

Budget Pressures

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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	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.

1. 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.

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.

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

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.

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

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)
Fleet transition to ULEV vehicles	WG	Awaiting grant application details

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?	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.

6. 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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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?

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.

8. 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.

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)
monitoring, driver training, utilisation, and fleet transformation	2 additional posts	

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)

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

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

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 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				

14. 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.

15. 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.

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.

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

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.

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

18. 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

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	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	

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?
Improved environment and feeling of well-being	All	positive

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?

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.

22. 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.

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)
Roll out of polyprop will require one off additional costs of £200K (included above as capitalisation directive)	Capitalisation directive	no

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)
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

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
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.

26. 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

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

28. 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.

29. 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.**

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.

- 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.

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.

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

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

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	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	
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34. 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

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?

<p>None – previous budget mandates have identified all potential budget savings and shrunk services and increased income targets to challenging levels.</p>
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36. 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	

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)

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)
#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

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

40. Assumptions

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

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

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

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?	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	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.

43. 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

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.

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

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
				2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
Strategic Operations Team	157	67		67				67

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)
n/a		

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	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

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?
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

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?

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.

50. 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	

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)
N/a		

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)
Enterprise DMT/SLT	Report presented by Chief Officer for Enterprise	December 2020

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
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

54. 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

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

56. 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.

57. 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.

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.

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.

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	
Cleaning	216	62		62				62

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)
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

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?	N	
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 affected?	Is this impact positive or negative?
Improved service provision	Schools & MCC service areas	Positive

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?

<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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64. 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	

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)
N/A		

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)
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	

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
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.

68. 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.	

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	Cost neutral				
Customer	Improved service delivery and responsiveness				
Staff	Working hours are in line with contracted hours				

70. 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	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.

71. 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.

72. 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.

73. 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

74. 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		

75. 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	

76. 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?

77. 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

78. 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	

79. 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	

80. 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		

81. 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

82. Assumptions

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

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

83. 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			

84. 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.

85. 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.

86. 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.

87. 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				

88. 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)

89. 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?		

90. 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?

91. 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.

92. 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	

93. 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)

94. 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	

95. 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

96. Assumptions

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

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

97. 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

98. 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.

99. 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.

100. **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.

101. 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

102. 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		

103. 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	

104. 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?

105. 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.

106. 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	

107. 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	

108. 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

109. 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.

110. 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

111. 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				

112. 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.

113. 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

114. 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

115. 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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116. 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)

117. 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	

118. 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

119. 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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120. 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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121. 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)

122. 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

123. 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

124. 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				

125. 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.

126. 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.

127. 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.

128. 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

129. 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		

130. 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	

131. 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?

132. 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.

133. 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	

134. 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		

135. 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		

136. 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	

137. Assumptions

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

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

138. 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				

139. 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.

140. 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.

141. 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.

142. 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

143. 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		

144. 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	

145. 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

146. 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.

147. 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	

148. 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		

149. 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		

150. 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.

151. 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

152. 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				

153. 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	

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

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 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £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	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.

154. 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**.

155. 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.

156. 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)

157. 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		

158. 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?		

159. 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		

160. 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

161. 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	

162. 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		

163. 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		

164. 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

165. Assumptions

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

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

166. 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

167. 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	3.10%	144,517	4,345		
		£133.00		£137.00	3.10%				
		Con 29 Various Charges	3,091	Con 29 Various Charges	3.10%	3,187	96		
	Highways Inspection Fees/278 fees/external/capital		£41.00 – Highway extents plan		£42.00 – Highway extents plan	3.10%			
	Dropped Kerbs								
	Land Search Income								

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

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
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		
	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	Prices are at a maximum, any more increases will impact on library usage.	
	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 £4.30 per reservation	3,170	From 21p to 36p per sheet	0	3,170	0		
	Reservation Fees (Inter Library Loans)			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	

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
	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

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
	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					

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
	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

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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	