set By Statute (rate by hectare area)	£420.00-£1,750.00		£420.00-£1,750.00	0		0	Fees are set by legislation so MCC have no control over increasing them. No budget increase either.
Car Parking	Charges	Pay and Display Income	£1.50 - 2 hr. stay, £1.90 - 3 hr. stay, £2.40 - 4 hr. stay, £4.80 all day. £3.60 daily charge Tuesday only at Byefield Lane. £2.40 - Daily charge for Rogiet Playing Fields. £1.50 daily tariff charge - Drill Hall, Cinderhill, Rowing Club and The Station 5 day Tariff - £18.00 6 day Tariff - £21.50 Over stay - £6.00 Sunday tariff first 2 hours free then £1 for the remainder of the day	1,305,200	£1.50 - 2 hr. stay, £1.90 - 3 hr. stay, £2.40 - 4 hr. stay, £4.80 all day. £3.60 daily charge Tuesday only at Byefield Lane. £2.40 - Daily charge for Rogiet Playing Fields. £1.50 daily tariff charge - Drill Hall, Cinderhill, Rowing Club and The Station 5 day Tariff - £18.00 6 day Tariff - £21.50 Over stay - £6.00 Sunday tariff first 2 hours free then £1 for the remainder of the day	0	1,305,200	0	Car Parking charges increase will need to be considered as part of the overall parking review. No budget increase either.

	Contravention Fees	£25/£50 – Low Contravention Fee £35/£70 - High Contravention Fee	351,600	£25/£50 – Low Contravention Fee £35/£70 - High Contravention Fee	0	351,600	0
	Residential Street Permits	£60	2,850	£60	0	2,850	0
	Residential Off Street Permits	£60	7,150	£60	0	7,150	0
	Season Ticket Off Street – Car Park Specific. (Drill Hall, Cinderhill, Rowing Club and The Station)	£137.50	91,700	£137.50	0	91,700	0
	Season Tickets Off Street - Long Stay	£430 pa. £220 6 months or £110 3 months		£430 pa. £220 6 months or £110 3 months	0		0
	Season Tickets Off Street - Short Stay	£540 pa. £275 6 months or £138 3 months		£540 pa. £275 6 months or £138 3 months	0		0
	Rents letting of car parks	£1,500 per visit depending on what it will be used for.	3,450	£1,500 per visit depending on what it will be used for.	0	3,450	0
	Recovery Fees	Various	2,050	Various	0	2,050	0
	Wayleaves & Easements	Various	1,050	Various	0	1,050	0

Service Area	Service being charged for	Charging Policy	Charges 2021/22 £:p	Budget 2021/22	Proposed Charges for 2022/23 £:p	Percentage Increase	Proposed Budget 2022/23	Increased additional budget income identified for 2022-23 budget setting purposes	Reason why inflationary increase is not being considered
Catering	School Meals	Meal Price	£2.50	978,000	£2.50	0	978,000	0	No increase due to the uncertainty of future income levels as a result of Covid pandemic impact on service
Waste	Sale of Garden Bags to residents	Garden waste bags to residents	£28 / bin	500,000	£28 / bin		500,000	0	No increase, was agreed to remain at this rate due to the large increase in the previous years. Budget remaining unchanged.

	Sale of bags to Trade	Green trade bags for residual waste	£2.70	22,000	£2.80	3.1% rounded	22,000	0	Budget will remain unchanged
	Sale of bags to Trade	Trade sacks Red and Purple recycling	£17.50	12,000	£18.00	3.1% rounded	12,000	0	Budget will remain unchanged
	Sale of Trade Bins SCHOOLS	Charge for collection and disposal	£12.25, £15.40, £18.50 and £24.30 for coll and disposal	105,000	£12.65, £15.90, £19.10 and £25.05 for coll and disposal	3.1% rounded	105,000	0	Budget will remain unchanged
	Trade Notes	One off annual chg	£31	12,000	£32	3.1% rounded	12,000	0	Budget will remain unchanged
	Sale of Trade Bins EXTERNAL	Charge for collection and disposal	£12.25, £15.40, £18.50 and £24.30 for coll and disposal	315,000	£12.65, £15.90, £19.10 and £25.05 for coll and disposal	3.1% rounded	315,000	0	
	Sale of glass boxes to Trade	£26 per box per year to be collection per fortnight for 44L box	£27	0	£28	3.1% rounded	0	0	Recycling service under review in 22/23. Budget unchanged (within the £315k budget)
	Sale of glass wheelie bins to Trade	Charge per bin for collection and disposal for 140L £5 and 240L £8.00 collected fortnightly	Charge per bin for collection and disposal for 140L £5.25 and 240L £8.50 collected fortnightly	0	Charge per bin for collection and disposal for 140L £5.45 and 240L £8.80 collected fortnightly	3.1% rounded	0	0	
	Sale of trade cardboard tape	£7.50 per roll	£7.75	0	£8.00	3.1% rounded	0	0	
Transport	Private MOTs	Fixed nationally	£54.85 for a Car MOT - Price Fixed centrally. Prices increase depending on size of vehicle	8,000	£54.85 for a Car MOT - Price Fixed centrally. Prices increase depending on size of vehicle	0	8,000	0	Rate is fixed

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Planning	Building Control Fees	Varies depending on type and size of work	Varies depending on type and size of work - Contact Building Control	413,150	Varies depending on type and size of work - Contact Building Control	0	413,150	0	Fees are already a lot higher than adjacent authorities, if we put the fees up any further we could price ourselves out of the market and lose market share. No budget increase either.
Planning	Development Control	Pre planning advice non statutory		60,500		3.10%	60,500	0	

		FAST TRACK PLANNING APPLICATIONS R1		3,050		3.10%	3,050	0	
		COMPLETION/PRE-PURCHASE CERTIFICATES R1	Varies depending on type and size of work - Contact Planning Department	2,050	Varies depending on type and size of work - Contact Planning Department	3.10%	2,050	0	Currently not achieving income target so will just increase pressure next year
		Section 106 Admin Fee		20,000		3.10%	20,000	0	
		Planning Searches		2,100		3.10%	2,100	0	
		Planning Applications - amending applications		2,000		0	2,000	0	
Housing	Careline Alarms non business	Weekly equipment rental	£4.50 per week per client	178,500	£4.50 per week per client	0	178,500	0	Increasing the fee for this could make it unaffordable for clients, most clients who require these services are of pensionable age and not in receipt of high incomes.
	Careline Installation Charges	Charge for equipment installation	£45 per installation est. of 200	9,000	£45 per installation est. of 200	0	9,000	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.
	Disabled Facility Grant Admin Fee	Charge to client for arranging and administering home adaptation work.	£950 per grant	84,500	£950 per grant	0	84,500	0	
Sub-Total ENTERPRISE				5,007,746			5,020,809	13,063	
CHIEF EXECUTIVES									
Community Education			Various	89,500	Various	0	89,500	0	Price adjustment included s part of income mandate.

Service Area	Service being charged for	Charging Policy	Charges 2021/22 £:p	Budget 2021/22	Proposed Charges for 2022/23 £:p	Percentage Increase	Proposed Budget 2022/23	Increased additional budget income identified for 2022-23 budget setting purposes	Reason why inflationary increase is not being considered
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Libraries	Talking Books			3,766		0	3,766	0	Prices are at a maximum, any more increases will impact on library usage.
	Video/DVDS			7,550		0	7,550	0	
	Sales Commission			17,600		0	17,600	0	
	Discards			910		0	910	0	
	Overdue Charges		22p per day, max charge £15.00	10,500	22p per day, max charge £15.00	0	10,500	0	
			For concessionary groups, 12p per day, max charge £7.50		For concessionary groups, 12p per day, max charge £7.50	0		0	
	Internet Usage		£1.04 per half hour for non members	12,900	£1.04 per half hour for non members	0	12,900	0	
	Photocopying		From 21p to 36p per sheet	3,170	From 21p to 36p per sheet	0	3,170	0	
	Reservation Fees (Inter Library Loans)		£4.30 per reservation	570	£4.30 per reservation	0	570	0	
	Promotional Sales Commission			3,646		0	3,646	0	
	Hire of Facilities			2,000		0	2,000	0	
Sub-Total CEO				152,112			152,112	0	
RESOURCES DIRECTORA E									

Markets	Markets-Caldicot	Per stall						0	No increase due to the uncertainty the markets have faced due to Covid pandemic, also the disruption from building works at Abergavenny.
	Markets - Monmouth	Per stall						0	
	Markets-Abergavenny	Per stall or Sq ft of space						0	
	Tuesday Market inside per table		£15.76		£15.76	0%		0	
	Tuesday Market Outside per foot of floor space		£2.40		£2.40	0%		0	
	Wednesday Market per table		£9.45		£9.45	0%		0	
	Friday Market per table		£10.51	327,505	£10.51	0%	327,505	0	

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	Saturday Market inside per table		£15.76		£15.76	0%		0	
	Saturday Market Outside - Small		£11.56		£11.56	0%		0	
	Saturday Market Outside - Large		£23.11		£23.11	0%		0	
	Sunday Market per table		£10.51		£10.51	0%		0	
Cemeteries	Cemeteries Service Charge	Discretionary		197,482			197,482	0	No increase in budget as target not being achieved and even with price increases target not due to be achieved
	INTERMENT IN EARTHEN GRAVE: PERSONS 17 YEARS OF AGE OR UNDER:								
	Stillborn and non viable foetuses (New ERB)		No Charge /No Charge		No Charge /No Charge			0	
	New single depth grave in children's section (New ERB)		No Charge /No Charge		No Charge /No Charge			0	
	New Single Depth (New ERB)		No Charge /No Charge		No Charge /No Charge			0	

New Double Depth (New ERB)	No Charge /No Charge	No Charge /No Charge		0
New Treble Depth (New ERB)	No Charge /No Charge	No Charge /No Charge		0
PERSONS 18 YEARS OF AGE AND OVER:				0
New Single Depth (New ERB)	1667/3333	1719/3438	Increase by 3.1%	0
New Double Depth (New ERB)	1953/3907	2014/4028	Increase by 3.1%	0
New Treble Depth (New ERB)	3175/6352	3273/6546	Increase by 3.1%	0
Re-opened grave to single depth - (New ERB)	1141/1808	1176/1864	Increase by 3.1%	0
Re-opened grave to single depth (Transfer ERB)	1057/1057	1090/1090	Increase by 3.1%	0
Re-opened grave to double depth - (New ERB)	1486/2152	1532/2220	Increase by 3.1%	0
Re-opened grave to double depth - (Transfer ERB)	1332/1332	1373/1373	Increase by 3.1%	0
Cremated remains in Garden of Remembrance	722/1444	744/1488	Increase by 3.1%	0
Re-opened cremated remains - (New ERB)	722/1178	744/1213	Increase by 3.1%	0
Re-opened cremated remains (Transfer ERB)	667/667	687/687	Increase by 3.1%	0
Cremated Remains in new full grave	1217/2433	1255/2510	Increase by 3.1%	0
BRICKED GRAVE:				0
Single Depth	2091/4180	2156/4312	Increase by 3.1%	0
Double Depth	2848/5696	2936/5873	Increase by 3.1%	0

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	Treble Depth		3600/7199		3712/7423	Increase by 3.1%		0	

	RESERVATION OF GRAVE SPACE							0	
	Normal		300/748		309/771	Increase by 3.1%		0	
	Cremated Remains		190/475		196/490	Increase by 3.1%		0	
	RIGHT TO ERECT MEMORIALS							0	
	Normal Grave Space							0	
	All memorials for Children's Interments		No Charge					0	
	Headstones		242/484		250/500	Increase by 3.1%		0	
	Memorial Vases or Tablets		152/303		157/314	Increase by 3.1%		0	
	Re-Erection of Memorial following safety testing failure		No Charge		No Charge			0	
	Replacement of existing memorial		97/194		100/200	Increase by 3.1%		0	
	Cremation Plots							0	
	Memorial Vases or Tablets		152/303		157/314	Increase by 3.1%		0	
	ADDITIONAL INSCRIPTIONS ON MEMORIALS							0	
	Re- gilding of existing Inscriptions on all memorials		97/97		100/100	Increase by 3.1%		0	
			97/97		100/100	Increase by 3.1%		0	
	EXCLUSIVE RIGHT OF BURIAL FOR FULL GRAVE PLOT							0	
	Initial Issue		667/1333		688/1376	Increase by 3.1%		0	
	Each subsequent transfer		584/584		602/602	Increase by 3.1%		0	
	EXCLUSIVE RIGHT OF BURIAL FOR CR PLOT							0	
	Initial Issue		455/911		469/938	Increase by 3.1%		0	
	Each subsequent transfer		400/400		412/412	Increase by 3.1%		0	
	Form of Assignment		40/40		41/41	Increase by 3.1%		0	
Allotments	Allotment plots	Annual Increase	£28.30 Per Plot	2,419	£29.18 Per Plot	3.10%	2,419	0	Budget not increased as actuals are not reaching current budget targets.
Central Finance	External Fees	Staff Time Recovery	Various	19,500	Various	3.10%	19,500	0	No budget increase as actual charges below budget
Audit	External Fees	Staff Time Recovery	Various	2,250	Various	3.10%	2,250	0	No budget increase as actual charges below budget

Sub-Total Resources				549,156			549,156	0	
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Service Area	Service being charged for	Charging Policy	Charges 2021/22 £:p	Budget 2021/22	Proposed Charges for 2022/23 £:p	Percentage Increase	Proposed Budget 2022/23	Increased additional budget income identified for 2022-23 budget setting purposes	Reason why inflationary increase is not being considered
MONLIFE									
Leisure Sites	Sporting Equipment		£1.60-£24.30	21,850	£1.60-£24.30	0	21,850	0	
	Swimming Badges		£2.95-£3.80	7,700	£2.95-£3.80	0	7,700	0	
	Children's Clothing Resale		£10.50-£11.60	2,200	£10.50-£11.60	0	2,200	0	
	Cafeteria		£0.65 - £10.70	263,050	£0.65 - £10.70	0	263,050	0	
	Vending		£0.30-£1.40	27,300	£0.30-£1.40	0	27,300	0	
	Swimming Lessons		£5.35 per session	535,000	£5.35 per session	0	535,000	0	
	Swimming Lesson 1-2-1		£17.75-22.20 per session	14,500	£17.75-22.20 per session	0	14,500	0	
	Sport classes with Instruction		£3.90 per session£153.75 per block	156,400	£3.90 per session£153.75 per block	0	156,400	0	
	Swimming Pool Usage - No Instruction		£0-£85.95	281,800	£0-£85.95	0	281,800	0	
	Casual Bookings		£6.25-£54.95	35,100	£6.25-£54.95	0	35,100	0	
	Play Centre Admissions		£0-£4.55	52,600	£0-£4.55	0	52,600	0	
	Block Bookings Non Sports Hall		£4.90-£54.95	102,500	£4.90-£54.95	0	102,500	0	
	Outside Facility Hire (no block bookings)		£4.90-£60.85	72,900	£4.90-£60.85	0	72,900	0	
	Sports Hall Hire (no block bookings)		£6.70-£54.95	129,900	£6.70-£54.95	0	129,900	0	
	Hire of Sporting Facilities		£4.90-£60.85	17,700	£4.90-£60.85	0	17,700	0	

	Hire of Swimming Pool		£4.05-£85.95	21,200	£4.05-£85.95	0	21,200	0
	Lettings (Room Only)		£18.95-£32.50	69,450	£18.95-£32.50	0	69,450	0
	Advertising		£5.95-£339.20	1,300	£5.95-£339.20	0	1,300	0
	Beauty Treatments		£3.20-£47.30	52,500	£3.20-£47.30	0	52,500	0
	Personal Instruction		£0-£210.15	200	£0-£210.15	0	200	0
	Sauna		£2.55-£20.40	16,700	£2.55-£20.40	0	16,700	0
Leisure Fitness	Advance (Sale of Equipment)		£2.30-£8.20	14,000	£2.30-£8.20	0	14,000	0
	Personal Instruction		£0-£210.15	8,950	£0-£210.15	0	8,950	0
	Fitness Suite membership		£0-£335.00	1,244,840	£0-£335.00	0	1,244,840	0
	Exercise Classes		£0-£4.80	101,600	£0-£4.80	0	101,600	0
	Casual Bookings		£6.25-£54.95	24,300	£6.25-£54.95	0	24,300	0

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	Advertising		£5.95-£339.20	250	£5.95-£339.20	0	250	0	No increase due to the uncertainty of future income levels as a result of Covid pandemic impact on service
	Fit4Life		£0-£16.40/month	183,100	£0-£16.40/month	0	183,100	0	
	Toning Membership		£8.95-26.25	73,100	£8.95-26.25	0	73,100	0	
Leisure General	Sports Classes with Instruction		Range from 0p - £107.72	15,200	Range from 0p - £107.72		15,200		
	Raglan CRC Lettings		Range from £14.50 - £26	3,500	Range from £14.50 - £26	0	3,500	0	
Shirehall	Hire of Facilities		Range from £73.54-£4203	8,000	Range from £73.54-£4203		8,000		
	Lettings (Room Only)		Range from £73.54-£4203 x2.5% for every good resold	10,000	Range from £73.54-£4203 x2.5% for every good resold	0	10,000	0	
	Sale of goods & equipment		SLA with Monmouth TC	6,600	SLA with Monmouth TC		6,600		
	Market Rents			4,000			4,000		

Countryside	Rights of Way Orders		Recovery of Actual Costs	13,100	Recovery of Actual Costs	0	13,100	0
	Recharges External Bodies		Recovery of Actual Costs	102,500	Recovery of Actual Costs	0	102,500	0
Old Station	Old station Tintern Car Parking		£2.00; £17.40 (season).	25,300	£2.00; £17.40 (season).	0	25,300	0
	Old station Tintern Sales		Variable event charges and shop sales	22,600	Variable event charges and shop sales	0	22,600	0
	Old station Tintern Catering		Range from 52p - £57	110,300	Range from 52p - £57	0	110,300	0
Caldicot Castle	Cafeteria		Range from 52p - £57	1,500	Range from 52p - £57		1,500	
	Pay & Display Income		£2.00;£17.40 (season)	30,000	£2.00;£17.40 (season)	0	30,000	0
	General Events		Range from £7.90-£1,579	90,000	Range from £7.90£1,579		90,000	
Chepstow TIC	Sale of goods & equipment		Range from 10p-£208	31,400	Range from 10p-£208	0	31,400	0
	Cafeteria		Range from 52p - £57	25,300	Range from 52p - £57	0	25,300	0
Museums	Sales VAT		Range from 10p-£208	14,000	Range from 10p-£208	0	14,000	0
	Sales Non Vat		Range from 10p-£208	6,000	Range from 10p-£208	0	6,000	0
	Refreshments		Range from £1-£1.57	1,500	Range from £1-£1.57	0	1,500	0
	Hire of Facilities		Range from £0-£1312	1,000	Range from £0-£1312	0	1,000	0
	Educational Events		Range from £105-£210 per school	20,000	Range from £105-£210 per school	0	20,000	0
Learning	Educational Events		Various	26,600	Various	0	26,600	0
Outdoor Education	Lettings	Residential outdoor education visits	Avg Per pupil: Primary £236 Secondary £248	579,800	Avg Per pupil: Primary £236 Secondary £248	0	579,800	0

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	Souvenirs		Various	2,000	Various	0	2,000	0	
Sub-Total MonLife				4,682,190			4,682,190	0.00	

POLICY & GOVERNANCE									
People & HR	Training	External Training (Raglan Training Centre)	Various	50,000	Various	3.1%	50,000	0	Budget not increased as actuals are not reaching current budget targets.
Sub-Total PG				50,000			50,000	0	
SOCIAL CARE & HEALTH DIRECTORATE									
ADULT SERVICES									
Non residential fees	Actual charge based on Financial Assessment in line with legislation within the SSWB Act 2014	Means tested assessment based on client's ability to pay in line with the Authority's Social Care Charging Policy and SSWB Act financial legislation	£14.64 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.	447,811	£15.10 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.	3.1	461,693	13,882	
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	Actual charge based on Financial Assessment	Based on individual ability to pay as means tested (for existing residents in our own care settings will increase from its current £557.92 to £571.87 per week, new entrants will be charged the full charge equivalent to our fair fee level)	2,780,187	Based on individual ability to pay as means tested, but increase budget in line with Government announced rise in benefits and state pension for 2021 of 3.1% (for residents in our own care setting fees that can pay the full charge this will increase in line equivalent to our fair fee level)	3.1	2,866,373	86,186	
Public Health	Fee Income	As below	No change from 2020/21	16,243		0	16,243	0	
	Commercial licences	As below		1,967		0	1,967	0	

Commercial Fee Income	As below	25,465	2	25,974	509
Food Safety training	Set internally based upon market rates				
Discretionary Advisory Visits					

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	Veterinary Inspection Recharge	Riding Establishments Act 1970							
	Riding Establishments	Law requires no more than cost recovery							
	Petrol Station Permits/Licenses	Fixed by Government	<2500 litres £44 in 21/22; 2500 - 50000 litres £60; >50000 litres £125		Petrol Station Permits/Licenses As of April 2021 The Health and Safety and Nuclear (Fees) Regulations 2021 came into force. The previous regulations were in force for five years and operators can pay between 1-10 years in advance	<2500 litres £45 (2.3% inc); 2500 - 50000 litres £61 (1.7% inc); >50000 litres £128 (2.4% inc).			
	Registration for acupuncture, tattooing and ear piercing	Local Govt (misc Provisions) Act 1982							

	Local Authority Pollution, Prevention and Control		No change from 2020/21		As for 21/22. The fees and charges relating to LAPPC have not been updated since 2016 as such the Local Authority Permits for Part B Installations and Mobile Plant and Solvent Emission Activities (Fees and Charges) (Wales) Scheme 2016 remained in effect for 21/22. We have not been informed of a revision for April 2022, as such plan these remaining in force for 2022/23	0			
	Application fee	Mobile plant 1st and 2nd application 3rd to 7th application 8th and subsequent application Reducing fee activities dry cleaning or standalone PVR1 or PVRII PVR 1 and 2 activities carried on at same service station Any other reduced fee activity any reduced fee activity							

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	Private water supplies (fees set by Council but within max fig defined by EC directive)	Private water supplies per risk assessment (Required every 5 years)			22/23 - £230 1st risk assessment, repeat assessment £155 if on site visit required.	£230 (2.5% inc); 155 (3.4% inc)			

		Sampling (each visit)			As per 21/22 - £100 per visit inclusive of invoice plus: Analysis of sample on a direct recharge basis up to a maximum of £25 if taken under regulation 10 or 11. Analysis of sample on a direct recharge basis up to a maximum of £110 if taken during monitoring for Group A parameters. Analysis of sample on a direct recharge basis up to a maximum of £600 if taken during monitoring for Group B parameters.	The £100 per visit for sampling is the max permitted by the Private Water Supplies (Wales) Regs 2017. The cost of analysis sample on direct recharge has increased substantially in last year in line with the laboratory charges.			
		Investigation (each supply)			22/23 - £155.	3.4% inc			
Trading Standards.	Licences	As below		4,205			4,205	0	
	Fee Income			9,819			9,819	0	
	Explosive Licences								
	New 1 Year	Set by HSE	£111		£111	0			fees set by legislation
	Renewal 1 Year		£55		£55	0			fees set by legislation
	New 2 Year		£143		£143	0			fees set by legislation
	Renewal 2 Year		£87		£87	0			fees set by legislation
	New 3 Year		£176		£176	0			fees set by legislation
	Renewal 3 Year		£122		£122	0			fees set by legislation
	New 4 Year		£210		£210	0			fees set by legislation
	Renewal 4 Year		£155		£155	0			fees set by legislation

	New 5 Year		£242		£242	0	fees set by legislation	
	Renewal 5 Year		£188		£188	0	fees set by legislation	
	Weights & Measures	Weights & Measures Act 1963						

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	Fee per TSO		£90.34		£93.86	3.9	fees set by legislation		
	Fee per TO		£38.00		£38.00	0	fees set by legislation		
Licensing	Licenses	As below		216,942		0	216,942	0	
	Hackney Licenses	Fees set by Licensing Committee but must operate within laid down EC directive limits	Hackney new £230, renewal £169. Private Hire Vehicle new £224, renewal £175. Private Hire Operator new £788, renewal £784 for 5 years.		The 2022/23 licensing fees will be set by the Licensing and Regulatory Committee on 18th January 2022				
	Lottery and Gambling	Fixed by Govt							
	Licensing	Fixed by Govt							
	Other Licenses	Fees set by Licensing Committee but must operate within laid down EC directive limits							
Registrars	Approved Venue - Marriage & Civil Partnership		Mon to Friday £409, Sat £449, Sun and B/Hol £509	275,694	mon-fri:424, sat:464, sun & B/Hol: 524	mon-fri:3.6%, sat:3.4%, sun & b/hol: 2.94%	284,241	8,547	
	Old Parlour		Mon to Friday £219, Sat £269, Sun and B/Hol £509		mon-fri:229, sat: 279, sun & B'Hol: 524	mon-fri:4.5%, sat:3.7%, sun & b/hol: 5.4%			
	License for approved venues - New		1,500		1,550	all 3:3%			

	License for approved venues - Renewal		1,200		1,250	all 4.1%		
	Registrars attendance @ service (Registrar - Superintendent)	Set by General Register Office	35		35			
Registrars	Service Charge							
	Approved Venue - Marriage & Civil Partnership		£380 - £490		£380 - £490			
	Old Parlour		196		196			
	Celebratory Services at approved or other venues		£380 - £490		£380 - £490			
	Commemorative certificates & wallcharts		5		5			
ADULT SERVICES								
Community Meals	Community Meals & Day centre meals		£4.50 per meal	317,224	£4.64 per meal increasing in line with CPI of 3.1% as at as at September 2021	3.1	327,058	9,834
	Flat rate charges for preventative services							
	Meals @ home, per meal							
	Meals @ home, suppers, per meal							
	Lunch ant day centre establishments, chg per meal							
	Lunch at luncheon clubs, charge per meal							
Mardy Park	Catering		Pricing follows that of Community meals	19,500	Pricing follows that of Community meals	3.1	20,105	605

Service Area	Service being charged for	Charging Policy	Charges 2021/22 £:p	Budget 2021/22	Proposed Charges for 2022/23 £:p	Percentage Increase	Proposed Budget 2022/23	Increased additional budget income identified for 2022-23 budget setting purposes	Reason why inflationary increase is not being considered
Severn View	Mardy Park room hire		To increase in line with CPI as at September 2020	1,030	To increase in line with CPI as at September 2021 of 3.1%	3.1	1,062	32	
	Catering		Pricing follows that of Community meals	8,175	Pricing follows that of Community meals	3.1	8,428	253	
Trading Standards.	Licences			953		3.1	983	30	
	Fee Income								
	Animal Licences								
	Boarding Establishment	Animal Boarding Establishments Act 1963	132		136				
	Dog Breeding	Dog Breeding (Wales) Regulations 2014	132		136				
	Home Boarding		63		65				
	Dangerous Wild Animals	Dangerous Wild Animals Act 1976	168		173				
	Pet Shop	Pet Animals Act 1951	92		95				
Sub Total SOCIAL CARE & HEALTH DIRECTORATE				4,125,215			4,245,093	119,877	
TOTAL				14,566,420			14,699,360	132,940	