

Ref	Pressure/Saving by Directorate	Draft Pressure	Draft Saving
		£000	£000
CYP	Children & Young People	2,812	(1,918)
SCH	Social Care & Health	7,319	(4,349)
C&P	Communities & Place	3,710	(2,482)
MonLife	MonLife	1,498	(648)
CEO	Chief Executives Unit	146	(341)
P&G	People & Governance	12	(86)
RES	Resources	872	(1,143)
CORP	Corporate Costs & Levies	17	(433)
	Totals	16,386	(11,400)

Ref	Children & Young People	Draft Pressure £000	Draft Saving £000
DeCarb1&2	Schools energy - To reflect the projected costs of energy for 2023/24	2,039	
CYPPM1	Out of county and other LA ALN Pressure - The budget for Additional Learning Needs has seen a substantial pressure in demand for support for pupils. This demand includes requests to support more complex pupils from an early age and pupils also continuing their education into post 16.	306	
CYPPM4	Investment - Specialist needs resource base - Staffing Overmonnow / Monmouth and Pembroke	291	
CYPPM5	Welsh medium - Seedling provision, as an extension of an existing Welsh-medium school	66	
CYPPM2	Early Years - maintained nursery specialist teacher	60	
CYPPM6	ALN transport - Increased costs in providing transport for pupils with Additional Learning Needs, both in compulsory education and those continuing post 16.	50	
CYP13	Schools - This amounts to a reduction in the budget delegated to schools of 2.8% after making full provision for pay and energy increases.		(1,450)
CYP8	Increase ALN recoupment income - additional places and increased charges to cover pay awards.		(100)
CYP12	Gwent Music - withdraw subsidy from the service. A hardship fund will be maintained to support pupils from low-income families.		(100)
CYP9	Before School Clubs increased charges - To increase the charges of before school clubs to £2 for a morning session of childcare		(70)

CYP11b	Education Psychology staff savings - The proposal is to reduce the Education Psychology Service (EPS) by a further 0.6 FTE		(49)
CYP10	Reduce contribution to Education Achievement service - To reduce MCC's core contribution by 10%		(40)
CYP11a	Education Psychology staff savings - The proposal is to reduce the Education Psychology Service (EPS) by 0.4 FTE		(32)
CYP6	Additional Learning Needs Admin Team - Reduce the additional learning needs administration team by 1 FTE.		(30)
CYP15	Support Services staff savings through restructure		(25)
CYP7	Additional Learning Needs Equipment - To cease funding for ALN specialist equipment that is funded centrally for pupils placed in our schools.		(22)
CYP Totals		2,812	(1,918)

Ref	Social Care, Health & Safeguarding	Draft Pressure £000	Draft Saving £000
SCHPM5a	Re-current 2022/23 pressure - Children's services. Insufficiency of children's placements, demand levels, the complexity of demand, inflationary pressures, and staff shortages.	4,399	
SCHPM5b	Re-current 2022/23 pressure - Adult's services. Challenges of an ageing population, combined with delayed presentations to health and social care during the pandemic resulting in increased numbers of individuals who have higher dependency needs.	1,475	
SCHPM1	Provider fees - To respond to challenges resulting from a fragile and unsustainable social care market. A continued risk exists around the required costs needed to meet need as the sector grapples with issues around recruitment and retention.	1,000	
SCHPM3	Supported living - Newly established supported living project creating 3 independent living flats for clients to live in county and reduce reliance on out of county residential provision	270	
DeCarb1&2	Corporate energy - To reflect the projected costs of energy for 2023/24	175	
SCH3	Children's Services - Placement and Practice Change - re-evaluating our current processes and systems post-covid in order to clearly define at what points we make essential decisions in regard to when a child is placed within a High-Cost Placement		(748)
SCH5	Staffing reductions to Adult Services - The proposal is to create savings by reducing the core workforce across the statutory teams in adults' services.		(608)

SCH4	Children's Service Redesign/Staffing - (i) Family Time Service Development, (ii) Review of Structures and Service Operating costs		(611)
SCH10	Adults - Care hours, block commissioning, Mileage - Reduce amount of direct care in the region of 10% whilst rebalancing in house/external provision		(500)
F&Cs	Fees and charges increases - in line with inflation for SCH directorate		(415)
SCH9	Practice and Process Change Adults - For people with high support needs		(400)
SCH7	Learning disabilities - Remodelling of learning disability and mental health teams that will involve a decrease in team management hours.		(300)
SCH6	Falls and Assistive Technology - Introduction of a fall's prevention and early intervention service to reduce the number people being placed in nursing/residential care from home or hospital.		(260)
SCH8	Adult services - Direct payment saving -		(200)
SCH2a	Staff restructuring within the Public protection service.		(103)
SCH12b	Transformation Team structure - reduction in core workforce		(61)
SCH11	Reduction in Adult partnership arrangements for Gwent service delivery models - Shared lives, Emergency duty, Frailty, Regional partnership team		(60)
SCH13	Monmouthshire & Torfaen YOS – Accommodation Change, Reduction in Staffing, Reallocation of Duties		(44)
SCH12a	Transformation Team structure - vacant and temporary posts		(39)
	SCH Totals	7,319	(4,349)

Ref	Communities & Place	Draft Pressure £000	Draft Saving £000
C&PPM2	Homelessness Service Pressures - National policy in this area has changed significantly with expectation on provision higher now than pre-pandemic and where we have many more people presenting as homeless.	1,865	
DeCarb1&2	Corporate energy - To reflect the projected costs of energy for 2023/24	630	
C&PPM1	Facilities & Fleet - Passenger transport service pressures	440	
C&PPM28	Car Parking - Long-standing under-recovery of fee income from Fixed Penalty Notices and the increase in cost of running the service.	225	
C&PPM4	Waste & Street Scene - Recycling and waste haulage, treatment and disposal costs have escalated over the last 18 months. Income from trade waste collections have reduced during 2022.	218	

TRAN1+2	Fleet Maintenance - Projected fuel costs will increase by a further 15% in the financial year 23-24	172	
C&PPM3	Decarbonisation - Investment in decarbonisation team to lead on the delivery of projects identified in the Climate and Nature Emergency Action Plan and actions contained within the Community and Corporate Plan.	110	
LDP	Reversal of previous saving - 20/21 Staff Restructure Savings and LDP senior officer saving, which were frozen until 23/24.	50	
DeCarb1	Decarbonisation - Reducing energy consumption across the Council's estate		(572)
C&P28	Highways Development & Car Parks - Increasing car park & permit charges.		(280)
22/23 Decision	Neighbourhood Services - Recycling & Waste - Increase garden waste charges to achieve a full cost recovery model and increase annual charge based on inflation		(250)
TRAN1+2	Fleet Maintenance - Reduction in operating fleet and corporate mileage reduction.		(160)
F&Cs	Uplift in fees & charges not covered by a standalone mandate		(155)
C&P27	Highways Development & Car Parks - To increase the income target for road closures by £130,000. In addition, the road closure fees will be increased by inflation from £2,152 to £2,369 resulting in an additional £19,491.		(149)
C&P4	Neighbourhood Services - To reduce the revenue budget for street lighting maintenance taking account of the reduction in energy usage and reduced maintenance requirements of recently renewed columns, LED lamps and traffic light renewals		(142)
C&P8	Neighbourhood Services - Reduction of grounds maintenance operations and cessation of the community improvement teams. Service reconfiguration of sweeping functions across the county		(130)
C&P6	Neighbourhood Services - Grounds Maintenance and Cleansing - Uplift of charges for external contracts		(120)
C&P3	Neighbourhood Services - Service savings and staff reduction.		(80)
C&P17,18,21+24	Highways & Flood Mgt - Reduction in staffing costs in the Highways and Flood Management service area		(74)
PTU1	Passenger Transport Commissioning - New acceptable routes are implemented to reduce transport requirements based on current transport policy		(70)
C&P34+35	Planning, Policy & Building Control - To reduce revenue budget for the service area by reducing the professional and specialist fees, and photocopying and postage budget.		(59)
22/23 Decision	Housing - A proposed restructure of the Housing Sustainable Living Team		(50)

22/23 Decision	Flexible Funding - Restructure Management Team to reduce core costs		(50)
C&P7	Neighbourhood Services - Savings from Siltbuster recycling plant.		(30)
PTU7	Passenger Transport - Terminate the Mission Software and revert back to CTX which is a lower cost		(30)
C&P12	Housing - to build on the foundations of the well-established Careline Service to ensure it continues to be fit for future purpose.		(25)
PTU3	Passenger Transport Commissioning - Concessionary H2S travel fee increased from £440 to £550		(18)
PTU4-6a	Schools & Community Transport - Changing the licensing arrangements		(17)
PTU4-6b	Grass routes - Introduce an annual subscription		(15)
C&P19	Highways Development & Car Parks - Asset & StreetWorks - Increase Pavement Café Licence Fees		(6)
	C&P Totals	3,710	(2,482)

Ref	MonLife	Draft Pressure £000	Draft Saving £000
DeCarb1&2	Corporate energy - To reflect the projected costs of energy for 2023/24	1,110	
MLPM1	Re-current pressure - Leisure income. Shortfalls in income where demand has not recovered to pre-pandemic levels	238	
MLPM2	Re-current pressure - Outdoor Adventure income. Shortfalls in income where demand has not recovered to pre-pandemic levels	150	
ML 3 & 4	Finance & Business Support Restructure		(104)
ML22	Gilwern Outdoor Adventure Services Redesign - Increase income through new business, new ways of working and engaging further with Monmouthshire internal services to provide cost avoidance for CYP and Social Services.		(100)
F&Cs	Uplift in fees & charges not covered by a standalone mandate		(83)
ML 7,8,9 & 21	Attractions Service Redesign		(65)
ML1	Green Infrastructure Grants - To fully utilise Shared Prosperity Fund (SPF), Local Places for Nature and related grants / project funding		(45)
ML5	Removal of vacant Project Officer post		(45)
ML14	Youth Services - Seeking to maintain service delivery at reduced core costs by increases reliance on external grants, an internal restructure of priorities, programmes and delivery.		(25)

ML19	Old station Tintern Miniature Train Track - Complete the necessary repair and maintenance on the miniature train track through an initial one-off capital investment of £45k, this will allow us to re-open this much-loved attraction and increase our income generation.		(25)
ML10	Collections Management - Remove 0.40 FTE from the Collections Management Post, currently vacant within the structure.		(21)
ML13	Sports Development - To increase income generation through external grants, seeking to maintain service delivery at reduced core costs but increase service reliance on alternative external grants.		(20)
ML2	Countryside Access Grant Project cost recovery - To fully utilise the full cost recover model when recovering project management costs, ensuring our recovery rates maximise the rate allowed by grant providers.		(20)
ML11	Visitor charging at some heritage exhibitions/activities and events		(20)
ML18	Recharge Project Officers against Grant - Ensuring full cost recovery of officer's time against grants.		(20)
ML20	Reduce Leisure Centre Summers Opening Hours - To reduce opening hours in our leisure centres during the summer months across all four sites, impacting on the least number of sports clubs but allowing our leisure centres to be more sustainable services.		(20)
ML12	Sale of Caterpod		(10)
ML15	Caldicot Fitness Equipment Maintenance - Reduce Caldicot LC maintenance contract to reflect the ageing equipment and seek a local accredited supplier to maintain		(10)
ML17	Commercial contributions and Sponsorships		(10)
ML6	Reducing the Marketing supplies and services budget		(5)
	MonLife Totals	1,498	(648)

Ref	Chief Executive's Unit/People & Governance	Draft Pressure £000	Draft Saving £000
CEOPM1	Community Safety - Additional officer capacity in the areas of community safety, crime & disorder and violence against women, domestic abuse & sexual violence and for CCTV.	84	
DeCarb1&2	Corporate energy - To reflect the projected costs of energy for 2023/24	62	
CEO1-5	Community Hubs - Reduce staffing levels at community hubs in order to reduce costs while keeping all hubs open with reduced service levels.		(135)

CEO11&13	Contact Centre - To reduce staffing levels in the contact centre by 2.5 FTE		(112)
CEO14	Performance & Data - Remove data scientist post		(39)
CEO08	Community Hubs & Libraries - Reduce the budget for library books by 16.7% from £90,000 to £45,000,		(45)
CEO10	Community Education - Increase income by growing learner base		(10)
	CEO Totals	146	(341)

Ref	People & Governance	Draft Pressure £000	Draft Saving £000
P&GPM1	Democratic Services - Uplift in Members Allowance (previously agreed as part of 2022/23 budget)	12	
PG2	P&G income - The below proposals seek to increase income in Comms and Land Charges and a small software cost reduction in payroll.		(80)
F&Cs	Uplift in fees & charges not covered by a standalone mandate		(6)
	P&G Totals	12	(86)

Ref	Resources	Draft Pressure £000	Draft Saving £000
DeCarb1&2	Corporate energy - To reflect the projected costs of energy for 2023/24	515	
RESPM3	Commercial Investments – Income pressure	150	
RESPM4	Shared services - Pay pressures for the Revenues & Benefits Shared Service	112	
RESPM14	ICT - Shared Resource Service - Contribution Increase	54	
RESPM9	Re-current pressure - Markets - A projected shortfall in income of £78k , offset by an increase in stall fees and a reduction in Waste costs	21	
RESPM5	Cashiers - Budget assessment and review previous decision to move away from accepting cheque payments	20	
RES8	Landlord services - Reduce Corporate Building (Reactive and Planned) Maintenance revenue budget		(300)
RES24	Landlord services - To review the property estate and to explore options for further rationalisation		(215)
DeCarb1	Commercial & Landlord Services - Solar farm export tariff income		(150)
RES12	ICT - Mobile Phone Contract Saving		(149)
RES19	Revenues, Systems & Exchequer - Remove budget earmarked for a discretionary business rate relief scheme		(126)

RES2	Landlord services - Vacant development surveyor post being held - or funded by capital programme as required		(45)
RES18	Finance - Internal Audit - Don't fill vacant senior auditor post		(44)
RES14	ICT - Public sector broadband aggregation Line Savings		(20)
F&Cs	Uplift in fees & charges not covered by a standalone mandate		(19)
RES7	Landlord services - Explore alternative reception solutions at County Hall to remove front of house staffing needs		(19)
RES11	Digital Design & Innovation - Automate Starters & Leavers Process		(13)
RES23	ICT - Restructure of the Information Security and Technology Team		(13)
RES20	Revenues, Systems & Exchequer - Increase use of purchase cards to increase e-payment rebate		(10)
RES21	Revenues, Systems & Exchequer - Reduce budget allocated for finance system upgrades		(10)
RES22	Revenues, Systems & Exchequer - Shared Revenues & Benefits service potential savings through automation and increased use of self service facilities (Citizens Access).		(10)
	RES Totals	872	(1,143)

Ref	Corporate	Draft Pressure £000	Draft Saving £000
CORP1	Archives - levy uplift	17	
Capex1	Extend capitalisation direction		(358)
CORP2	Insurance		(75)
	CORP Totals	17	(433)

Capital pressures proposed for one-off investment	£000's
Capital investment required to meet Decarbonisation programme (Decarb 1)	490
Refit programme - MCC funded works (Decarb 1)	270
Monlife - Old Station Tintern site enhancement (ML19)	45
Safe route to schools - New acceptable routes to reduce transport requirements (PTU1)	185

CYP - Upgrade of Capita One system (CYP3)	55
Infrastructure programme – Highways & Structures black risks identified through surveys that are not currently funded (CAP1)	980
Infrastructure programme - Structures red risks identified through surveys that are not currently funded (CAP1)	270
Total	2,025

Children & Young People

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Pressure
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Proposal Title	Additional Learning Needs	Senior Responsible Officer:	Will McLean
Your Ref No:	CYPPM1	Operational Lead Officer:	Morwenna Wagstaff
Version No:	1	Directorate:	CYP
Date:	23rd November 2022	Section:	ALN

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

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

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

The pressure detailed below:

	2022-23 Budget	2023-24 Budget	Pressure
Independents	£1,954,335	£2,199,316	£244,981
Out of County	£1,486,292	£1,547,314	£61,022
Total	£3,440,627	£3,746,630	£306,003

The forecasting model assumes a rate of inflation based on historic uplifts however the actual increase may be higher. The pressure for independent schools is a combination of increases in placement costs and the number of pupils attending these settings. While the majority relates to compulsory years there are a number of pupils that have remained in post 16 education.

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

2. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Pupil numbers are discussed monthly at DMT, the forecasting model has been used to identify the pressure, the school action plus budget has now been fully delegated to schools. This has ensured greater stability in the in-county budget.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
ALN Independents	£1,954	£245		£245				£245
ALN Out of County	£1,486	£61		£61				£61

4. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	0
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

5. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

This pressure is derived from additional costs with existing pupils placed in schools outside Monmouthshire. Their profile has been identified from the directorate's forecasting model. These are named pupils in schools who are experiencing stable education placements.

If the pressure is not funded, we will have to secure funding from elsewhere in the directorate.

ALN team will review all placements at the end of each key stages of education to ensure that the provision remains suitable and cost effective.

6. 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)
This is not applicable, the education of these students is a statutory obligation.		

7. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	This activity continues to provide good education for the most vulnerable learners with complex additional learning needs
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

8. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

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9. Options Appraisal -

Option	Benefit	Risk	Comment

10. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
The continuation of placements and the potential risk of extension into post 16 presents a risk in terms of additional transport costs.	CYP ALN transport budget PTU to commission provider	Negative but unavoidable

11. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

A panel of specialist reviews and approves all pupils' placements to ensure their needs can be met and that all settings are cost effective.

If the Professional Panel believe that the pupil's needs can be met in a mainstream setting or a MCC Special Needs Resource Base (SNRB) then we will take that decision and maintain that through the tribunal process if necessary.

12. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)
DMT	DMT have discussed these pressures.	On-going

14. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 7 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 costs will continue to increase	Operational	From the forecasting model from ALN	Medium	Challenge at panel meetings.

15. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Pupil Numbers	From the forecasting model but can change as pupils move in and out	CYP Finance
Placement Costs	Unknow increase for inflation	CYP Finance

16. Measuring and monitoring performance

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

Focus - Budget/Process/Staff/Customer	Indicator	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27

17. Additional considerations:

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

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Investment
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Proposal Title	Early Years	Senior Responsible Officer:	Will McLean
Your Ref No:	CYPPM2	Operational Lead Officer:	Sharon Randall- Smith
Version No:	1	Directorate:	CYP
Date:	3rd November 2022	Section:	Early Years

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.

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

The early years are a particularly important time in children's development and their experiences during this period play an important role in their future health and wellbeing. Quality childcare contributes to the acquisition of skills and abilities such as socialisation and the ability to play and concentrate. These are crucial, not only to a child's subsequent ability to learn, but also to participate effectively in groups, whether in the classroom, the labour market or society. Research suggests that quality Early Childhood Education and Care leads to improvements in children's development in later years, such as enhanced language skills; better educational performance in mathematics and reading; and an increase in positive behaviour/outcomes.

Children who attend quality early years settings are more independent, concentrate on their play for longer and, on entry to school, are more co-operative and better prepared for the challenges they meet [Effective Provision of Pre-School Education (EPPE) (2003); Schweinhart et al (1993), Love et al (2005)]. One of the findings of the EPPE study is that high quality pre-school care is linked to better intellectual attainment and improved social relationships.

Research also suggests that the earlier support is provided to a child with emerging learning needs, the greater the impact on the child and the less likely they are to require a higher level of intervention in the long term. With this in mind, the proposal is to employ an Early Years ALN Advisory Teacher to support the 12 LA nurseries these nurseries provide early year education for c 50% of the pupil population. The core objective is to identify children with Additional Learning Needs as early as possible and ensure their needs are met. The post holder would also provide training to school staff to upskill the current workforce in the area of ALN.

19. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

There are currently two Early Years ALN Advisory Teachers working with the 26 non-maintained approved providers of early education. They have been in post for just over 12 months and the support they have provided to settings has been invaluable. Setting staff have a better understanding of ALN and an understanding of techniques and interventions that can support the development of these children. The number of children being identified and referred to the Early Years ALN Panel has almost **doubled** during this period. They don't have sufficient capacity to provide this support to LA nurseries, so there is currently an inequality between LA maintained and non-maintained settings.

Research suggests that the earlier ALN children are identified and support is put in place, the better the outcomes for the child. Upskilling school staff should also have a positive impact on the number of ALN children accessing mainstream education and not requiring specialist provision, which would obviously save money in the long run.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Early Years, CYP	£153	£60		£60				£60

21. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	5.5
Total number of posts in budget area affected	6
Total increase or decrease in the number of posts from this proposal	Increase of 1

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

22. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Currently, all non-maintained nurseries have specialist Early Years Advisory Teachers to support them to identify and support them young children with Additional Learning Needs. If the proposal went ahead, school nurseries would also be able to access this support. The post holder would be able to suggest and model interventions for the child and facilitate person centred meetings with the parents and relevant professionals to ensure individual children's needs are met appropriately. The post holder would also be able to enhance the transition process to school or specialist provision.

If the proposal was not agreed, there would be no change as there wouldn't be capacity to extend this support to LA nurseries. Children and staff at LA nurseries would be disadvantaged compared to non-maintained settings.

23. 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)

24. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	This will help us to ensure ALL children have the best possible start in life and that no children are disadvantaged due to a disability or ALN.
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

25. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

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26. Options Appraisal -

Option	Benefit	Risk	Comment

27. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

Schools are struggling to meet the needs of the youngest children in their care who have emerging needs. They are asking for this support but we don't currently have the capacity to provide it. This would show schools that we are listening to them, upskill their staff and better equip them to meet the needs of children.	Schools	Positive
By putting support in at an earlier stage, this may reduce the number of families requesting specialist provision for their children, as they will gain confidence that their needs can be met within mainstream provision. This would have a positive impact on the ALN budget., as specialist provision is usually more expensive to the LA than mainstream provision.	Parents	Positive
	ALN budget	Positive

28. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

There is no mitigation for this proposal, currently maintained nurseries do not have access to specialist teachers to advise and support children with ALN. This post would allow children with ALN to be identified earlier and support put in place before they start school.

29. 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)

30. 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)
DMT	Post has been discussed with the advantages	September 2022 and ongoing

31. 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 7 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 children with ALN are not identified early which can lead to additional support being required later on.	Operational	Research shows that the earlier the support is provided the child benefits earlier and the longer-term needs are reduced.	Medium	None

32. Assumptions

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

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

33. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Process	Number of LA nursery children supported	15	20	25	25
	Number of families requesting specialist provision	8	7	6	5

34. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Investment
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Proposal Title	SNRB Staffing Overmonnow / Monmouth and Pembroke	Senior Responsible Officer:	Will McLean
Your Ref No:	CYPPM4	Operational Lead Officer:	Jacky Elias
Version No:	1	Directorate:	CYP
Date:	24th October 2022	Section:	ALN

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

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

Over the past three years there has been significant investment into our specialist resource bases (SRB) to improve the facilities and capacity to allow more pupils to remain within Monmouthshire and not have to access out of county placements being away from their families and friends and often at significant costs. This is in alignment with our stated strategy and also a programme of cost avoidance.

With the increased number of pupils presenting with complex needs there is a need to increase the number of staff to support them. In addition to the staffing the new model has allowed staff from the SNRB's to provide outreach support for all mainstream schools so that the pupil can remain in their local school with their needs met.

The investment costs have been met by the capital grant or an additional learning needs grant but on-going revenue costs cannot be funded from these grants.

The additional staffing costs are detailed below:

Pembroke £104,165

Monmouth £150,843

Overmonnow £35,860 (to provide outreach)

Total £290,868

Should this funding not be supported this will need to be met from the individual schools budget which would further reduce the age weighted pupil unit for all schools, effectively reducing their funding.

36. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Primary SRB numbers

SRB (Primary)	Admission Places	Current Numbers on roll	Leavers July 2023	Estimated Numbers for 2023 -24*	Pressure
Overmonnow	20	21	3	+8	
Pembroke	20	24	3	+6	
Deri View	8	6	0	+ 3	
	48	51	6 leavers = 45 available places	+17	62 pupils

*this is a conservative estimate – this includes early years pupils + mainstream pupils with complex needs where schools are indicating they can no longer meet need.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
ALN – SRB	£897	£291		£291				£291

38. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	47.19
Total number of posts in budget area affected	68
Total increase in the number of posts from this proposal	6

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

39. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

The cost of the staffing would need to be funded from the ISB which would further reduce the age weighted pupil unit for all schools. If it was not possible to fund, then the capacity in the SNRB's would be reduced and this could result in children being placed in higher costs out of county placements.

It is not possible to take the funding from the out of county placements budgets as these are built using the current known pupils and currently these pupils are not included.

40. 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)

41. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

42. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

43. Options Appraisal -

Option	Benefit	Risk	Comment

44. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
The cost of transport should reduce	ALN transport	Positive – cost saving

45. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

There is no mitigation for this budget pressure. Failure to further invest in the in-county specialist resource base infrastructure and associated staffing will result in parents seeking out of county specialist settings. This not only incurs additional costs in terms of school fees but significant transport costs. As places in other local authority special schools are increasingly difficult to secure, options for parents seeking specialist placements are in the independent sector. Fees for these settings are significantly higher than in local authority run special schools (circa £80,000 not including transport costs).

46. 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		

47. 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)
DMT	DMT has been kept updated with all developments within the SNRB's	On-going

48. 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 7 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

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

49. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Payroll costs calculated at 2022-23 rates	No further information available currently	CYP finance

50. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Budget not overspent	0 overspend			

51. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Investment
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Proposal Title	Welsh Medium Seedling School Monmouth	Senior Responsible Officer:	Will McLean
Your Ref No:	CYPPM5	Operational Lead Officer:	Sharon Randall-Smith
Version No:	1	Directorate:	CYP
Date:	3rd November 2022	Section:	ISB

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

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

The local authority outlined its plans to open a third Welsh-medium primary school in Monmouth in the Monmouthshire WESP 2022-32 as part of its wider strategy to support and grow the demand for Welsh medium education across the county. A seedling provision, as an extension of an existing Welsh-medium school, will enable us to open in Monmouth in September 2023 and provide a firm basis to open the new Welsh-medium primary school in September 2024.

The first part of our proposal is to open a 'satellite class's from Y Ffin in September 2023 based in a dedicated area in Overmonnow Primary School which will be the seedling provision. The provision will be open to nursery children and reception and Year1 pupils from the Monmouth area. Parents of children already in a reception classes will be able to transfer into the satellite class in September if they wish to do so. The local authority is seeking permission to consult on the establishment of a Welsh-medium school in Monmouth. Should permission be granted we will commence the statutory consultation process early in 2023. Pupils in the satellite class will transfer into the new school when it is opened in September 2024.

53. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

From September 2023 the class will open for Nursery children, Reception and Year 1 pupils. Forecasted numbers are below:

Nursery	6	This is based on an average intake for pupils allocated to Reception in Y Fenni who were residing in the Monmouth cluster.
Reception	7	This is based on how many pupils are attending the Cylch Meithrin and due to start Reception next year.
Year 1	4	This is based on how many pupils are currently in Y Fenni who live in the Monmouth cluster.

From September 2024 if the proposal to establish the new school is agreed then pupils already attending the satellite class will transfer to the new school, so the school will have Nursery children, and Reception, Year 1 and Year 2 pupils.

Forecasted numbers are below:

Nursery	6	This is based on an average intake for pupils allocated to Reception in Y Fenni who were residing in the Monmouth cluster.
Reception	6	This is based on an average intake for pupils allocated to Reception in Y Fenni who were residing in the Monmouth cluster.
Year 1	7	This is based on how many children are currently attending the Cylch Meithrin and due to start Reception next year.
Year 2	4	This is based on how many pupils are currently in Y Fenni who live in the Monmouth cluster. This depends on whether parents want to transfer them.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Seedling School Teaching & Headteacher costs	£0	£64		£37	£27			£64
Travel	£0	£3		£2	£1			£3
Backfill and release time	£0	£20		£12	£8			£20
Resources	£0	£15		£15				£15
Total	£0	£102		£66	£36			£102

55. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	2.77 (currently in Y Ffin)
Total number of posts in budget area affected	3 (as above)
Total increase or decrease in the number of posts from this proposal	1.77

Where the proposal involves a reduction in posts, how will this be managed? N/A

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

56. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

The funding will need to either be found through the capitalisation directive or come from the ISB further diluting this for all schools.

We committed, in our Welsh in Education Plan (WESP), to build a new 210 school in the Monmouth area during the life of this WESP.

The expansion of Welsh-medium primary education in Monmouthshire is a key action that will enable us to achieve Welsh Ministers target of 115 pupils per cohort by 2032.

The WESP has been approved by our Cabinet and Welsh Ministers. Any changes to this commitment would require us to re-submit our WESP to Welsh Ministers for approval. Any re-submission for such a key strategic action would present a reputational risk to the local authority as well as a failure to comply with the requirement to increase the number of Welsh-medium primary places in line with Welsh ministers target for Monmouthshire.

57. 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)

58. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	This is also detailed in our WESP and approved by Welsh Government
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

59. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

60. Options Appraisal -

Option	Benefit	Risk	Comment
1 Do nothing and retain two current Welsh-medium primary schools.	<p>Currently pupils living in Monmouth travel to Y Fenni so that they can go to a Welsh-medium school. If a new school is built in Monmouth, these pupils would not have such a long distance to travel each day and this would reduce transport costs.</p> <p>A reduction in travel time to a Welsh-medium primary school would encourage more parents to choose this option.</p>	<p>The expansion of WM education is a statutory duty for the local authority, and this would not support us in meeting our responsibility to increase the number of Welsh-medium primary places in line with Welsh Ministers target for Monmouthshire.</p>	<p>There is demand for Welsh-medium primary education in Monmouth Town.</p> <p>Given the projected expansion in Caldicot area and accommodation pressures on other schools in the cluster – there is likely to be mixed views on increasing WM provision.</p>
2 Open a seedling/ satellite provision on the site of an English-medium school in Monmouth	<p>This is a tried and tested model which has been used successfully to grow the demand for WM education in several other areas.</p> <p>A reduction in travel time to a Welsh-medium primary school would encourage more parents to choose this option.</p> <p>We expect demand for Welsh-medium education</p>	<p>The demand for places in the new school could exceed the capacity before the school becomes established as a school, located on its own site.</p> <p>The willingness of English-medium and Welsh-medium schools to work together to overcome challenges arising from this model may be a challenge, particularly in the longer term.</p>	<p>This option would support the rapid development of WM provision in the north east of the county.</p> <p>This model has worked successfully in other LAs although it was not universally positively received.</p>

	<p>to grow over time. A seedling provision would enable us to offer Welsh-medium education in Monmouth at a size to reflect the demand in the area. This means that costs to establish and run the provision would be proportionate to the demand.</p> <p>The expansion of WM education is a statutory duty for the LA and this would support us in meeting this responsibility.</p> <p>We would be making better use of the space and reduce overall surplus places across the cluster.</p>		
3. Build and open a new Welsh-medium primary school in Monmouth	<p>This option would support the development of Welsh-medium education.</p> <p>We would be fulfilling our statutory duty to expand Welsh medium education</p> <p>A reduction in travel time to a Welsh-medium primary school would encourage more parents to choose this option.</p> <p>The school would be established as a standalone Welsh-medium school and would not need to collaborate with any other school.</p> <p>The school could accommodate 210 pupils from the time it opened.</p>	<p>The timescales involved in determining and probably purchasing a site would be lengthy and many more children would need to continue travelling long distances to go to school.</p> <p>We would be increasing overall surplus places across the cluster.</p> <p>If the demand for Welsh-medium education is slow to grow, we may incur additional costs associated with a larger building for a small number of pupils.</p>	<p>MCC would need to purchase a new site on which to build the school. New sites would be difficult to find within the Monmouth town area due to infrastructure and planning limitations.</p> <p>The timescales involved in determining and probably purchasing a site would be lengthy.</p>

61. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Transport	Pupils who choose WM education may require transport to the seeding school, however there may be some savings as pupils who were intending to travel to Ysgol Y Fenni can attend a school closer to their home.	Likely to be negative initially.

62. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

The cost of establishing a seedling/satellite school would be met through the WG grant (not sure what it is called at the moment) and revenue costs would be met largely through the current funding for schools.
The option of a seedling school would enable us to manage the on-going costs to meet the actual demand for places and in the early stages, share leadership with another Welsh-medium school.

Other than that there is no mitigation

63. 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)
1 UPS 3Teacher	Revenue budget	NA
1 Level 3 TA	Revenue budget	NA
Leadership support	Revenue budget	NA
Furniture and resources to set up the provision	Revenue budget	NA

64. 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)
DMT	DMT has been kept updated with all developments within the SNRB's	On-going
WM Forum	The Welsh Medium forum members have been informed of the proposals and will work with the LA to promote the school.	On-going
Overmonnow Staff and Governors	The Governing Body have approved the proposals and the staff have been updated with the proposal	October 2022
Y Ffin Governors and staff	Governors have approved sharing leadership to establish the seeding school as a satellite of YFfin	October 22

65. 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 7 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
There is no demand for places	Strategic	Surveys indicate that parents would consider Welsh-medium	Medium	Ensure the new seedling and the benefits of a Welsh medium education

in the seedling school		education if it was available in the local area but that does not guarantee they would actually choose this option.		are effectively promoted to reach as many parents as possible. Provide outreach Immersion support for children wishing to join the school after Reception,
We will not be able to employ Welsh speaking staff for the school	Operational	There is a shortage of Welsh speaking teachers and support staff across Wales and Monmouthshire is too far to travel for many.	Medium	We have some surplus staff in our Welsh-medium schools, and they could be relocated to the new provision. Advertise early for staff to ensure we secure good quality staff with the necessary skills.

66. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Payroll costs calculated at 2022-23 rates	No further information available currently	CYP finance

67. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Customer	Number of pupils attending the seedling/satellite school	10	30	50	70

68. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	Resources for the new school
Will this proposal impact on the authorities built assets?	Y	The seedling school will be sited at Overmonnow Primary school and will be located in a vacant classroom, as the school is established building work will be required at Overmonnow which will be funded via a grant from the Welsh Government.
Will this proposal present any collaboration opportunities?	Y	The satellite class will be under the management of Ysgol Y Ffin.
Will this project benefit from digital intervention?	N	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Investment
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Proposal Title	Additional Learning Needs – Transport	Senior Responsible Officer:	Will McLean
Your Ref No:	CYPPM6	Operational Lead Officer:	Morwenna Wagstaff
Version No:	1	Directorate:	CYP
Date:	9th January 2023	Section:	ALN

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

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

This pressure reflects the increased costs in providing transport for pupils with Additional Learning Needs, both in compulsory education and those continuing post 16. This reflect the increasing numbers of pupils needing transport and any increase in contract costs.

70. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

The pupil numbers are calculated from the forecasting model and the costs are provided by passenger transport from the contract information held.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
ALN Transport	£1,416	£50		£50				£50

72. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0

Total increase or decrease in the number of posts from this proposal	0
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Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	0
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

73. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Should this pressure not be agreed pupils with additional learning needs would not be able to attend the school that can meet their needs, or it would result in parents having to transport their children to school.

Pupils may need to move schools, this will be difficult if their needs cannot be met and it would be unsettling for the pupil.

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)
This is not applicable, the education of these students is a statutory obligation.		

75. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	This activity continues to provide good education for the most vulnerable learners with complex additional learning needs
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

76. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

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77. Options Appraisal -

Option	Benefit	Risk	Comment

78. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
ALN – potentially having to find alternative schools should the pressure not be agreed.	ALN	Negative

79. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

A panel of specialist reviews and approves all pupils' placements to ensure their needs can be met and that all settings are cost effective. The panel will decide on the most appropriate school that can meet need and limit any need for transport.

80. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)
DMT	DMT have discussed these pressures.	On-going

82. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in or recognising the pressure identified, including any negative impacts identified in section 7 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 costs will continue to increase	Operational	From the forecasting model from ALN	Medium	Challenge at panel meetings.

83. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Pupil Numbers	From the forecasting model but can change as pupils move in and out	CYP Finance

Passenger transport	Contract prices and forecast cost	Passenger Transport.
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84. Measuring and monitoring performance

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

Focus - Budget/Process/Staff/Customer	Indicator	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27

85. Additional considerations:

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

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Additional Learning Needs Admin Team	Senior Responsible Officer:	Will McLean
Your Ref No:	CYP6	Operational Lead Officer:	Morwenna Wagstaff
Version No:	1	Directorate:	CYP
Date:	18th November 2022	Section:	Inclusion

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

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

The proposal is to reduce the additional learning needs administration team by 1 FTE. The team support the statutory officers in providing support to schools for pupils with Additional Learning Needs.

The ALNET Act 2018 and associated Code place statutory duties on local authorities to manage the Individual Development Plan (IDP) process and to keep all aspects of Additional Learning Provision (ALP) under review. The IDP process has to be completed within strict timelines. There are a number of stages within this process which require administrative support, which includes communication with parents / carers and schools and the management of decision-making Panels. All statements of special educational need will need to be converted to IDPs by September 2024. All pupil records are electronic and have to be kept up to date in accordance with GDPR. The Act and Code have imposed additional responsibilities on local authorities, in relation to Early Years children attending non-maintained settings and post-16 students attending further education institutions (FEI). These additional duties have to be managed within existing resources.

87. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

The ALN Service has two fte admin officers. One full time ALN Team Administrator, one Admin Support Officer (0.6), one Admin Support Officer (0.4). One Admin Support Officer is Welsh speaking and is available to provide support to parents /carers and schools who wish to be communicated to in Welsh.

The Admin Team support the statutory functions of the ALN Service as set out in the ALNET Act 2018 and its associated Code. ALN admin duties include:

- Responding to statutory requests from parents /carers and schools for Individual Development Plans (IDPs)
- Maintaining the statutory process workflow and ensuring pupil records are appropriately managed in accordance with GDPR regulations.
- Liaising with other local authorities in Wales and beyond to support children young people and their families moving into Monmouthshire or leaving the county.
- Supporting the ALN Transformation Process
- Management of Post -16 student IDPs and specialist college placements.
- Management of IDPs for children in non-maintained Early Years settings.
- Organising and minuting LA Panels, which include Statutory requests and high tariff, complex cases, SRB placements, Complex Early Years, Contingency Fund.
- Collating information for ALN Tribunal cases in accordance with directions from the ALN Tribunal for Wales
- Transport for pupils with ALN (3-19) and liaising with parents / providers regarding this.
- Maintaining the ALN webpage.
- Collating and Monitoring ALN data.
- Collating information on looked after children in and out of county
- Responding to FOI requests relating to statutory functions and data
- Monitoring key information for out of county placements.
- Providing admin support to the EP Service – e.g. ELSA training, Early Bird (ASD) training for parents/carers
- Responding to telephone calls /emails from parents/carers, schools and other agencies and signposting them to appropriate officers as necessary

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
ALN	£60	0	£30	£30				£30

89. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	2.00
Total number of posts in budget area affected	3

Total increase or decrease in the number of posts from this proposal	1
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Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	1

90. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

The Impact on Service Delivery

The ALN admin team support the statutory functions of the service. A 50% reduction in the capacity of the team would have significant implications on its ability to meet statutory and legal duties as set out in the ALNET Act 2018 and its associated Code. Failing to meet its statutory duties would put the local authority at significant risk of legal challenge. In addition, the reduction of the ALN admin team to one person would have a significant impact on the well-being of the remaining admin team member.

One Admin Support Officer is Welsh speaking and is available to provide support to parents /carers and schools who wish to be communicated to in Welsh. Key actions 6 included in MCC's Welsh Education Strategic Plan (WESP) include, 'The number of Welsh speaking ALN staff in the central team' The aim included in the WESP is to increase the number of Welsh speaking ALN staff in the central team. The removal of one of the admin support posts would significantly impact on MCC's ability to meet this key action in the WESP.

ALN Admin Duties and Impact

- Responding to statutory requests from parents /carers for Individual Development Plans (IDPs) within statutory timelines. A reduction in the team would increase the workload for the one remaining admin officer and compromise her ability to manage this process with statutory timelines.
- Responding to statutory requests from schools to maintain IDPs within statutory timelines. A reduction in the team would increase the workload for the one remaining admin officer and compromise her ability to manage this process with statutory timelines.
- Liaising with other local authorities in Wales and beyond to support children/ young people and their families moving into Monmouthshire or leaving the county. Throughout the year many families who have children/young people with complex ALN move into Monmouthshire and other families /children/ young people with complex ALN move out. One admin officer attends the Fair Access Panel, which processes requests for MCC school places. The LA has to ensure that information relating to these children/young people is shared or processed appropriately so that the child/young person's education is not disrupted. If a child with a statement/IDP or Education Health Care Plan (EHCP – the English equivalent) want a place in a Monmouthshire school, then the ALN admin team ensure that a consultation process (statutory duty) is undertaken. This is time intensive and can be contentious. A reduction in the team would have an impact on being able to undertake this duty in a timely way. This would increase the likelihood of complaints from parents / carers and other local authorities.
- Maintaining the statutory process workflow and ensuring pupil records are appropriately managed in accordance with GDPR regulations. A reduction in the team would increase the workload for the one remaining admin officer and compromise her ability to manage this process effectively.

- Supporting the ALN Transformation Process – over the next 2 years the ALN Team has to convert over 200 statements to IDPs. The workload implications for the team as it currently stands is significant and would be over-whelming should the capacity of the team be reduced.
- Management of Post -16 student IDPs and specialist college placements. Under the new Act and Code, the local authority has increased responsibilities for post 16 students. This is new duty which has been imposed on local authorities and has to be managed from existing resources. Reducing the capacity of the ALN Team would compromise the ability of the team to manage this new duty effectively Failing to manage this new duty in a timely and effective way would place the LA at increased risk of legal challenge and potentially mean that requests from parents for expensive independent college places would have to be agreed.
- Management of IDPs for children in non-maintained Early Years settings. Under the new Act and Code, the local authority has increased responsibilities for Early Years children in non-maintained settings. This is new duty which has been imposed on local authorities and has to be managed from existing resources. Reducing the capacity of the ALN Team would compromise the ability of the team to manage this new duty effectively. Failing to manage this new duty in a timely and effective way would place the LA at increased risk of legal challenge and could potentially lead to parents requesting expensive, out of county specialist provision.
- Organising and minuting LA Panels, which deal with statutory requests and high tariff, complex cases. Panels include the Statutory and Monitoring and Review Panel (this takes place every 3 weeks), Early Years Panel, SRB Placement Panels (primary and secondary), Contingency Fund Panel (twice a term). Every Panel requires significant preparation, communication to Panel members and distribution of minutes. Panel outcomes are important evidence that the LA has dealt with complex cases in a fair and transparent way. A reduction in the admin team would place significant workload pressure on the one remaining member of the team and compromise her ability to manage the workload in an efficient and effective way.
- Collating information for ALN Tribunal cases in accordance with directions from the ALN Tribunal for Wales Under their guidelines local authorities are not only responsible for ensuring their case statements are submitted by a specified date but also have responsibility for collating and submitting parental case statements and evidence. The workload associated with this is significant and there are legal consequences if a LA fails to submit documentation by a specified date. A reduction in the ALN admin team would mean one person having to prioritise Tribunal work over other work, including statutory work.
- Transport for pupils with ALN (3-19) and liaising with parents / providers regarding this. This is a highly volatile area and requires close monitoring to ensure value for money is maintained. A recent moderation exercise undertaken by a member of the admin team led to the LA saving over £20,000 in transport costs. A reduction in the number of admin staff would impact on the team ability to actively monitor this area.
- Maintaining the ALN website. An improved website was identified as a recommendation at the last LA Estyn Inspection. The ALN website and content has been significantly improved since 2020. The admin team has responsibility for developing and maintaining the site and ensuring up to date information on all ALN and associated issues are available in Welsh and English for parents /carers and schools.
- Collating and Monitoring ALN data. Currently the admin team manage the collection of data on the numbers of children /young people with Complex ALN. The data can provide information by ALN need, key stage/age, gender, the number of children undergoing statutory assessment, children transferring into the county with ALN and children leaving the LA. CYP DMT are provided with summary report on a monthly basis which informs forward planning in terms of current and future need. A reduction in the admin team would impact on the ability of the ALN Service to effectively collate, manage and monitor ALN data, which would have an impact on forward planning and the effective use of resources.
- Collating information on looked after children in and out of county. The Admin team log the Out of County (OLAC) and LAC10 notifications and share the information with relevant LA Officers. The LA has a legal duty to log and manage this information. LAC children are a very vulnerable group, and it is essential that information is shared in a timely way so that other services can respond appropriately. A reduction in the ALN admin team would have a detrimental impact on the ability of the team to do this
- Responding to FOI requests relating to statutory functions and data. The ALN service has frequent requests for FOIs which have to be responded to within a specified number of days. Gathering information for a FOI is time consuming
- Out of county placements. The admin team collate and monitor information on all independent / out of county schools, which Monmouthshire pupils attend This includes regular collection of attendance data, exclusions and any incidents which require physical restraint. This information is shared with relevant senior LA officers who can act appropriately if required. A reduction in the admin team would have impact on the timely collection and sharing of this information.
- Providing admin support to the EP Service – e.g. ELSA training, Early Bird (ASD) training for parents/carers. A reduction in the admin team to one officer would have an impact on the ability of the ALN team to support the EPS team. This would mean highly skilled professionals would be spending time doing administrative tasks rather than front line work with children/young people and schools.
- Responding to telephone calls /emails from parents/carers, schools and other agencies and signposting them to the appropriate officer, as necessary. A reduction in the ALN admin team would result in a less efficient service for Monmouthshire parents /carers and schools as telephone calls and emails would not be

responded to in a timely way. This could lead to parents becoming frustrated and escalating their concerns and contacting Welsh Government Senedd Members or Member of Parliament. Responding to complaints is time intensive and takes senior officers away from front line duties.

91. 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)

92. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	N	Before the reduction yes this would have met the corporate and community plan, this will not be the case now
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

93. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

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94. Options Appraisal -

Option	Benefit	Risk	Comment

95. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is affected?	Is this impact positive or negative?
Admin support withdrawn	EPS	Negative
Failure to comply with statutory duties	CYP Directorate /schools	Negative

96. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

There is no mitigation for this proposal. The ALN admin team consists of two posts. A reduction of 50% would have a significant impact on the ALN Team being able to undertake its statutory duties and provide an efficient and effective service to Monmouthshire families and schools. The admin team are the ‘engine room’ of the ALN Service and keep the local authority ‘safe’ by ensuring procedures and processes are in place and carefully managed. With a reduced team, the risk to the local authority would be that statutory timelines could be missed, there would be more complaints and litigation /Tribunal cases would increase.

97. 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)

98. 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)
DMT	Discussed as part of the overall budget saving	October – ongoing

99. 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 7 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
Statutory Duties are not completed within the statutory timelines	Strategic	See above section 5	High	none
Parent/ Carer /Schools have to wait longer for response to queries / calls /emails /services	Operational	See above section 5	High	none
Support for EPS Service	Operational	See above section 5	High	none
Information /Data on Vulnerable Pupils is not gathered or collated in a timely way	Operational	See above Section 5	High	None

100. Assumptions

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

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

101. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
It is not possible to set a target relating to the impact of a cut in the number of Admin staff other than the ALN service has an online Parental Evaluation form. It would be likely that if service to parents /carers is less effective /efficient that evaluations would be more negative	N/A	N/A			

102. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Additional Learning Needs Equipment	Senior Responsible Officer:	Will McLean
Your Ref No:	CYP7	Operational Lead Officer:	Morwenna Wagstaff
Version No:	1	Directorate:	CYP
Date:	22nd November 2022	Section:	Inclusion

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.

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

All ALN specialist equipment is funded centrally for pupils placed in our schools. The proposal is to cease this funding. The reason for this is that the budget has not been used fully for a number of years. Recent years have seen significant investment in ALN resources and schools currently have up to date equipment for a wide range of needs.

104. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Recent budget monitoring for the service area.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Additional Learning Needs	£22	0	£22	£22				£22

106. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

107. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

There will be no impact on the service either through delivery or standards in the short term. When the current equipment needs to be replaced this budget will need to be reintroduced.

108. 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)

109. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	Best start in life, the current equipment is up to date and it envisaged that there will be low demand for this service.
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

110. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

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111. Options Appraisal -

Option	Benefit	Risk	Comment

112. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Schools will be responsible for ensuring when equipment is required they will be required to fund this	Schools	negative.

113. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Possible access to ALN grants when they become available.

114. 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)

115. 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)
DMT	Discussed as part of the overall budget saving	October – ongoing

116. 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 7 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 a pupil will be admitted to an MCC school requiring significant equipment to meet their need	Operational	Some pupils will require significant equipment to meet their needs.	Medium	Look to access grants to support this.

117. Assumptions

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

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

118. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	All equipment needs met by grants or in existing budgets	£22			

119. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Additional Learning Needs Recoupment	Senior Responsible Officer:	Will McLean
Your Ref No:	CYP8	Operational Lead Officer:	Morwenna Wagstaff
Version No:	1	Directorate:	CYP
Date:	22nd November 2022	Section:	Inclusion

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.

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

Currently pupils with additional learning needs who are placed in Monmouthshire schools by other local authorities are charged the cost of the placement. These charges are reviewed regularly to ensure that the charges cover all costs. The demand for places has increased and it is anticipated that this increase will be met by a combination of additional places and increased charges to cover pay awards.

121. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Current charges and demands data from the additional learning needs team. There is a risk that as other local authorities invest in provision for pupils with Additional Learning Needs then pupils will remain in their home county, within Monmouthshire we do not have any specialist provision other than our resources bases, it is more cost effective for us to place pupils in our own schools and there for reduce the opportunity to increase recoupment income.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Additional Learning Needs	£854	0	£100	£100				£100

123. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

124. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

There will be no impact on standards of service delivery, when a pupil is placed in a Monmouthshire school the school is provided with the funding to support the pupil. The cost of the placement is recovered from the placing authority.

All statutory duties will be met through this funding.

125. 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)

126. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	Best start in life, ensuring that needs can be met through the placement.
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

127. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

128. Options Appraisal -

Option	Benefit	Risk	Comment

129. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Schools will be responsible for the pupils placed in our schools.	Schools	Positive.

130. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

There is no mitigation.

131.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)

132. 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)

DMT	Discussed as part of the overall budget saving	October – ongoing

133. 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 7 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 pupils will not be placed in MCC schools	Operational	Parents have the right to choose which school their child attends, if the LA or the parent decide that MCC's schools cannot meet need they may not be placed.	Medium	Significant investment has been made to improve the learning environment for pupils with ALN in our schools. This investment ensure that a greater level of need can be accommodated. The local authority can only recover the cost of the placement.
Risk that families may ask for independent provision rather than a LA schools	Operational	This is parental choice which will be made in conjunction with the LA if they are required to pay.	Medium	Significant investment has been made to improve the learning environment for pupils with ALN in our schools. This investment ensure that a greater level of need can be accommodated. The local authority can only recover the cost of the placement.

134. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
There is enough demand to ensure the increased recoupment can be made.	Requests for admission into MCC schools from both ALN and the admission team	Nikki Wellington

135. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Increase in recoupment income	£100k			

136. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Before School clubs	Senior Responsible Officer:	Will McLean
Your Ref No:	CYP9	Operational Lead Officer:	Sharon Randall-Smith
Version No:	1	Directorate:	CYP
Date:	22nd November 2022	Section:	Standards

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.

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

The proposal is to increase the charges of before school clubs to increase the income by £70,000 per year, this will double the cost to £2 for a morning session of childcare. The majority of the schools run a before school club for up to an hour to help parents with pre school childcare. The structure of the club is: 30 minutes childcare which parents pay £1 for (excluding FSM pupils who are free) followed by a breakfast club which is free for all pupils. Informal discussions with Headteachers have revealed that they would prefer for the charge to increase rather than lose a vital service for families.

Many families rely on this club to work, there is already a shortage of childcare places in some areas and this would be an extra burden for families.

138. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Charge £1	Add Income nil	Total current income £70,000
£1.50	£35,000	For each 10% drop off in pupil number the income would fall by £10,500
£2.00	£70,000	For each 10% drop off in pupil numbers the income would fall by £14,000
£2.50	£105,000	For each 10% drop off in pupil numbers the income would fall by £17,500

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Before School Clubs	£70 (income)	£70		£70				£70

140. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

141. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

The provision of a free breakfast to primary pupils is a statutory requirement where there is demand. The charges are for the childcare element, and this is not statutory.

There will be an impact on families who will need to pay the increase in charges which may result in pupils not being able to attend for the childcare element. Schools will also be impacted with the reduction in numbers that may result in staffing reductions. Any increase will have an impact on families especially the low income families that are not entitled to free school meals. In some schools when the £1 charge was reduced they saw a reduction in pupils attending.

Pupils entitled to free school meals will be able to attend at no charge.

142. 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)
There are small funding sources for secondary schools.	Welsh Government	Currently funding being obtained in 2 secondary schools.

143. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	Allow people to have the best start in life, the breakfast will remain free to all pupils. There will be no change in the EFSM allowance
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

144. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

145. Options Appraisal -

Option	Benefit	Risk	Comment
Do not charge but reduce the duration of the club to 30 minutes to provide a statutory breakfast	Reduced costs to parents.	Impact on working parents, they may need to seek alternative childcare. Risk of redundancies for staff.	Schools have indicated that they will find this alternative difficult to operation and would prefer the club to remain for 1 hour daily.
See options in section 2			

146. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
If there is a reduction in attendance this may result in a reduction in staffing.	Schools	Negative

147. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

The alternative option considered is to reduce the duration of the club to 30 minutes only for breakfast and not to charge parents.

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)

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)
DMT	Discussed as part of the overall budget saving	October – ongoing

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 7 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
Cost of the club may make it unaffordable for families. Therefore, the budget will not be achieved.	Operational	The demand fell when the charges were first introduced.	Medium	All pupils entitled to free school meals will be able to attend the whole hour with no charges.
Impact on working families, any change in timing may result in pressures to find alternative childcare.	Operational	Feedback from schools, early years demands on childcare,	Medium	

151. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Demand reduction due to increased charges	This is based on the actual when the £1 was introduced	Nikki Wellington

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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Demand for the before school club	Numbers attending	Less than a			

		10% drop off			

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?	N	
Will this project benefit from digital intervention?	N	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Education Achievement Service (EAS)	Senior Responsible Officer:	Will McLean
Your Ref No:	CYP10	Operational Lead Officer:	Sharon Randall-Smith
Version No:	1	Directorate:	CYP
Date:	18th November 2022	Section:	Standards

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.

To reduce MCC's core contribution by 10% in line with the directorate reductions required to meet the budget gap. The current contribution is £403,815 and this has been declining over a number of years.

The EAS is a regional service which provides school improvement to all schools in Monmouthshire, the service has been in place since 2012 and has provided support and advice to schools. The service is funded via a contribution from the five partner authorities and via grant support from the Welsh Government.

155. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

In the light of increased pressures on the local authority and schools, it is appropriate that all services that are commissioned are asked to consider the same level of income reduction.

The EAS are developing a response to the five Gwent local authorities, and this has been subject to discussions with Directors and the Joint Executive Committee (JEG).

There is a time delay as EAS wait for the direction of WG regarding the level of regional funding they are likely to receive.

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.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
EAS	£404	0	£40	£40				£40

157. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	NA
Voluntary Severance	NA
Retirement	NA
Redeployment	NA
Redundancy	NA

As a commissioned service, the EAS will determine how they manage any reduction in posts.

There may be a shared cost for any redundancy given the terms of the commission.

158. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Monmouthshire is reliant upon the EAS for its school improvement support. This is a crucial statutory role that has to be fulfilled. The service has developed over the past ten years and extended its reach into other areas which overlap with existing local authority functions.

The service is quality assured by the Chief Officer and Head of Service. There are significant risks associated with any diminution of this service.

The pressure has arisen from the existing level of funding for the EAS, that has usually benefited from an uplift year on year. If this pressure is not met, there will be a further reduction in staffing within CYP to meet these savings. This will have an impact on the level of support CYP can provide to schools and settings and will be in addition to the savings already made within CYP services.

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

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

160. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	This will help us to ensure ALL children have the best possible start in life and that no children are disadvantaged due to a disability or ALN.
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

161. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

162. Options Appraisal -

Option	Benefit	Risk	Comment

163. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
A reduction in EAS services	Schools	Negative
A reduction in EAS staff	EAS	Negative

164. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

The impact of a reduction in funding could result in a reduction in some direct services to schools. However, this would depend on what functions the EAS identified for reduction. For example, if savings were made in central costs and support functions this would have no impact on enhanced support and a small impact universal support for schools.

165.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)

166. 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)

DMT	Discussed as part of the overall budget saving	October – ongoing

167. 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 7 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 LA would not know its schools well enough	Operational	Variation between Estyn evaluation and LA evaluation of schools	Low	Greater challenge at Local authority level through professional discussions, PD and School Supported Self-evaluation. SSE and more frequent school visits
Schools would need to secure more school improvement support from each other or other providers.	Operational	The EAS provide a wide range of school improvement support to our schools.	Low/medium	Schools would extend the number of providers they currently use to support school improvement.
The EAS may not have the capacity to deliver all of its current functions	Operational	The EAS provide school improvement support as well as wider training and support for Governors	Low	Reduce the range of support/training and focus on universal school improvement activities.

168. Assumptions

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

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

169. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Schools	A reduced level of universal support for schools	10%	-	-	-

170. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Education Psychology	Senior Responsible Officer:	Will McLean
Your Ref No:	CYP11	Operational Lead Officer:	Morwenna Wagstaff
Version No:	1	Directorate:	CYP
Date:	18th November 2022	Section:	Inclusion

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.

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

The proposal is to reduce the Education Psychology Service (EPS) by 1 FTE, this will be achieved by not recruiting to a vacancy of 0.4 FTE and a staff reduction of 0.6 FTE. Following a recent recruitment process for a full time post the successful candidate asked to work for 0.6 FTE which has created the 0.4 FTE vacancy which will not be filled.

172. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

The EPS is led by a Principal Educational Psychologist and is made up of experienced Educational Psychologists (EPs) who, except for one, work for MCC on a part-time basis.

The EP role is to use their knowledge of psychology to support schools and settings to make the best use of their resources and skills to bring about positive change for children and young people (CYP).

The EPS offer a range of support to schools, settings, families and other agencies across MCC and the region.

Statutory Duties/ ALN: Under the ALNET Act, EPs have a unique and statutory role to play throughout the formative process of contributing to Individual Development Plans (IDPs). The new ALN system expands the role of the EP to include both CYP aged 0-3 years and 16-25 years. The ALN Code refers to the role of the EP throughout the whole ALN process with wide ranging consultative, and interventionist responsibilities at stages such as, 'reviewing arrangements for CYP with ALN' (Chapter 7), and determining the extent or nature of the ALN that the child may have, or the ALP called for by the child's ALN (Chapter 11-17). The involvement of an EP in the graduated approach for CYP ensures the best context to enable an EP to provide advice that is current, specific and of high quality for the process of determining ALN and identifying appropriate ALP. EPs may be involved in assessment, consultation and the giving of advice.

The EPS offers a flexible and responsive service which as well as meeting the demands of the ALN Act/ Code includes has a remit which is broad and diverse. Key elements include:

Schools: All Monmouthshire schools have access to the EPS through a Link Educational Psychologist (EP). The Service Delivery Model that encompasses 4 phases (Problem Solving & Reflection; Formulation & Consultation; Assessment & Intervention; and Involvement to Inform Statutory Processes) that reflect the offer from the EPS at the Universal and Universal Plus levels and highlight the role of the EP at the Targeted and Specific level in line with the ALN Act/ Code.

Early Years: The EPS provide protected time specifically focused on preschool aged children as part of the wider Early Years ALN Team. This is focused on supporting preschool children with complex ALN— typically the EYs EPs support around 25-30 preschool children with complex needs each year. The EYs EP's role is to support a collaborative approach to understanding the needs of the child, and their family, in terms of determining their ALN and the ALP that will be required to meet those ALN. All these children receive support through the School Entry Planning (SEP) process to enable the best transition and start into Reception. Many of these children are considered for places in our Specialist Resource Bases (SRBs) and EY EPs are part of that decision making process to prioritise need and allocate provision appropriately.

ALN/ Complex Case work – EPs work closely with the ALN Team and the Specialist Resource Bases (SRBs) to support CYP with complex needs, including those who are placed in out of county and/ specialist provisions. EPs respond as key witnesses within the local authority to any Tribunals that are logged. EPs contribute towards the ALN Statutory Panel. The EPS coordinate and chair the Specialist Provision and Outreach Team (SPOT) network and the Outreach Autism Inclusion and Support (OASIS) Panel. The EPS has a remit to support the quality assurance, monitoring and reviewing processes around CYP with ALN who have bespoke ALP or who attend out of county and/ specialist provisions.

Emotional Literacy Support Assistants - ELSA is an evidence-based programme led by the EPS since 2016. It is an intervention programme to support CYP with their ability to understand and manage their feelings and emotions. Monmouthshire currently has 94 fully trained ELSAs working across primary and secondary schools as well as within Monlife, Early Years and the Inspire to Achieve service. The EPS runs the six-day initial training course (annually) to enable schools to maintain or grow their capacity to offer ELSA. To maintain their ELSA status all trained ELSAs need to access half termly supervision from the EPS. The EPS currently run 12 supervision groups each half term as well as a programme of Continuing Professional Development to all ELSAs each academic year.

Wellbeing – EPs are involved in a wide range of work focused on the wellbeing of CYP and staff. This work includes:

- Chairing and participation in the Wellbeing Subgroup.
- Leading on work around **Emotionally Based School Avoidance (EBSA)** including case work with individual pupils at the targeted/ specialist level of provision who often require an intensive level of multi-agency input to put a plan together to reengage them in learning. The EPS run a professional

development programme that has been well attended by school-based staff and partner agencies. As part of this they also offer regular EBSA Consultation Sessions.

- As part of the new statutory framework around mental health and emotional wellbeing, **Trauma Informed Schools (TIS)** is one strategic element. We have an EP who has completed the TIS Diploma and the EPS coordinate, evaluate and will provide ongoing support (and TIS supervision) to schools across MCC to embed and develop Trauma Informed approaches, with a view to developing a sustainable model of training into the future.

Critical Incidents – the EPS provide an immediate respond to Critical Incidents affecting schools such as the sudden death of a member of staff or a pupil. Annually, the EPS respond to around four or five such incidents. Depending on the nature of the incident these can take a large amount of EP time to support the school community to manage the implications and recover.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Education Psychology	£487	0	£81	£81				£81

174. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	5.92
Total number of posts in budget area affected	9
Total increase or decrease in the number of posts from this proposal	Decrease of 1

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	0.4
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	0.6

175. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

The Impact on Service Delivery

A reduction in the EPS could lead to the following impacts on each area of key service delivery.

Statutory Duties/ ALN

- The EPS support the statutory functions as set out in the ALNET Act 2018 and its associated Code. Failing to meet its statutory duties would put the local authority at significant risk of legal challenge.
- The new duties at Post 16 pose a clear risk as to date there has been limited EPS offer in this age range.
- The LA could see a rise in the numbers of requests for LA based IDPs putting increased pressure on the ALN Team.
- Schools and the LA would not be able to determine the ALN and appropriate ALP for pupils with ALN meaning an increased chance of placement breakdown.
- Schools and the LA would not be able to review the arrangements CYP with ALN.

Schools

- If schools do not have adequate support from the EPS it is likely that they would feel less equip to meet the needs of pupils with complex needs and therefore the LA could see a rise in the numbers of requests for LA based IDPs.
- School staff would not have the skills, knowledge and confidence to meet the wide range of ALN needs presented within our mainstream schools.
- MCC could see a rise in the numbers of school placement breakdowns.
- MCC could see a rise in the number of fixed term and permanent exclusions.
- MCC could see a rise in the number of requests for Education Other Than At School (EOTAS) service.
- MCC could see a rise in the number of children placed in expensive specialist and out of county school placements.
- MCC school staff could experience a decline in wellbeing, which could result in increase in school staff absence.

Early Years:

- A reduction of the number of preschool children and families receiving support this could affect the early identification of some preschool children's ALN and understanding of their ALP which is key in preparing schools to well meet the needs of children with complex ALN.
- The early identification and collaboration during the SEP process is vital for schools to be prepared and confident to meet the needs children with complex ALN when they start in school. It is this which helps to maintain pupils with complex ALN to remain within our schools and local communities with support, rather than in specialist provisions.
- MCC could see increased requests for SRB placements or out of county specialist provisions.
- The LA could see an increase in placement breakdown during the Foundation Phase.

ALN/ Complex Case work

- a reduction in the amount of EP time to work with the CYP with the most complex ALN including those in specialist provisions could led to placement breakdown or increased requests for specialist provisions that are out of county, thus having significant financial implications.
- The LA could see an increase in SENDIST tribunals if parental confidence that their child's ALN are not being well met in their school/ SRB. This would have an increased impact/ pressure on the ALN Team.

ELSA

- MCC ELSAs in schools would not be able to continue their ELSA status due to lack of mandatory EP led supervision.
- Initial ELSA Training may not be offered to schools at all/as frequently, leaving schools without ELSAs/enough ELSA capacity to meet the needs of their school.

- Lack of skill development of existing ELSAs, through CPD from the EPS, leading to a reduction in their ability to meet the varied needs of pupils they support.
- MCC schools do not have the necessary ALP or preventative measures in place to meet the needs of CYP who present with emotional and mental health and wellbeing needs.
- Rising numbers of CYP with unmet emotional and mental health and wellbeing needs.
- Increase in numbers of CYP presenting with EBSA, with the associated impact on school attendance.

Wellbeing

- Less support for schools around wellbeing including the delivery of training programmes such as EBSA and involvement in associated case work.
- A reduction in the availability of staff to run regular consultation sessions around issues such as EBSA could lead to an increased level of pupils out of school, which would increase pressure on teams such as ALN and EWS.
- A reduction in EP time could mean that there is a reduction in the strategic, preventative work around projects such as the TIS work in schools and wider in the LA.

Critical Incidents

- When responding to a Critical Incident the EPS send in two EPs due to the likely high levels of emotional distress and the need to offer a reflective, safe response for school staff/ communities. A reduction in the EPS could impact negatively on the immediate response offered to schools/ settings during these most difficult times.

Future EPS work streams/ commitments that would be impacted by a reduction to the EPS –

- **Monmouthshire's Autism in Schools/ Education Project** – this partnership with the Autism Education Trust (AET) and National Autistic Society (NAS) represents a significant investment and strategic project for MCC. Over a third of all statements of SEN/ IDPs are for pupils with a diagnosis of autism, most of whom are placed in mainstream settings. This project was formally launched on 23rd November 2022 and will require future EPS coordination and participation in the workforce programme being developed. It is hoped that this training programme will begin during 2023.
- **Positive Behavioural Support (PBS) and Multi-Agency Consultation Meetings (MAC)**. PBS is a multi-agency, early and intensive intervention for CYP with Learning Disabilities and/or a diagnosis of Autism and their families. Multi-agency Consultation Meetings (MAC) provide an advice and consultation forum to address emerging issues relating to CYP with learning disabilities in schools and settings. An EP is currently completing the PBS Diploma to enable the EPS to play a key role in this new virtual PBS team alongside a Health and Social Care representatives. The EPS have committed half a day a week of EPS time to this project going forward. A main aim of this team is to reduce the numbers of costly out of county residential placements.

Contextual Factors to consider within the EP Profession

There is a national shortage of EPs which is felt significantly across the region and Wales with some LAs reporting a significant reduction in functions of the EPS. Other LAs are spending significant money paying locum EPs to bolster their understaffed services and/or are having to wait for very long periods of time for EPs to start, some of whom are being employed during years 1 or 2 of the 3 year doctoral training course. In MCC we have been successful over the last three recruitment cycles to attract and recruit experienced EPs to the team, albeit not always to the fulltime positions we hoped. Subsequently we have a experienced EPS who are able to work preventatively across the county. Due to the pressures on the EP profession, there is a high likelihood that we may not be able to recruit more EPs in the future in a timely manner, if at all. Part of the attraction for EPs to join the EPS in MCC is the level of varied, strategic and preventative work offered. We are

retaining our EPs. A reduction to the EPS so soon after a successful recruitment cycle could have a negative impact for the EPS into the future.

176. 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)

177. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	Before the reduction yes this would have met the corporate and community plan, this will not be the case.
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

178. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

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179. Options Appraisal -

Option	Benefit	Risk	Comment

180. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is affected?	Is this impact positive or negative?
Pupils	Vulnerable pupils including those with ALN will not have their needs met. Increased numbers of pupils will not be able to be educated within their local communities.	negative
School staff	The EPS will not be able to build capacity and wellbeing through training, support and guidance.	Negative
SRB	Increased demand on placements being requested/ required. The EPS will not be able to build capacity and wellbeing through training, support and guidance.	Negative
Parent/ carers	Support for parents/ carers of children with ALN will be reduced.	negative
ALN Team	Possibility of parents/ carers/ requesting a higher level of input/ support from ALN team if they perceive the needs of the child/ren are not being. Increased numbers of SENDIST Tribunals. Increased costs for specialist placements outside of MCC.	negative

181. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

There is no mitigation.

The context to consider is the national shortage of EPs and the issues other LAs are experiencing in the recruitment and retention of this skilled workforce.

182. 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)

183. 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)
DMT	Discussed as part of the overall budget saving	October – ongoing

184. 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 7 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
Reduced capacity to undertake statutory duties as described in the ALNET Act & Code.	strategic	The ALN Code specifies that EPs advice is necessary to determine the extent or nature of the ALN a child/young person may have and the Additional Learning Provision (ALP) called for by the child /young person's ALN.	medium	none
A reduction in early support and intervention for schools /settings and children /young people with ALN, including those in the Early Years.	operational	Early intervention is a key role of the EPS. Without early intervention and support cases escalate and become more complex. More complex cases require increased resources.	Medium /high	none
Well-being initiatives for individual pupils and in schools across the region will be reduced / less supported	Operational	Well being needs have significantly increased post Covid with many pupils experiencing high levels of anxiety and difficulty attending school. Training and support from the EPS is a critical factor in ensuring that schools /	medium	none

		young people well-being needs are supported and met.		
EP led interventions /initiatives would be compromised	Operational	Highly regarded interventions, which are embedded in MCC schools require mandatory EP supervision /involvement. Other multi-agency initiatives are led by EPs.	High	Schools would have to commission external private EP support to undertake the supervision.

185. Assumptions

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

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

186. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
A reduction in the number of EPs will have an impact on their ability to respond in a timely way to requests for statutory IDP assessments	Statutory IDPs will not be completed within specified timelines and could be subject to legal challenge or complaint.	decline			
A reduction in the number of EPs will have a negative impact on early intervention and support for schools / CYP.	Cases will escalate and become more complex requiring more resources /provision	increase			
A reduction in the number of EPs will have a negative impact on well-being support and initiatives for schools/settings, CYP.	Escalation in mental health and well being referrals and an increase in applications for EOTAS.	increase			
A reduction in the number of EPs will have a negative impact on EP led interventions and initiatives.	Schools /settings/ CYP will have less access to specialist provisions and Interventions.	decline			

187. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Gwent Music	Senior Responsible Officer:	Will McLean
Your Ref No:	CYP12	Operational Lead Officer:	Nikki Wellington
Version No:	1	Directorate:	CYP
Date:	22nd November 2022	Section:	Standards

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.

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

Gwent music is a joint service between Monmouthshire, Torfaen, Newport and Blaenau Gwent the service has been jointly funded however over recent years the funding has been withdrawn from the majority of partners with Monmouthshire being the highest contributor.

The service is hosted by Newport County Council with MCC providing a contribution to the service. Over many years the service has redesigned to become more sustainable as partners have withdrawn contribution. The impact on the service will be for Gwent Music to establish through their management board. It is anticipated that there will be increased costs for music lessons and music centres.

Over this period the service has developed to operate a more sustainable model so that it can still deliver music support to schools. This has seen the majority of fixed costs removed from schools.

The proposal is to withdraw £100,000 from the service but to still maintain some subsidy to schools to reduce music lesson and the support for the hardship fund to support pupils from low-income families.

189. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Current budgets, quarterly reports from Gwent Music with monitoring details including levels of music lessons delivered.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Gwent Music	£120	0	£100	£100				£100

191. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	0

192. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

The service is hosted by Newport County Council with MCC providing a contribution to the service. Over many years the service has redesigned to become more sustainable as partners have withdrawn contribution. The impact on the service will be for Gwent Music to establish through their management board. It is anticipated that there will be increased costs for music lessons and music centres.

The service operates in the majority of our schools and supports pupils all through up to A Level standard, any increase in music lessons would lead to some families unable to afford to continue this will be especially true for low-income families. The hardship fund will remain the current fund is £9,000.

193. 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)

194. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	The current level of funding supports this but any reduction will take away the ability to meet this.

Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

195. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

196. Options Appraisal -

Option	Benefit	Risk	Comment

197. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Schools	Increased costs to access music provision	Negative

198. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Gwent music to redesign to ensure sustainable delivery in the future.

199. 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)

200. 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)
DMT	Discussed as part of the overall budget saving	October – ongoing

201. 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 7 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 Gwent Music will cease	Operational	MCC is the largest contributor to the service, with the reduction of the core support the service may become financially unviable.	Medium	Gwent music to re design the model and scale provision to continue
Risk that schools can no longer buy support due to increased costs	Operational	School budgets are facing financial difficulties and they will look for cheaper providers to support	Medium	
Risk parents unable to afford the cost of lessons	Operational	Cost of living issues may make the costs of lessons unaffordable	Medium	Hardship fund continuing to support low income families

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202. Assumptions

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

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

203. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Gwent music continuing to provide support with the reduced contribution levels	£0			

204. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Individual Schools Budget	Senior Responsible Officer:	Will McLean
Your Ref No:	CYP13	Operational Lead Officer:	Nikki Wellington
Version No:	2	Directorate:	CYP
Date:	20th December 2022	Section:	Individual Schools Budget

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.

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

The proposal is to reduce the Individual School Budget by £1,450,000 (2.8%) however the budget for schools will be uplifted by £2,039,000 for energy pressure and £2,018,939 for pay awards. The net uplift for schools is £2,607,939 which is the protection afforded to schools from Welsh Government.

The current MTFP uplifts the ISB for teachers pay award (4.13%, £1.1m) which is the blended rate as the pay award is from 1st September 2023 and the non-teaching pay award of 6.25% (£0.9m). There is also an uplift for energy in line with the current forecast rates, for schools this is £2,039,000

206. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

The funding for schools is delegated using a number of factors, the majority of the funding is delegated on pupil numbers (age weighted pupil numbers, AWPU). The current AWPU is:

Nursery	£2,497.46
Reception – Year 2	£2,496.78
Year 3 – Year 6	£2,464.59
Year 7	£3,516.64
Year 8	£3,554.46
Year 9	£3,569.59
Year 10	£3,930.50
Year 11	£4,298.41

The proposal would see an uplift of 5.1% however in real terms this will be a 2.8% reduction which for an average 210 place primary schools is £29,400.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Individual School Budget	£51,221	0	£1,450	£1,450				£1,450

208. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	The impact per school will be determined by the
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	Governing Body and the school.
Total number of posts in budget area affected	
Total increase or decrease in the number of posts from this proposal	

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

209. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

For primary schools there is a statutory class size at foundation phase, 1 teacher to 30 pupils, however the foundation phase ratios for teaching assistants are guidance, being 1:10 nursery and 1:15 reception to year 2. Therefore schools will need to maintain the statutory ratios, resulting in any saving being made from non-teaching staff and resources, which will result in a great level of staff needing to be made redundant. This will impact on standards and the school's ability to fully support the new curriculum. Many of the non-teaching roles is to meet foundation phase ratios and to support pupils with moderate learning difficulties, there will be a direct in the support that can be provided to these pupils. In addition to this the non-teaching staff cover lunchtime and break times, by cutting these posts there may not be enough staff to cover to the correct ratios which again are statutory. There will be a loss of goodwill and often staff will stay after school to run clubs for pupils allowing parents cheaper childcare.

For secondary schools the impact will be that class sizes will increase and some course for GCSE and A Levels will not run. Already secondary schools have reduced support staff so it is likely that the reductions will fall to teaching staff which will have a direct impact on standards. Where schools are close to the English border parents may opt to place pupils in English schools where the cuts are not so great.

If schools cannot find the reduction this will result in more schools in a deficit budget, this will put pressure on the overall level of reserves for MCC.

Across all MCC schools it is likely that there will not be enough staff to cover absences, and this will result in higher agency staff costs, inconsistency in teaching and increase complaints from parents.

For all schools if the standards fall this will have a direct impact on any Estyn inspections which also reflect on the Local Authority.

We are continuing to work closely with all of our schools to clearly identify the consequences of this level of reductions.

All schools have been advised to model 10% / 7.5% / 5% / 2.5% reductions.

210. 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)
Schools already rely upon grant funding for elements of their expenditure. If the Welsh Government make a decision to reduce levels of grant funding this will amplify the effect of the core reduction.		

211. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	Before the reduction yes this would have met the corporate and community plan, this will not be the case now.
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

212. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

The impact assessment has identified that staff are at risk of redundancy, however the protection of employment policy will be followed and staff will be given opportunities to apply for other posts. All opportunities will be advertised internally first to allow staff with the necessary skills to apply. This has also highlighted the effect on pupils with increased class sizes and a reduction in support for those with Additional Learning Needs.

213. Options Appraisal -

Option	Benefit	Risk	Comment

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214. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
ALN	Given the larger class sizes some pupils may not be able to cope and therefore need support to remain in school	Negative
HR	Possible increase in sickness absence / wellbeing concerns	Negative
Admissions	Some schools may be reluctant to admit pupils due to increased class sizes	Negative
EAS	Given there will be less staff the standards may reduce which will then trigger more school improvement intervention	Negative

215. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

There is no mitigation for this

216.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)

217. 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)

DMT	Discussed as part of the overall budget saving	October – ongoing
Headteacher	Presentation	November
School Finance Forum	Presentation	November

218. 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 7 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 school statutory ratios could be breached.	Operational	If staff numbers are reduced the ratios will increase.	Medium	Primary Schools have a statutory ratio that cannot be breached, this is not the same for secondary schools.
Risk secondary schools will not offer the current post 16 range of courses	Operational	A number of schools are running courses with low numbers which allow pupils to ma wide range of subjects.	Medium	
Risk that schools on the border may lose pupils to schools in England where the finance is higher.	Strategic	There is already a drift in some areas of Monmouthshire of parents choosing English schools or schools in other Welsh Counties.	Medium	
Risk standards fall	Operational	Increased class sizes may result in standards falling in schools.	Medium	
Risk pupils with ALN their needs may not be met	Operational	This will result in increase costs to support pupils	Medium	
Risk the number of schools in a deficit budget increase	Operational	Continued pressures on schools to return to a surplus position and possible impact on the overall reserve levels for MCC		Recovery plans and loans for schools.

219. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Cost of staffing	To illustrate the level of staffing that will be made	Nikki Wellington

220. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
		£0			

221. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Support Services	Senior Responsible Officer:	Will McLean
Your Ref No:	CYP15	Operational Lead Officer:	Nikki Wellington
Version No:	1	Directorate:	CYP
Date:	22nd November 2022	Section:	Resources

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.

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

Support services covers financial support to schools, admissions and planning for pupil places. The proposal is to restructure the staffing to save £25,000. This can be achieved in a number of ways including reducing hours or redundancy.

- The finance function offers a service level agreement to schools and all schools buy into this service.
- The admission team process all the admissions into Monmouthshire schools with the exception of voluntary aided schools who are their own admitting authority, however they do provide advice to these schools and process the admissions letters.

223. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Currently all schools are met at least on a bi-monthly for budget monitoring, there are currently 7 schools in a deficit and these will be receiving additional support to ensure they return to a balanced position. The finance team assist schools to build their annual budget, complete and manage grants and provide ad-hoc financial advice. The team also provide support for central cost centres, the total budget is £59,512,985 for CYP including schools. Support is also provided to governing bodies, again the ability to provide this support will reduce.

The access team process all applications for school places, both for primary and secondary schools for statutory intake and causal admissions, this includes all nursery admissions into maintained nurseries. In addition, the team are responsible for planning school places and leading on any consultations for changes in schools / catchment review and opening and closing of schools, in addition to this the team also monitor the level of surplus places in schools.

The team are also responsible for a number of smaller capital projects for example, the recent changes at Ysgol Y Ffin, the ability to support these will be reduce placing a higher reliance on schools.

In 2021-22 100% of secondary pupil and 95.3% of primary pupils were admitted to their first-choice school during the admission round.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Support Services	£361	0	£25	£25				£25

225. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	8.2
Total number of posts in budget area affected	9
Total increase or decrease in the number of posts from this proposal	1 decrease

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	1

There will also be an opportunity for officers to reduce hours.

226. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

The number of meetings with schools will reduce due to the reduction in capacity, this may mean longer intervals between budget monitoring which may result in more schools facing financial issues and these being less visible to the corporate centre. This will be the same with central cost centres. Schools will see a reduced level of service and some support may have to be withdrawn for example support with grant applications.

Given the number of officers in the admissions team any absence has a direct effect on support for parents through answering phones and providing timely advice and guidance. While the statutory admissions deadline is currently being met this may not be the case. There may also be delays in admitting more complex pupils. Schools will also see a reduced level of support in admissions and admission support for voluntary aided schools will be withdrawn. There are a number of consultations for changes to schools and catchments that are being planned and these may be delayed.

There are a number of appeals for school places from parents during the year, these appeals have to be held within statutory deadlines and are led by legal, there complaints from parents and community groups if the appeal cannot be held with in the legal timeframes.

227. 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 this is a statutory responsibility		

228. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	The current level of funding supports this, but any reduction will take away the ability to meet this.
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

229. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

230. Options Appraisal -

Option	Benefit	Risk	Comment

231. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Budget Monitoring	Schools and central costs centres, less meetings, reduced monitoring.	Negative
Budget Setting	Schools and central costs centres, currently several budgets meetings are held with schools to finalise the budget, these will be reduced.	Negative
Finance Advice	Support to Governing Bodies will reduce, this will increase the pressure on Heads to provide any information required	Negative
Admissions	Schools, the ability to provide and support will reduce, this could also lead to the statutory deadline to admit pupils will not be met	Negative
Admissions	Advice to parents regarding the process will be reduced and at times of absence or peak time parents will see increased waiting times for a response.	Negative
School Planning	Any response to changes in schools / school places / catchments will be delayed at peak times to allow the statutory admissions process to be completed.	Negative

232. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

There is no mitigation for this.

233.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)

234. 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)
DMT	Discussed as part of the overall budget saving	October – ongoing

235. 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 7 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 more schools are in a deficit budget	Operational	Schools are facing significant budget pressures and are requiring additional support; this may not be provided.	Medium	Schools to complete budget monitoring without financial support.
Risk that central budgets are overspent	Operational	Central cost centres face the same risk as schools and where there are volatile budgets such as ALN the risk of overspends is significant	Medium	Cost centre managers to monitor budgets without financial support.
Risk school admissions will not be processed in the statutory deadlines	Operational	Currently the statutory admissions deadline is met, however with the reduction proposed there is a risk that this will not be met.	Medium	
Risk parental complaints increasing	Operational	The ability to respond to parent queries will reduce.	Medium	
Risk to respond to consultations will reduce	Strategic	With the current staffing the level to ability to respond to consultations is a pressure, this will increase.	Medium	

236.Assumptions

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

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

237. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Levels of deficits and overspends increase	£0			
Schools	Increased workload for schools				
Parents	Increased waiting times for admissions support and advice.				

238. 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	

Social Care, Health & Safeguarding

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Pressure
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Proposal Title	Fee uplift on Social Care providers	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCHPM1	Operational Lead Officer:	Ceri York/Ty Stokes
Version No:	2	Directorate:	SCH
Date:	5/12/2022	Section:	Adults and Children's

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.

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

Each year we engage with the care provider market to understand their costs, margins and pressures they are currently, and will experience in the year ahead.

Within Adults Social Care we have embedded since 2010 a fair fee review for the in-County care home sector, providing full engagement with the sector to review costs and pressure, and use this to negotiate the support required for the forthcoming year.

For the Adult Social Care domiciliary and Children's Services sector, the engagement with providers is one of obtaining their requirements, reviewing and scrutinising the cost pressures and then setting to negotiate an agreement with those providers.

In terms of influencing factors affecting care providers for the forthcoming financial year 2023/24 are listed below:

- From the 1st April 2022 the First Minister for Wales made a commitment to pay care staff in registered social care posts the real Living Wage. Following the UK Chancellor's 2022/23 Autumn budget of 17th November 2022 it was announced the **real Living Wage will increase on 1st April 2023 from £9.90 to £10.90 per hour**,
- Many providers are already paying above the real Living Wage just to recruit and retain care staff given the current workforce crisis in social care, and to compete with other industries such as hospitality and retail,
- Inflationary increases such as food, energy for which commercial entities have no energy cap and insurance some experiencing increase in premiums of 300%,
- Fuel costs are also another cost pressure on this sector,
- Non care staff pay increases average at 6.6%.

240. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

- Autumn budget for 2023/24 on 17th November 2022,
- Inflation which currently stands at 10.1% as at October 2022
- Cost data from providers
- ONS for average non-care staff pay increases
- We have a fair fee toolkit for calculating the weekly care home placement and considering all the factors we know of now, a percentage increase of 12% has been derived. Of this 12%, the majority is staff costs and with the increase in real Living Wage, which is a requirement in Wales to pay at, this equates to 12.12% (£1 per hour increase from £9.90 to £10.90 is 10.1% plus the associated on costs of employers NI and 3% pension contribution). This percentage increase has then been applied across the current 2022/23 spend for both Adults and Children's to arrive at the costed pressure of £3M, a summary table is included:

	Current forecast spend (as at M6) £'000's	2023/24 Pressure £'000's
ADULT		
Care homes (excludes LD college placements)	11,017	1,322
Domiciliary care	5,948	714
Sub-total Adults	16,965	2,036
CHILDRENS		
Placements	8,648	1,038
Sub total Children's	8,648	1,038
TOTAL	25,613	3,074 (rounded pressure down to £3M)

- Of the identified cost drivers, real Living Wage is set by the UK Government and since the Welsh Government made the pledge that the real Living Wage must be paid to social care staff, this is a cost that cannot be mitigated. For care home providers 70% of their expenditure is staffing, for domiciliary care providers over 90% of their overheads are staff related,
- Remaining cost drivers are inflation related such as food and energy for a care home, again difficult to negotiate and mitigate. For domiciliary care providers the remaining costs are premise and fuel related, again another difficult factor to negotiate or mitigate,
- We are constantly challenging, reviewing, negotiating and mitigating costs wherever possible. For example, fuel costs we have directed domiciliary care providers to encourage staff to make HMRC claims for mileage rate differences. As an illustration a recent challenge on a children's care providers was challenged with an ultimatum to remove the child, but despite this a significant reduction in favour of the Council was brokered,
- At present we only have for Adult care home provision 4 out of 16 county homes that accept our rates. The remaining four have indicated that they are waiting our proposed rates for next year before committing to accept in the future. Even 4 out of 16 does not give us enough flexibility to ensure that we can meet the assessed needs of clients or offer choice to clients, which means we may well have to pay additional unbudgeted costs, the best outcome is to gain more, less that 4 will make offering choice an impossibility,
- With the staffing recruit and retention crisis in the care sector, the increase in real Living Wage is required, even where providers are paying in excess at present, in order to maintain the pay differential to avoid losing or not being able to recruit staff. In addition, if the increase in real Living Wage is not passed on to maintain pay differentials, we do risk more and more care not being able to be purchased at the Local Authority rate, the rates we set are informed by our fair fee toolkit, leading to tops up by default having to be funded by the Council due to not being able to purchase care at its set price.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Adults and Children's	55,967	1,000		1,000				1,000

242. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	
Total number of posts in budget area affected	
Total increase or decrease in the number of posts from this proposal	

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

243. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

If this proposal was agreed, it would allow the service delivery to maintain the stability of the provider market by meeting costs pressures as they stand when writing this report. The service is dependent upon the market to meet the needs of vulnerable people in Monmouthshire and without ensuring fee levels are reasonable and fair our ability to purchase care will be significantly affected.

Should this proposal not be agreed, those care providers would increase prices as some, if not all factors are beyond their control such as the setting of the real Living Wage and inflation on prices.

244. 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)

245. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

246. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

Positive impacts:

- Positive impact will honour the Welsh Government pledge to pay the Real Living Wage to the Social Care sector within Wales
- Fee uplifts will be fair and reasonable and enable sufficient care to be secured to meet the needs of Monmouthshire people and to meet statutory obligations.
- Sustainable social care market for the future
- Reduction in the number of older people who need a 3rd party top up to enable them to have a choice of care home in the county.
- Pay rates for care workers are sufficient to recruit and retain sufficient staff to provide the level of care required.

Negative Impacts:

None

247. Options Appraisal -

Option	Benefit	Risk	Comment
Not agree the proposal	Remove the budget pressure	Provider fees would increase regardless due to factors that are not controllable May not be able to purchase sufficient care to meet need	
Agree the proposal	Meets the unavoidable costs affecting the care market and in turn providers	Costs will increase further namely inflation, wages due to competition from other sectors and energy.	We endeavour to negotiate and mitigate fee increases or limit at every opportunity

248. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
None		

249. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

We have robustly reviewed all costs and pressures on the market and looked at any avenue to negotiate or mitigate, but the opportunities are either very limited or do not exist.

250. Up-front Investment Requirement

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

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

251. 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)
Providers	Fee uplift negotiations	From January 2023

252. 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 7 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
Legislation	Operational	Welsh Government setting real Living Wage to social care posts	Low	None
Inflation	Operational	Increase in prices	High	Review of cost pressures and discussion with the market
Foster rates	Operational	Awaiting Welsh Government's announcement on rate increases for 2023/24	Low	Can be managed within the value of the mandate

253. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
None		

254. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	In year forecasting				
Customer	Older Adult care homes and top ups being applied by providers – aim is to reduce wherever possible				

255. Additional considerations:

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

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Pressure
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Proposal Title	A newly established supported living project creating 3 independent living flats for clients to live in county and reduce reliance on out of county residential provision	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCHPM3	Operational Lead Officer:	Julie Heal
Version No:	1	Directorate:	SCH
Date:	23 rd November 2022	Section:	CLDT

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.

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

Newport Road, Caldicot is a newly established supported living project which has created 3 individual living flats to enable individuals with profound and multiple learning disabilities to live independently within the community with appropriate levels of care and support.
The building was purchased and refurbished by Melin Homes using Welsh Government funded grants (Social Housing Grant £360k and Recycled Capital Grant £163k).
The objectives of the project were to ensure that Monmouthshire residents were afforded the opportunity to reside independently within the County as opposed to receiving commissioned high cost out of county residential care placements.
The weekly cost of the current care and support packages are £2,023.35 * 3 = £6,070.05. The care and support is provided by Consensus who were selected following the MCC tendering process.
The three individuals previously resided with ageing parents who were unable to continue providing informal care in their own homes. At this time two of the individuals were supported by care packages, the costings of these packages are set out below but exclude commissioning funded care totalling £46,000.00.
Person X:- £24, 919
Person Y:- £23,926
Person Z:- NIL

The team have explored making reductions to the existing packages of care and support, however, these reductions would be marginal given the extensive and complex needs of the three individuals.

257. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Anticipated budget pressure

The culminative annual cost of the care packages are: £315,642.60
Less funding transferred by commissioning:- (£46,000.00)

Requested budget pressure:- £269,642.60

NB. It is important to note that if this supported living project was not available for the 3 individuals, then residential placements would need to be sought. Due to limited provision in Monmouthshire, it would be necessary to commission out of county placements which would cost in the region of £3,000.00 per week due to the high level of individual needs and increasing provider rates.

Therefore, there is a potential cost avoidance of £152,357.40 per annum through investment in the Newport Road project.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Newport Road	6,111	270		270				270

259. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	nil
Total number of posts in budget area affected	nil
Total increase or decrease in the number of posts from this proposal	nil

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
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Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

260. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

If the budget pressure mandate was not agreed, then the Newport Road project would need to be dismantled which would create a number of issues:-

- **Removing the homes for life for 3 individuals with complex needs;**
- **Reputational risk to MCC;**
- **Potential grant implications for Melin Homes/WG;**
- **Potential additional budget pressure of £152,357.40;**

261. 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		

262. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	Provision of independent living in the community is supported by: <ul style="list-style-type: none"> • Thriving and well-connected county • Lifelong well-being • PSB well-being plan, • Corporate Plan, • A More Equal Wales
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

263. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

The project has significant positive impacts on a small number of young adults with complex learning and physical disabilities. There are no negative impacts on any of the protected characteristics. This project also makes a positive contribution to the Healthier Wales and Wales Cohesive Communities Wellbeing Goals by enabling these individuals to receive an improved quality of life within their local communities.

No negative impacts have been identified.

Please refer to full Integrated Impact Assessment for further details.

264. Options Appraisal -

Option	Benefit	Risk	Comment
No alternatives			

265. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
N/A		

266. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Budget Pressure
The current level of care and support will be kept under close review and will be reduced if considered safe to do so. There is significant risk attached to prioritising a budget reduction over the safe delivery of care and support and therefore, any right sizing would need to be carefully considered alongside risk management process

267. 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)

268. 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)
Tyrone Stokes	Finance Manager	18/11/2022
Clare Morgan	ISM	22/11/2022
Steve Woods	Team Manager	22/11/2022

269. 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 7 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

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

270. Assumptions

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

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

None		

271. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Staff will undertake regular review					
Commissioning to support with any fee uplift requests	Already incorporated into the provider fees pressure mandate				

272. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Pressure
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Proposal Title	Managing the budget pressure within the Social Care and Health Directorate	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCHPM5a	Operational Lead Officer:	
Version No:	1	Directorate:	Social Care & Health
Date:	24/11/2022	Section:	Children's Services

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

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

At the midpoint of the financial year Children's Services predicted an overspend of £4.399Mil based on known commitments and expectations against the Children's Services budget, comprising:

Analysis of M6 Overspend - Children Services			
Cost Centre(s)	Description	£'000	Notes
S026/29	All External Placements	2,986	IFAs, residential, schools, parent & baby, etc (includes the net cost of 8 UASCs)
S008/25/41	Other Richmond Nursing/ProHealthCare Provision	1,166	For circa 15 children/young people
S008/25/34/39/41	Agency Staff	89	11 agency staff as at end 31st October 22?
S025	Direct Payments	55	CWD Team
S010/19/20	Young People's Accommodation	226	Under 18, over 18 and POBL scheme (supported lodgings, housing etc)
Various	Other net underspends (e.g. safeguarding, CS management, vacancies not covered by agency, etc)	(123)	
	M6 Overspend	4,399	

Children's services remain in a highly volatile operating position with risks continuing to be associated with insufficiency of children's placements, demand levels, the complexity of demand, inflationary pressures, and labour shortages.

Expenditure within the Children's Services division is due to the increasing numbers and costs of high-cost placements, including extremely costly emergency arrangements for children where there is no regulated placement available. In these situations the service has to stand up emergency arrangements involving sourcing properties and an agency workforce all at high cost, especially given that children requiring such arrangements have the most complex needs / high levels of risk.

Higher cost placements are required because of the scarcity of foster placements (in some cases) together with the complexity of children's needs. At the end of Sept out of 211 Children Looked After 27 children accounted for £7.8M of all placement associated costs, against a placement budget of £5.6M.

This year has also seen an increase in the number of Unaccompanied Asylum Seeking Children requiring care and support including appropriate and safe placements, which has contributed to the overspend position.

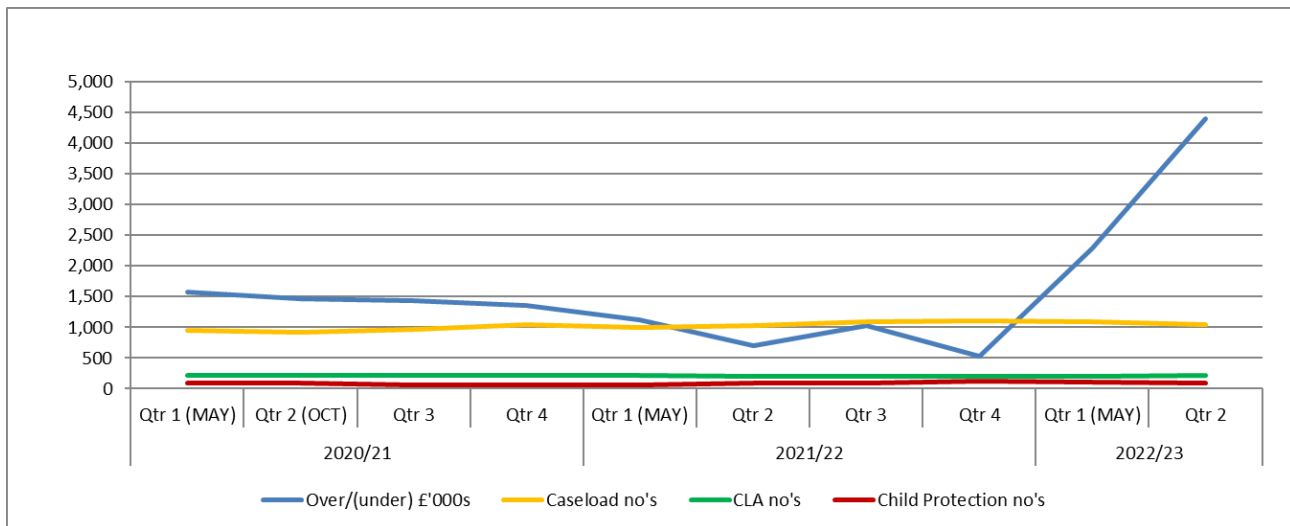
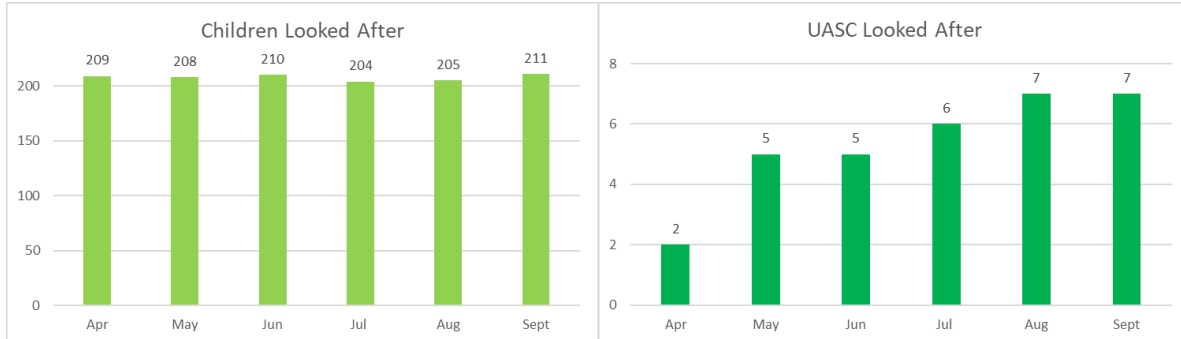
The data shows an overall and continued stabilisation of the service in respect of numbers of children on the child protection register and numbers of children who are looked after. However, within this fairly static picture the significant increase in overspend is contributed to through a change in patterns of demand whereby lower cost placements (e.g. placed with parents, kinship/in-house foster care) are decreasing whilst high cost and very high cost placements (e.g. IFAs, residential, OWR placements) are not.

In addition, 2022 / 2023 has seen the removal of WG grants (e.g. Covid Hardship Grant, Social Care Recovery Fund, etc) much of which was off-setting some of our highest cost placements in 2021/22 giving rise to a sharp increase in pressure within the current year.

The challenge of recruiting and retaining child protection social workers is recognised at a national level. The use of agency staff to fill vacancies in qualified social work posts continues with 11 agency staff currently employed. There is approximately a £20K differential in full year costs between a qualified social worker on terms and conditions and an agency social worker. Stopping the use of agency staff is problematic, as without the Council would not meet statutory duties or regulatory requirements for children looked after and child in need of protection.

274. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

The overall numbers of children in care have remained relative stable (discounting the effect of UASC), whilst the impact of placement shortages, particularly for the most complex children, together with the increased costs of placements have driven increased expenditure.



Graph illustrating budget position, caseload, LAC and Child Protection numbers

Placement Types	31.03.15	31.03.16	31.03.17	31.03.18	31.03.19	31.03.20	31.03.21	31.03.22
Monmouthshire Foster Carers	60	32	26	25	29	40	40	50
Monmouthshire Kinship Carers	16	28	23	30	36	41	48	39
Independent Fostering	37	32	42	44	49	59	52	54
Independent Living	1	1	0	1	0	0	0	0
Pre-adoption	2	9	7	1	2	1	5	4
Placed with Parent	9	16	20	24	40	55	49	39
Residential / Educational	8	10	8	7	9	18	14	15
Parent and Baby Placement	0	0	1	1	3	0	1	1
Secure Unit	1	1	1	1	0	0	0	0
Child in Hospital	0	0	0	0	1	1	0	0
Supported Lodgings	0	0	5	5	4	4	4	4
Other Placement								2
Total	134	129	133	139	173	219	213	208

The data shows that the biggest decrease in placements are those which are the least expensive.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Children's	18,272	4,399		4,399				4,399

276. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

277. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

This will allow Children's services to set a balanced budget, taking into account the **current** cost and demand pressures within the system.

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

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
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None		
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279. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	A connected place where people care
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

280. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

<p>Positive Children’s services support circa 1,000 children (at any one time) and their families within the county who fall within protected characteristics by virtue of their age alone, and in some cases through disability. The majority of these children will have experienced a range of adversity including poverty, housing insecurity, parental substance misuse, parental mental ill-health or domestic abuse. Children’s services provide children and families with vital services helping families achieve positive outcomes and supporting children to remain living safely with family and community wherever possible.</p> <p>Negative Very high costs placements or packages of care impact on the services ability to increase preventative and early help services to the extent that we would wish. This has a negative impact on people getting the help that they need in a timely way, and can contribute to the need for longer term or more intensive requirements for care and support.</p>
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281. Options Appraisal -

Option	Benefit	Risk	Comment
Do not apply a pressure funding.	This will represent a cost saving for the council	<p>There would be considerable disruption to services and people’s care and support needs would not be fully met</p> <p>Inability to meet statutory / regulatory requirements</p> <p>Inability to sustain a workforce (because of the pressure on remaining staff)</p> <p>Reputational damage to the Local Authority</p>	
	This will represent a cost saving for the council	There would be some disruption to services and people’s care and	

Apply a pressure at a reduced amount		<p>support needs would not be fully met</p> <p>The services ability to meet statutory / regulatory requirements would be severely reduced (given the current demand pressure)</p> <p>Inability to sustain a workforce</p> <p>Reputational damage to the Local Authority</p>	

282. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
None		

283. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

An in-year budget recovery plan has been developed to try and arrest further escalation of costs and where possible to generate in-year savings. The service has identified and is implementing a range of measures to arrest the concerning trend in increasing costs within this budget area.

Further mandates have been submitted to provide opportunities for increased sustainability within services following the impact of the COVID pandemic (such as expanding placement options for children, service re-design, increased levels of integration and increased oversight of how care is allocated.)

Strategic objectives within the directorate remain aligned to managing demand pressures through preventative approaches, maximising opportunities for integration and ensuring a reablement / de-escalation approach at all levels. Similarly, our workforce objectives remain as establishing a stable and permanent workforce so that the use of agency workers can be significantly reduced.

284.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)
Nil		

285. 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)
Directorate DMT		

286. 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 7 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
Current Cost of Living Crises	Operational	It is likely that the cost of living crisis will begin to drive further demand within communities for care and support.	Medium	Partnership working through ISPB and Programme Board
On-going demand pressures due to the ripple effect of the pandemic on family wellbeing and psychological wellbeing of children	Operational	Demand pressure on preventative services	High	Partnership working through ISPB and Programme Board including preventative approaches
In-sufficiency of children's placements	Operational	Service information regarding the inability to source placements	High	Local and regional development plan for increasing placement sufficiency
Inability to recruit permanent staff to key roles	Operational	Long-standing vacancies within key roles despite recruitment campaigns	Medium	On-going recruitment
Children's Service budget has shown a further increase of pressure from M4 to M6 (£655K).	Strategic / operational	Budget monitoring	High	Budget recovery plan

287. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Ability to arrest spend and generate in-year savings	Savings plan in place	

288. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget monitoring					

289. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	Procurement and brokerage for care
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	Y	Further integration with health
Will this project benefit from digital intervention?	Y	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Pressure
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Proposal Title	Managing the budget pressure within the Social Care and Health Directorate	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCHPM5b	Operational Lead Officer:	
Version No:	1	Directorate:	Social Care & Health
Date:	24/11/2022	Section:	Adults

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

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

At the midpoint of this financial year, Adult Services predicted an overspend of £1.475m based on known commitments and expectations against the Adult Services budget.

Adult services remain in a highly volatile operating position with risks continuing to be associated with demand levels, the complexity of demand, inflationary pressures, and labour shortages.

The overspend is a result of the full year effect in costs to be borne by the budget from the loss of three vital Welsh Government funding streams, with the full effect of costs resulting from the removal by Welsh Government of the COVID hardship fund, Social Care Recovery Fund and Social Care Pressures grants.

Older Adults budgets have seen a dramatic influx of clients requiring services as we move out of the pandemic with continued pressure from hospitals to discharge patients into the social care sector, with some clients requiring more intense services due to delayed health care during the pandemic. This financial year we have made 34 additional care home placements with the consequential impact on the budget. (In the previous year, these would have been voids funded through the COVID hardship fund.)

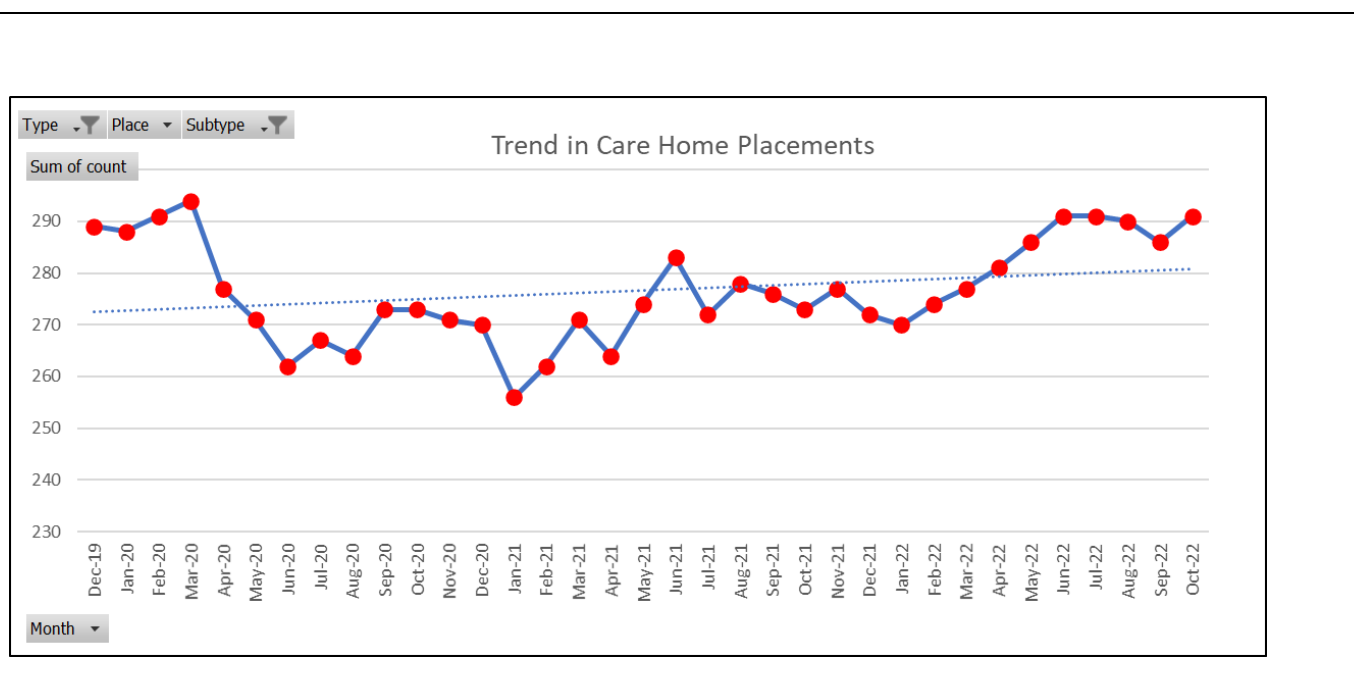
The challenges of an ageing population, combined with delayed presentations to health and social care during the pandemic have resulted increased numbers of individuals who have higher dependency needs. The pressure to avoid delayed discharge from hospital is also driving increased demand. These factors combined with shortages of external commissioned domiciliary care has put further pressure on the budget and seen increases in high-cost packages such as 24 hour care provision at home, and double handed calls.

A few in house services are currently undergoing reviews, with in year savings being used to partially offset overspends.

Adult Services is currently benefitting from a number of external grant funding streams, the main one being the Social Care Workforce Sustainability Grant of £1.1M, used to offset the overspend and limit the effects of Winter Pressures.

Within the directorate, Public Protection is at present forecasting an underspend of £163k due to savings from vacant posts, which has assisted in off-setting the overspend position.

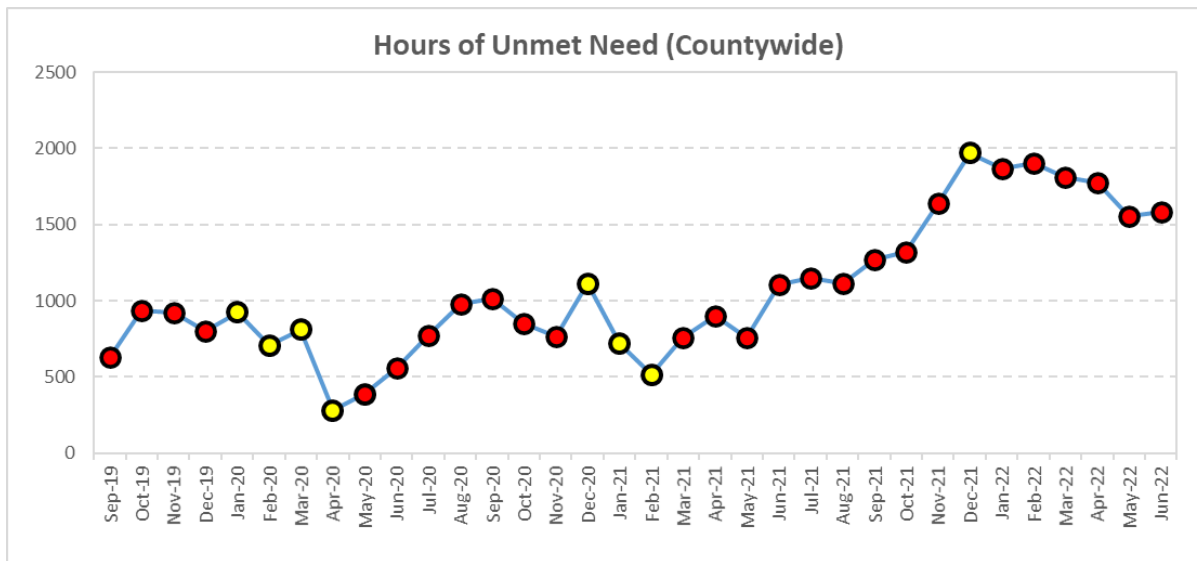
291. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.



The data shows care home occupancy pre, during and post COVID pandemic

Pre Pandemic 2019/20	COVID 19 Pandemic/Hardship Voids funding								Post Pandemic	
	2020/21				2021/22				2022/23	
Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	As at 22nd July
86%	85%	80%	81%	75%	79%	81%	82%	82%	86%	87%

At the end of the 2021/22 financial year weekly unmet need stood at 1,808.25. The data used for the month 2 forecast showed a decrease to 1,555.75, a drop of just over 250 weekly are hours, as illustrated in the below graph. This reduction of un-met need has seen a further slight decrease to circa 1,490. An additional 250 weekly hours being met has a direct correlation with the spend and forecast of an increased annual spend of £640K.



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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Adult's	37,696	1,475		1,475				1,475

293. **Staffing impact** Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts

Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

294. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

This will allow Adult's services to set a balanced budget, taking into account the *current* cost and demand pressures within the system.

295. 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		

296. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	A connected place where people care
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

297. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

Positive

The social care, safeguarding and health directorate including public protection services support many 100s of individuals within the county who fall within protected characteristics by virtue of their age (both children and older age citizens), disability or ill-health both physical and mental. Services and support are also provided to people with caring responsibilities and people made more vulnerable because of inequality or their social-economic situation (for example families / individuals experiencing housing, poverty, domestic abuse or substance misuse issues). Social care and health services can provide people with vital services helping people to live their own good lives maximising independence and individual, family and community resilience wherever possible.

Negative

Very high costs placements or packages of care impact on the services ability to increase preventative and early help services to the extent that we would wish. This has a negative impact on people getting the help that they need in a timely way, and can contribute to the need for longer term or more intensive requirements for care and support.

298. Options Appraisal -

Option	Benefit	Risk	Comment
Do not apply a pressure funding.	This will represent a cost saving for the council	<p>There would be considerable disruption to services and people's care and support needs would not be fully met</p> <p>Inability to meet statutory / regulatory requirements</p> <p>Inability to sustain a workforce (because of the pressure on remaining staff)</p> <p>Reputational damage to the Local Authority</p>	
Apply a pressure at a reduced amount	This will represent a cost saving for the council	<p>There would be some disruption to services and people's care and support needs would not be fully met</p> <p>The services ability to meet statutory / regulatory requirements would be severely reduced (given the current demand pressure)</p> <p>Inability to sustain a workforce</p> <p>Reputational damage to the Local Authority</p>	

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299. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
None		

300. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

An in-year budget recovery plan has been developed to try and arrest further escalation of costs and where possible to generate in-year savings. The service has identified and is implementing a range of measures to arrest the concerning trend in increasing costs within this budget area.

Further mandates have been submitted across the directorate to provide opportunities for increased sustainability within services following the impact of the COVID pandemic (such as expanding placement options for children, service re-design, increased levels of integration and increased oversight of how care is allocated.)

Strategic objectives within the directorate remain aligned to managing demand pressures through preventative approaches, maximising opportunities for integration and ensuring a reablement / de-escalation approach at all levels. Similarly, our workforce objectives remain as establishing a stable and permanent workforce so that the use of agency workers can be significantly reduced.

301.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)
Nil		

302. 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)
Directorate DMT		

303. 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 7 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
Current Cost of Living Crises	Operational	It is likely that the cost of living crisis will begin to drive further demand within communities for care and support.	Medium	Partnership working through ISPB and Programme Board
On-going demand pressures due to ageing population and ripple effect of the pandemic	Operational	S/W and therapies waiting lists Home care waiting lists	High	Partnership working through ISPB and Programme Board including preventative approaches
There is still a lot of un-met need within the system for care and support including Dom Care and residential placements	Operational	Unmet need dom care hours @ circa 1,500 weekly hours	High	Re-assessment of need
Inability to recruit permanent staff to key roles	Operational	Long-standing vacancies within key roles despite recruitment campaigns	Medium	On-going recruitment

304. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Ability to arrest spend and generate in-year savings	Savings plan in place	Chief Officer

305. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget monitoring					

306. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	Procurement and brokerage for care
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	Y	Further integration with health
Will this project benefit from digital intervention?	Y	

2023/24 Budget Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Public Protection restructure	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCH2	Operational Lead Officer:	David Jones
Version No:	1	Directorate:	SC&H
Date:	22.11.22	Section:	Public Protection

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

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

<p>A. Restructuring of Public Protection division, including –</p> <ol style="list-style-type: none"> 1. Deleting Head of Public Protection post 2. Creating two new Service Manager posts – 1 x Environmental Health Manager & 1 x Trading Standards & Licensing Manager. Ringfenced to 4 x existing Principal Officers 3. Creating two new Principal Officer posts, one in EH and one in TS&L, ringfenced to existing Officers 4. Capture saving of 2 x Officers wishing to reduce their hours from April 2023 <p>Core objectives – capture savings (£103,600 Year one) whilst protecting front-line services. All front-line Officers, in Environmental Health, Trading Standards & Animal Health, Licensing and Registration Services to remain as they are currently. Recognised that all teams deal with an increasing demand on services and crucial that front-line Officers are not overwhelmed.</p> <p>Proposed restructure, below Head of Service level, places no-one on a detriment to existing pay. Of existing 4 Service Managers, 2 to move up to higher salary band (recognising increased role and responsibilities); 2 remain at Principal Officer level (no detriment).</p>



Existing Proposed
PP Structure.docx

EXISTING & PROPOSED STRUCTURE CHARTS here -

B. Remove 1 x EHO or TSO

Yields saving of £59,144. This would be to the detriment of service delivery in either team. Objective would be to attempt to increase recurring savings in Public Protection. If implemented, added to the £103,600 identified in A above = £162,745. Impact detailed in (5) below.

Both options have been RAG rated, green being achievable, noting explanation below, and red being significantly detrimental to already extremely busy services – evidenced below.

5. **Supporting Data and Evidence:** Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

A. Saving identified –

1. Deletion of HoPP (April '22 salary grades, inc. on-costs) = £95,334
2. 2 x Service Managers (wider responsibility, strategic leads), Assuming Band M, subject to JE = additional cost of £10,596 23/24 (Year One), to £22,090 27/28 (Year Five)
3. 2 x Principal Officers. One EH, one TS or Licensing = additional cost of £8,190
4. Saving from 2 days pw x1 Officer, 1 day pw x1 Officer = saving of £27,047

Overall saving Year One = £103,596, to £92,101 by Year Five. Overall saving summarised in TABLE here –



Saving Summary
PP2023.docx

Supporting evidence –

1. Head of PP could be linked to another Head of Service, eg Children's Services, Housing or others – to be explored further. Previously this role has had wider responsibilities, including Leisure and Culture and Planning, demonstrating the remit at Head of Service level can be widened. Existing HoPP spent 75% of time, since June 2020 to summer 2022, on MCC's Covid response, via chairing local IMT, attending all TTP regional meetings, etc. 10% of same period dealing with corporate H&S issues. TTP demand has now diminished significantly and Corporate H&S to be transferred to Resources Directorate. This allows for the role to be repurposed, to be linked to other people-focused services, as is common in other LA's. Deletion of post would incur voluntary redundancy costs.
2. Two higher level Service Managers would provide strategic leads to crucial statutory service areas. Ringfencing to existing Principal Officers ensures increased costs are minimised. Attendance at Council meetings, writing reports, strategies, performance reports to Governing bodies, representing these services at Welsh Government and regional level, etc. would sit at this tier of management. It also provides more career progression opportunities, (linked with [3] below), for front-line Officers.
3. Technical, operational support to both Service Managers and the teams can rest with Principal Officers. No detriment to existing Officers, and where further Principals needed (due to uplift of two existing Principals) this will be ring-fenced to existing Environmental Health/Trading Standards/Licensing Officers. This reduces costs and ensures existing talent retained in Public Protection service.
4. 2 Officers have volunteered reduction in hours starting 1.4.23, one in Trading Standards and one in Systems Support. Capturing both savings can be achieved, saving £27,000 recurring cost.

General comment – this option protects all front-line Officers, (though noting 0.6 FTE saving in [4] above). Work levels are increasing year on year across PP services. For example, in Environmental Health (domestic services), service requests – noise, housing complaints, drainage, environmental protection issues, etc. – have increased by **25% in 2 years**. All these services are delivered by 7.6 FTE's and it's essential these statutory services remain at the same level of delivery. To not effectively deal with all these neighbour disputes, public health problems, defective private housing etc. would cause (a) greater anxiety for the (typically) vulnerable people we serve, (b) criticism from our Governing Bodies, (c) unsustainable levels of workload for our PP Officers.

PP Annual performance report 20/21 – evidence of increasing service pressures –



PP Performance
Report Nov 2021.do

B. Deletion of an EHO or TSO

A pressure mandate for 22/23 was successful in securing an extra EHO and TSO, plus some further capacity additionality, since April 2022. To then delete one of these posts would cause significant harm – see ‘General Comment’ above. PP services need future resilience to continue to deliver competing demands. This would be a highly detrimental saving which would also serve to reduce team morale. Post-pandemic, the teams are keen to strengthen their proactive public health roles, capitalising on the strong partnership working developed whilst dealing with the Covid outbreak. Deletion of one of these service-critical posts would significantly weaken any possibility of harnessing close working with Health Board and Public Health Wales colleagues, eg. tackling obesity, reducing smoking and harmful alcohol consumption.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
A.Public Protection restructure	1,900		103	103	-	-	-	103
B. delete EHO or TSO	Part of A above		59		59	-	-	59

7. **Staffing impact** Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	43.4
Total number of posts in budget area affected	46
Total increase or decrease in the number of posts from this proposal	A Decrease of 1.6 FTE B Decrease in 2.6

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	0.6 voluntary reduction

Retirement	
Redeployment	
Redundancy	1 (Option A) 2 (Option A+B)

8. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Budget saving –

Vast majority of services delivered across the existing five teams are statutory – food safety inspections, health & safety compliance in private businesses, private sector housing enforcement, licensing (alcohol, taxis, petroleum, authorised processes, animal breeding, etc.), animal welfare, trading standards, communicable disease control, enviro-crime enforcement, registration of births, deaths and marriages, etc.

Proposal A has minimal impact on front-line service delivery – 0.4 FTE reduction against total FTE of 43.4 = <1% capacity reduction, (other 0.2 FTE in Support). Over 99% of front-line service capacity retained, so essential, hugely well-received services remain protected whilst saving £95K recurring cost.

Proposal B = adds 1 FTE reduction, but both service areas crucial – EH or TS. Significant impact to delivery of essential, respected services to often our most vulnerable members of society. These include those in sub-standard housing, being exposed to stressful statutory nuisance, victims of scams, unfair trading, etc.

9. 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)

10. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	Thriving & connected communities – PP services support a huge variety of local businesses, eg. licensed trade, food outlets, private leisure, retailers, farmers, etc. Proposal A protects our service delivery, helping local businesses during difficult trading times. Taking action against rogue traders also protects legitimate, compliant local businesses Natural & built environment – PP Officers monitor air quality and contaminated land, and ensure suitable standards in private rented

		<p>housing sector. Also deal with enviro-crimes, to protect against fly tipping, littering, etc.</p> <p>Lifelong well-being – protecting some of our most vulnerable members of society, including those living in poor housing, young people in licensed premises, elderly being scammed & workers not being adequately protected in their workplaces.</p> <p>Option A protects these essential services. Option B would cause detriment, noting increasing levels of service demand, (as evidenced in Business Plans and PP annual performance report).</p>
Has an initial Integrated Impact Assessment being undertaken?	Y	See below
Will an option appraisal be required?	Y	Provided in (12) below
Will this proposal require any amendments to MCC policy?	N	

11. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

<p>IIA completed and attached.</p> <p>Main positives – essential statutory front-line services are retained. This enables services to be sustainable, promotes collaborative working with our partners and ensures the well-being of our professional Officers. Provides clarity on roles and responsibilities, to assist both internally and externally to MCC.</p> <p>Main negatives – some strategic capacity would need to be compensated via Service Managers and new Head of Service. If proposal rejected, and cost savings must be made 23/24, the only alternative is to reduce front-line Officers. This would be a significant detriment to services designed to help vulnerable people, assist local businesses and enhance the visitor experience to our towns, events and open spaces.</p>
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12. Options Appraisal -

Option	Benefit	Risk	Comment
PP structure remains the same	Head of Public Protection continues to lead these statutory services, represents PP services locally, regionally and nationally. Retain the status quo.	Limited savings captured 23/24 and beyond	<p>Structure has been the same for considerable number of years, a refresh could be beneficial and 2 new posts add some potential for career progression.</p> <p>Other options do exist which would need to be a further discussion with staff such as reduced working week by going part time.</p>
Delete Head of Public Protection and make no adjustments under that level	Capture full £95,000 pa saving from this post + £27K already identified = £120K total saving	No recognition of extra responsibilities inevitably picked up at Principal Officer level. Strategic lead for these services weakened significantly, with risk services aren't developed, collaborative opportunities missed (with ABUHB, PHW etc.).	Unreasonable to expect existing Principal Officers x4 to pick up added responsibilities, without assessing job value through Job Evaluation process.

		Further risk of Chief Officer, if no HoS report, being over-burdened with issues from these services	
Adopt Proposal A – Delete existing HoPP, compensate for that gap in service by providing 2 x Service Managers	Capture £103K recurring saving, as per 5A above.	Some loss of strategic capacity, representing MCC PP services regionally, nationally, etc. Mitigated by proposed x2 Service Managers reporting to another HoS.	Public Protection teams have successfully been linked to other MCC services previously. Been formerly in Enterprise (now Communities & Place), Regulatory (now People & Governance), alongside other people-focussed services. Could remain in SCH noting health & well-being/protecting vulnerable people synergy.

13. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Public Protection services will continue to liaise closely with wide variety of other MCC departments due to the nature of their work – Planning, Housing, Highways, Social Care, Schools, etc.	Proposal A has no detrimental effect on front-line service delivery	Neutral
PP Service Managers reporting to another Head of Service, within SCH or another department	Head of Service adding Public Protection to their portfolio	Potentially positive, eg. strengthening links with Housing or Legal services. Fresh thoughts and ideas on future service delivery.

14. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Budget saving – option appraisal considered, see (12) above. Proposal deletes the HoPP position but those duties will primarily fall to the 2 x service specific managers proposed to mitigate this loss. Consideration has been given to how other LA's manage their PP services, and often there's an Environmental Health Manager (EHM) and a Trading Standards & Licensing Manager. This works well, with clear leads for these services. So, for example, the EHM is the Officer to attend All Wales EH meetings, take the strategic lead for all EH matters, take lead in committees, etc. EH strategic lead function is currently across 3 Officers so this proposal effectively tidies up roles and responsibilities, clarifying distinct roles both internally and externally to MCC.

15. Up-front Investment Requirement

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

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

16. 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)
Service Managers in Environmental Health, Trading Standards and Licensing	DMT discussion on saving proposals	13.10.22
Chief Officer SCH	On-going, via 1:1 sessions	Oct/Nov 22
Finance Manager SCH	On-going	Nov 22

17. 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 7 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
Quantity/quality of front-line delivery	Operational	Huge range of statutory services provided by relatively small teams. Crucial these services are maintained and delivered professionally and in timely manner.	Low	As identified in (8) above, <1% less front-line delivery capacity. Business Plans are effectively used to monitor performance levels with corrective action taken as and when required, e.g. shift in priorities due to service pressures. Covid pandemic effectively showed how PP services mobilised quickly to deal with a public health emergency.
Head of Service capacity to effectively absorb PP services	Strategic	Added responsibility to another Head of Service	Medium	Previous history indicates PP services can be linked to their existing MCC services with little or no detriment. HoS will be professionally supported by the proposed 2 x Service Managers, as described in this paper.
Head of Service redundancy, along with other identified redundancies	Strategic	Due to the amount especially the Head of Service		

18. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Job Evaluation outcome	Proposal has not been accepted, so 2 x Service Managers don't currently exist. Reasonable assumption to suggest Band M commensurate with their role and responsibilities. Also comparable to other (same title) roles in Wales	HR
Another Head of Service can absorb	This has been achieved previously. Significant capacity has been released by HoPP who was spending most of time on Covid pandemic response, since May 2020. Corporate	Chief Officers/SLT

Public Protection services	H&S also already agreed to pass over to Resources Directorate, releasing a further ~ 10% capacity.	
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19. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Service delivery	Measures currently within our Business Plans. Added to this PP services have numerous Performance Indicators dictated by Governing Bodies. These include Food Standards Agency, Welsh Government, Drinking Water Inspectorate, General Registration Office, etc.	Numerous, as per Business Plans and KPI's			

20. 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 clearer Service Manager responsibilities, should be able to liaise more closely with neighbouring LA's, Aneurin Bevan Health Board, PHW, etc. for better outcomes for public and local businesses.
Will this project benefit from digital intervention?	Y	PP software system currently being upgraded to assist in data inputting and avoid repetitive tasks. This will free up Officer time to focus on service delivery.

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Children's Services - Placement and Practice Change	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCH 3	Operational Lead Officer:	Diane Corrister

Version No:	1	Directorate:	Social Care & Health
Date:	18 th Nov 2022	Section:	Children's Services

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

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

Reduction of High-Cost Placements -

1. Practice and Culture Change -

We re-evaluating our current processes and systems post-covid in order to clearly define at what points we make essential decisions in regard to when a child is placed within a High-Cost Placement and to maximise the support networks available to ensure negative impacts to children are reduced. It is accepted that some children will need provision which is appropriate to their complex needs and potentially "high cost". There is, in addition, a national, critical shortage of foster and residential placements which is influencing the local situation. Processes under review include:

- We are critically reviewing our post placement progression planning so that all young people, where there is no option for a either a high-cost placement or an unregulated placement, have a "stepdown plan" to a more cost effective placement/care package which equally supports their needs;
- We are reviewing individual placement plans for children who are placed with external providers to ensure that the placement represents good value for money and supports the progression planning for children.
- Prior to their 14th birthday care plan reviews will consider enhanced risk assessments. As risks change, potential rehabilitation to family will be considered with the focus on whether it is now appropriate to return a child to their family / community area and what support is required to strengthen family networks or step-down to supported living arrangements post 16;
- We will expand multiagency Complex Care meetings to co-ordinate Health/Education/MyST/Children Services/ Regional Continuing Care support, to maximise the cost sharing of care packages and the transition to Adult Service where appropriate, with an agreed costed care package that is appropriately right-sized;
- Senior Managers and Team Managers will provide the leadership to drive culture change and to move at pace as we re-model practice through a high challenge / high support approach.
- We will critically evaluate how the Council's MyST service can increase cost savings (rather than cost avoidance).

Core Objective: To place financial planning at the core of Children's Care Planning as a driver which supports social work values and best interests by ensuring that children's longer-term outcomes are properly considered and planned for.

2. Developing in House Provision

2.1). We are working with our colleagues in Housing, RSL, and commissioning to look at innovative solutions in developing appropriate accommodation options for our children who are looked after, particularly those who are 16+. This addresses current market challenges driven by WAG Eliminate Profit agenda and the current destabilised placement market. We will:

- Working with other council departments, develop potential sites within Monmouthshire and neighbouring areas drawing on RIF and Housing with Care grants to support development where possible. We currently have 2 potential sites identified.
- Work with Gwent Partners on the multiagency development of "not for profit" accommodation for children with complex needs.

2.2). We will seek to develop a Specialist Foster Care provision within Monmouthshire to compliment the in-house generic foster care provision. The majority of our Specialist Foster Care is provided through Independent Fostering Agencies. Through our fostering recruitment strategy will we develop specific campaigns to identify carers and work to provide bespoke support (tailored to the needs of individual children or sibling groups). This will include:

- Specific recruitment for specific younger children who are in residential care (who are assessed to need foster families
- Recruiting carers providing placements for Monmouthshire children through private agencies - to explore the potential of them becoming Monmouthshire carers as the WG Eliminate agenda

progresses. Whilst this will require us to match their current fostering rate for the Monmouthshire child in their care, this would still represent a 50% saving to MCC.

- Specific recruitment for Parent and Child foster care placements working with Flying Start and Health to support parents outside of Court processes and offer alternative options to Court mandated 12-week Parent and Baby placements at high cost to the Local Authority.
- Consideration of who the Council might support foster carers who might be in a position to care for sibling groups if an alternative incentivised support offer was available. (For example, through partnership working with housing and the development of the 'core offer' to include consideration for potential for Council Tax relief and Leisure passes.)

In light of the above we are seeking to make the following savings for the next year.

Placement	Proposal		Saving Target '000
1	Further reduce the level of 1:1 support from 4:1 to 3:1	(x ref with in-year savings)	100
2	Transition from current plct to supported living – full year	Currently weekly charge @ 8,800 (x ref with in-year savings) – 1,000	400
3	Into Pobl scheme	Current weekly charge at 3,800 – 700	161
4	Turn 18	3,286	170
5	Plct 2 becomes available for x 2 high cost placements children @ 4,500 weekly charge	Current weekly charge 11,000 (for 2) reduce to 9,000 (half-year)	52
6	2 children to move back into county (Portskewett)	Current weekly charge 10,500 assume a 0.25 saving for 9 months	102
7	Residential to in-house fc (bespoke)	Current weekly charge @ 3,857 (half-year)	60
8	Residential to re-hab	Current weekly charge 3,857 (half-year)	150
9	Move to adult plct	Current weekly charge 4,005 (9 months)	156
10	X 2 IFA conversions	(1,000 – 500) x 2	52
11	X 3 IFA children to in-house carers	(1,000 – 400) x3	93
			1,496

Further supporting activities/ dev work for this mandate include: -

- Learning and development plan for the workforce
- Further development of the performance and reporting framework within CS
- Improved financial data for each child/young person.
- Council consideration re: developing foster care support package

309. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Supporting Evidence

- The current destabilised placement market following the WG Commitment to the Elimination of Profit from Looked After Children care 2024-2027.
- Placement Availability – National (check point) data that clearly demonstrates the severe national shortage of appropriate placements for children of all ages.
- Cost schedules for CS demonstrate the level of costs within IFA placements and the level of fee increases.
- Young people offer us this feedback on a regular basis. Our young people want to stay in Wales, and we know the benefits of people having connections to their culture and heritage and remaining closer to their homes and communities to support their longer-term outcomes.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Placements and Practice Change CLA	5,649		1,690	748	942			1,690
Non CLA	494							

311. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	n/a
Total number of posts in budget area affected	n/a
Total increase or decrease in the number of posts from this proposal	n/a

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

312. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

What is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

This mandate will effect a whole change in practice within the service.

Embedding this may take some time and we need to ensure that we mitigate any negative impact by supporting the workforce during these changes.

This mandate will involve a realignment of our priorities. The focus will need to move to a whole service fostering approach as well incorporating greater financial awareness at all levels. Delivering the mandate will be challenging and will require strong leadership and programme management.

There will be an increased risk that by increasing placement movements for children who have already experienced significant trauma and placement moves, this may create further attachment disruption and separation anxiety for children. On-going risk assessment and care planning will be in place to mitigate this.

Qualified Social Workers may not agree with these changes for individual children and therefore may choose to leave the authority as a result.

313. 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)
Local and Regional Placement development support officers	RIF	Regional application pending
Housing with Care Grant	RIF	TBC
RIF capital grant	RIF	TBC

314. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	Providing placements for children closer to home and not for profit
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes, please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes, please complete section 9.
Will this proposal require any amendments to MCC policy?	Y	Corporate policies e.g. council tax

315. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

Complete following EQIA

Positive

Children who are looked after are vulnerable by virtue of their age. There is a high correlation between children needing to be looked after and children who have experienced multiple adverse experiences, trauma / abuse, or the impact of poverty or structural inequalities. This proposal seeks to ensure that children are given the best start in life through supporting their longer-term development, preparing them for adult life in placements that are closer to their homes and communities. This supports long-term resilience and the culture and heritage of Wales. Equally, these proposals support a healthier, prosperous and more resilient Wales through developing Welsh foster carers and retaining profits for future development.

Given the vulnerability of children who are looked after it is critical that decisions are made and enacted using appropriate care planning based on social work values (i.e. child focussed / outcome focussed using multi-agency approaches).

Negative

None

316. Options Appraisal-

Option	Benefit	Risk	Comment
Do nothing	none	Costs will continue to escalate within the service. The local authority will be unprepared for the loss of profit making residential / IFA care by 2027.	Savings would have to be made elsewhere, that would impact our ability to deliver our statutory responsibility. We have critically reviewed all areas within Children's Services for opportunities to deliver these saving.; however, these are limited due to the statutory nature of our work.
Carry out the proposal	Preparedness for eliminate agenda Better finance management within the whole service. Increased focus on timely progression and care planning for children	The proposals concern individual children whose needs and circumstances can by changeable. Increase labour turnover. Recruitment challenges in sector (ability to recruitment appropriate skills and experience within the new provision)	Regardless of the authority financial pressure this would remain in the business plan as strategic programme of service development. This proposal is already part of our strategic 5-year plan which we intend to deliver at pace.

317. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Further social care demands on other departments to deliver into the social care objectives	Procurement, commissioning, legal, Estates and housing, Coms digital	Increased workloads / Potentially challenged resources as working with competing priorities

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318. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

There will be an increased risk that by increasing placement movements for children who have already experienced significant trauma and placement moves, this may create further attachment disruption and separation anxiety for children. On-going risk assessment and care planning will be in place to mitigate this.

Some procedural / policy change may need to be considered to support change in practice and manage risk.

- EG
- Significant reduction of care, accommodation and placement support for children from the age of 16+ would result in young people being stepped down from residential / foster placements at an earlier age than is current practice. This could result in a significant increase in pressure on support living accommodation that and may drive an increase in the risk of homelessness for young people. This may also mean that young people return to family homes that cannot support their needs increasing trauma, family breakdown and vulnerability as well as having a negative impact within our communities. We have a statutory duty to care and support for care experienced young people up to the age of 25.

319. 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)
Regional residential programme development support	Regional Bid (RIF)	
Local residential programme development support	Regional Bid (RIF)	
Development money	RIF applications will be made as projects develop.	
Development of foster care offer		

320. 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)
Children and Young People	This will be on a person by person basis as the programme develops,	On going
Workforce	The workforce will continue to be consulted and will support this mandate as it progresses. The workforce and leadership teams are key in order to deliver these changes.	On going
Partners	We will continuously consult with our partners.	On-going.

321. 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 7 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,	Mitigating Actions
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			Medium or Low)	
Timescales – the size and scope of the proposals are challenging	Operational	This proposal was a key element in our 5-year strategic plan. We now need to deliver this at pace with less resource and therefore less mitigation and as a consequence increasing the pressure to deliver the savings.	Med	We will realign our priorities across the services which related to the reduction of children in the court and looked after programme. This will be challenging given our demands in the service continue to rise as a result of COVID.
Increasing numbers of children require looked after services	Operational	Cost of living crisis will put more families under pressure Welsh commitment to providing placements to Unaccompanied Asylum-seeking children	Med	On-going practice change and family support services
Lack of affordable housing in Monmouthshire	Operational / Strategic	It is evidenced that Monmouthshire is the most expensive place to live in Wales	High	Increased collaboration with housing and RSL's.
Recruitment challenges for residential carers	Operational		HIGH	Recruitment work
Lack of availability of 3 rd sector (not for profit) care providers to partner with	Operational / Strategic	The market has already been tested in this area	HIGH	Support to not for profit organisations
Statutory pressures of the service.	Operational	Our work can be unpredictable, and this could divert our resources if demand increases in certain areas.	Med	We will require dedicated resources and will need raise any concerns should this risk the mandate delivery.
The ability to recruit suitable foster carers.	Operational	We have the lowest unemployment figures in Wales. We have the lowest working population in a care prof in Wales.	Med	Our marketing strategy needs to reflect these challenges. Council to consider how we can make our offer worthwhile and attractive. i.e. reducing council tax for foster carers (as other LA's)
We are put into Emergency Status again (as COVID)	Operational	We cannot predict the future this would be out of our control	Low	Business continuity planning.
Due to the financial pressures in other areas we will have less resources available to support this essential development work, this could impact the delivery of this mandate.	Operational	Other teams are making savings and that could impact their ability to support this mandate. We have no control over this.	Med	If identified as a risk following the mandate process, we will need evaluate. We would need to source alternative resources in order to deliver the mandate.

322.Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That the current rate of children coming into care remains stable or lowers (i.e. so that we see less pressure on placements)	On-going practice change agenda and coherent family support services in place across the service.	

That we will be able to source suitable housing.	We are already working with our partners and colleagues.	
That we can recruit foster carers	We are stepping outside Foster Wales recruitment restrictions	
That all our partners share our priorities.	We have no control over their priorities.	

323. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Savings realised	Am assuming this needs to be this year			
Placement Stability Step down review - Data	Meeting outcomes for children and Young People				
Workforce	Labour turnover, attendance management.				
Placement Data	Movements and stepdown -placement sufficiency				

324. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	e.g. Accommodation
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	Y	Health and Housing, regional partnerships
Will this project benefit from digital intervention?	Y	From a monitoring perspective.

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Service Redesign/Staffing	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCH4	Operational Lead Officer:	Diane Corrister

Version No:	1	Directorate:	SCH
Date:	18/11/22	Section:	Children's

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.

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

This mandate will cover 2 areas of our services: -

- Family Time – Service Development
- Review of Structures and Service Operating costs.

1. Family Time Team: -

Currently the Family Time Team supports children who are looked after to have time with their birth families, which is a statutory requirement.

We are proposing to expand the Family Time Team to encompass a crisis intervention role and to re-shape the team into a Family Time Service. This Service will build on the traditional parental contact supervision role. A pilot has demonstrated the effectiveness of having flex within the service to encompass other support roles.

The new service will include:

- Announced and unannounced visits to families during the evening, over weekends and bank holidays, where there are child protection concerns
- Supervision with family members in hospitals to supervise parents who need constant surveillance with their children during child protection investigations/ post birth of babies considered to be potentially at high risk,
- Supervision and parental mentoring in the family home for children who have no placement options whilst suitable placements are found.

We propose to expand this resource using existing full, part-time and sessional workers within the Family Time Team and Achieving Change Together Team. We would engage additional sessional workers to give capacity to full and part time workers and would deploy permanent staff as crisis intervention workers as needed. This Service would be managed under existing management structure with use of qualified and highly trained seniors to provide additional capacity where a more skilled approach might be required.

This would significantly reduce the reliance on private agencies for this type of activity, in the same way that the original service redesign eliminated the use of private providers for family time in previous service development in 2018.

Costs spent on Richmond (private agency) since from **April to Oct 2022 was £783,649 (see hourly rates below)** (excluding 1X Complex Needs residential provision CWDT). This is one of the key elements that is driving the current projected overspend within Children's Services.

In house support is currently costed at £17 per hour.

A RIF Grant bid to Welsh Gov in response to Eliminate Profit agenda currently awaiting decision would be used to cover costs and expand service over 3-year period £1,507,366. The current in-year (year 1) has been awarded @ £527,157; however the terms of the grant have not yet been received (i.e. the degree to which the grant can support this proposal).

Projected Savings £380,860 in 2023 / 24.

2. Structures and Operating Costs

Areas in scope for this mandate: -

- Review of vacancies and temporary posts.
- Analysis of all general operating costs in order to identify efficiencies including mobile phone charges, travel and expenses. (staff and children& families).

This has given rise to proposed savings of:

- Fostering Panel moving to permanent virtual meetings- £17,000
- Review and reduce the Social Work hours within the Children with Disability – £33,233*
- Review the resource in the Safeguarding service saving- £39,235*
- Business Support review loss of 4 days BS- £25,392*
- 1 day per week reduction in SW hours Families Together Team £11,107
- BSF post move from Core Funding to Grant Funding April- 23-25- £35,175 (potential to make permanent)
- InFact/Advice line Core Funding to Grant Funding April 23-25- £15,870 (potential to make permanent)

Total £177,012

Review of all operating costs to achieve savings of £17,00 by; -

- Transport Costs (workforce and services) by building further on virtual opportunities for meetings etc
- Workforce expenses i.e. mobile devices, travel and subsistence.
- Explore the possibilities to develop a joint CWDT with Torfaen.

In addition to the above we will continue to deliver our Agency Exit plan in order in line with our Statutory Social Worker staffing budget.

*these will potentially result in significant redundancy costs and anticipate any redundancy costs to be funded by LS reserves and not the service

3. **Supporting Data and Evidence:** Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Data

Richmond data



Current Charge Rates 2022.docx

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Family Time – Service Development	Within children service no specific budget for External Agency provision		381	381				381
Team structures and operating costs	6,791		230	230				230
Safeguarding	842							

5. **Staffing impact** Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	3
Total number of posts in budget area affected	6
Total decrease in the number of posts from this proposal	6

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
---------------------------	-----------------

Post(s) already vacant	2
Voluntary Severance	
Retirement	
Redeployment	2
Redundancy	2

6. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Family Time –

The proposals represent a positive impact on the service in that it will allow for increased flexibility to meet children’s needs in line with their individual care plans rather than having to resort to a private, external agency. There are clear savings to be made. However; it is always a challenge to project savings based on predicted needs and risks and our statutory duties vis a vis assessed needs. It is likely that some reliance on private providers as a “back stop” for emergency risk management situations will remain.

Team structures and Operating costs –

The outcome of the pandemic has significantly impacted demands on the service at all levels with demand increasing and staff resilience reduced. The demands on Child Protection, Safeguarding, Court and the needs of the Children Looked After are significant and are the Council’s statutory responsibility. Where capacity has been identified for reductions, the loss of any staffing resource will put pressure on other areas and is likely to increase challenges within the remain workforce in terms of lowered resilience, overwhelm and low morale.

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

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
Eliminate Profit Grant	WG	In-year grant awarded – but uncertain as to criteria.

		Uncertain as to whether this extends the same for years 2 & 3

8. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	The provision of high quality care and support for children and their families. Providing care for children closer to home and not-for profit.
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	Y	Operational arrangements for an expanded family time service

9. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

<p>Positive</p> <p>Children who are in need of protection or who are looked after are vulnerable by virtue of their age. There is a high correlation between children in receipt of statutory care and support and children who have experienced multiple adverse experiences, trauma / abuse, or the impact of poverty or structural inequalities. This proposal seeks to ensure that children are given the best start in life through supporting their immediate care needs and intervening where children need protection from trauma or abuse. It supports children to live safely with their families wherever possible. This supports long-term resilience and a healthier Wales by addressing the issues that adversely impact on family life and parenting. Equally, these proposals support a prosperous and more resilient Wales through developing in-house skills and services and retaining profits for future development.</p> <p>Negative</p> <p>Any reduction in staffing resource will put pressure on the remaining workforce and potentially lower resilience.</p>
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10. Options Appraisal -

Option	Benefit	Risk	Comment
Do nothing	There is no disruption to current service provision and no requirement on leaders to develop a new service provision	Continued reliance on private agencies for supervision tasks and family support at high costs	

	Staffing resource remains the same	Savings will have to be found elsewhere.	
Deliver Family Time Service Development	<p>Cost effective provision in-house</p> <p>Staff development with view to sessional workers building skills and experience to increase career development inhouse</p>	<p>This is an operationally challenging proposal to deliver, particularly within the timeframes required, which may take resource and leadership capacity from other critical areas.</p> <p>Some reliance on private agency will be needed in order to meet unknown issues coming into the service where risks are significant and inhouse service is not available</p>	The development of this service is within the CS Development plan.
Structure and Operating Costs	More efficiencies identified which result from reviewing a constant changing landscape	<p>Staffing and support funding being lost to the service which has been earmarked previously to add resilience to areas of vulnerability in meeting statutory responsibilities of Safeguarding, Court, Child Protection and Looked After Children</p> <p>Risk to council increases if cost savings in staffing means statutory functions cannot be met</p>	Children Services have limited resilience and reviews of services so far FSPT and LTST indicate that identified expansion of funding is required to meet the demand on statutory function and meet the responsibility of Corporate Parenting. Staffing efficiencies, where the savings cannot be redeployed mean that the service cannot be as effective in safeguarding and supporting outcomes as identified during service review

11. **Impact on other service areas** - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
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None identified		

12. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Agency Exit-Planning will continue to try and ensure a stable workforce
 Recruitment – we will continue to develop creative recruitment solutions, in order to recruit qualified and experienced Social Workers
 Digital solutions – Continue to explore digital solutions with business support functions in order to streamline and identify efficiencies
 Explore collaboration with neighbouring local authorities and ABUHB
 Explore additional grant opportunities.

13. 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)
	HR	Re-structure implementation-process and system support in line with Protection of Employment Policy
	HR	Re-design of roles and responsibilities to develop a. n enhanced family time service. Upskilling of other post holders with the service.

14. 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)
Line Managers	Leadership will be key in order to raise awareness of the financial challenges across every corner of our service. Managers will need to become far more financially astute. We are looking for our managers to search for ideas/	On going

	opportunities and to identify savings within their own and other areas.	
Workforce / unions	The workforce will continue to be consulted and will support this mandate as it progresses. The workforce is key in order to deliver these changes. In relation to any re-structures we will be guided by our HR colleagues and will follow the protection of employment policy.	On going
Partners	We will continuously consult with our partners.	On-going.

15. 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 7 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
Difficulties in recruiting staff to work in an enhanced family time service	Operational	Recruitment across the social care sector is challenging	Medium	Initial scoping of recruitment possibilities have been positive
Careful risk assessment needs to be made in matching staff to young people's/ family's needs	Operational	This is highly skilled work directly within family homes with children where there are identified child protection risks	Medium	We will be adopting a skills development approach. We will need to maintain a relationship with an external provider for the interim
We are unable to recruit Social Workers onto MCC T&C's	Operational	The MCC offer is not enough to attract people to leave roles and join Monmouthshire.	Medium	We plan to explore international recruitment to fill some of our posts and look for how to incentivise moving from agency to T & Cs. We have joined the national <i>pledge</i> ensuring that LAs work together to make it less attractive for agencies to deploy staff.
Demands continue to rise	Operational	Post covid and cost of living continues	Medium	On-going practice change and development of family support services

and we are unable to		to exert pressure on families		
Cost of any potential redundancies	Operational		High	To be considered as part of any staffing redesign options and need for HR consultation

16. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That we are able to recruit sufficient workforce to develop the service		
That demand for services remains stable		

17. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Overall Budget	Monitoring				
Reduction in spend on external agency supervision and support for children	PI to be developed				

18. 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	
Will this project benefit from digital intervention?	Y	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Staffing reductions to Adult Services	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCH5	Operational Lead Officer:	Head of Adult Services (Currently Vacant)
Version No:	1	Directorate:	Social Care and Health
Date:	27/11/2022	Section:	Adult 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.

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

The proposal is to create savings by reducing the core workforce across the statutory and service provider teams in adults' services. The core objective is to save money, whilst causing as minimal service disruption as possible. The saving target for this mandate is £608K in year 2023 – 2024 and £602K the following year. Staffing reductions would be made across the 5 statutory teams and support teams would equate to circa 15 WTEs social care / health practitioners and 12 support work staff (or equivalent), assuming average WTE costs of just over £53K per annum and £25K per annum support work costs.

The mandate would be implemented following further detailed analysis of the current workforce and distribution of resource across the service, together with current levels of activity and unmet need, with reductions apportioned accordingly.

The design of the integrated teams is not identical in each the 3 hubs, with variance in the way that staffing is established between health and social care. Therapists and nursing staff are, on the whole, employed directly by health and form part of the S 33 arrangements. The Community Learning Disability Team and the Community Mental Health Teams do not have S33 arrangements in place, so there are less posts that we can potentially include into the scope of any reductions.

Where possible staff reductions will be achieved through freezing posts and service re-design rather than redundancy.

327. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

- **Workforce data**
- **Activity levels across the service**

The table below shows that the waiting lists for social work and therapies within adult integrated teams.

5a) Waiting Lists by Teams	
Waiting Lists	Month
Team	Nov-22
Abergavenny Integrated Services	60
Aber Falls Waiting List	4
Aber hospital OT waiting list	5
Aber OTSW Waiting List	12
Abergavenny OT Waiting List	2
Abergavenny Physio Waiting List	3
Abergavenny SW Waiting List	23
Aber Reablement Waiting List	11
Chepstow Integrated Services	58
Chep Falls Waiting List	3
Chepstow Hospital Discharge Waiting List	15
Chepstow OT Waiting List	13
Chepstow Physio Waiting List	11
Chepstow Reablement Tech Waiting List	2
Chepstow SW WAITING LIST	14
Monmouth Integrated Services	124
MON OT WAITING LIST	12
MON PHYSIO WAITING LIST	26
MON SW WAITING LIST	66
MONMOUTH REABLEMENT WAITING LIST	10
MON OT TECH WAITING LIST	6
MON HOSPITAL OT WAITING LIST	4
Grand Total	242

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Adult Staffing	3,000 Including S33 staff		1,210	608	602			1,210

329. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	~15
Total number of posts in budget area affected	~15

Total increase or decrease in the number of posts from this proposal	~15
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Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	TBC
Voluntary Severance	TBC
Retirement	TBC
Redeployment	TBC
Redundancy	TBC

330. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Reduction in the workforce would mean that there would be increased failure demand across the system and an increase in waiting lists which are currently high.

The service would be required to revise its threshold for access to care and support.

331. 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		

332. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	N	This would present a challenge to meeting aspiration of high-quality care
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes please complete section 9.

Will this proposal require any amendments to MCC policy?	TBC	
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333. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

Negative

This will negatively impact people with care and support needs such as frail, elderly people, people with physical and mental disabilities and people with chronic health needs and their carers. These people are often the most marginalised, have lower levels of socio-economic wellbeing and poorer health outcomes.

Likely impacts:

- Reduced number of statutory assessments of needs carried out under SSWBA
- Decrease in number of care and support plans / reviews of care and support plans
- Less availability of day support services for frail / elderly
- Fewer OT / physio assessments or interventions
- Fewer mental health assessments carried out

Positive

This may present an opportunity to achieve further consistency across the integrated hubs so in the way that people's needs are assessed and met.

Reducing access to assessments and care can help to drive community / family reliance.

334. Options Appraisal -

Option	Benefit	Risk	Comment
Options regarding how these staffing reductions are achieved will be generated via the analysis of staffing / service data and how they are apportioned across the service	TBC	TBC	TBC
To implement the mandate as a straight cut to social care posts, without the analysis / re-design work.	This would potentially be quicker and ensure savings are realised.	Higher risk of negative service impact to vulnerable people. Less sustainable	Not recommended

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335. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
None identified		

336. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

We will analyse functional arrangements across the directorate to look for areas where re-design may help to generate workforce savings {e.g. business support / arrangement for duty}.

We will continue to prioritise preventative and early help advice and assistance to delay / prevent people needing access to statutory assessments and services.

Adult services do not carry high vacancy rates, however, we will consider:

- where any vacancies can be held or posts frozen
- the possibility of where people may be seeking to reduce hours
- use of flexible retirement options.

337.Up-front Investment Requirement

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

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

338. 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)
HEALTH	Health are aware that we are seeking discussions regarding S33 arrangements and the overall reduction of staffing	

339. 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 7 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 unmet need within the current system and high demand trends	Strategic	Service Data	HIGH	Revised thresholds / managing public expectation
Time and resource required to undertake the work to implement the mandate	Strategic	Service data	HIGH	Project management approach required with support from SLT
People's needs not being adequately met	Operational	Service data	HIGH	Revised thresholds / managing public expectation
Reputational damage for MCC if performance is seen to reduce	Strategic	CIW / scrutiny	HIGH	Leadership and change management
Increased time spend managing failure demand / complaints	Operational	Complaints are already higher than ideal, Pressure from partners currently impacts on the service (e.g. SW assessments required to prevent DTOC)	HIGH	Revised thresholds / managing public expectation
Workforce morale	Operational	Perceived cuts to quality and availability of service causes low morale. The level of complaints from families is already high – a lot of energy is spent in managing failure demand.	HIGH	Leadership and change management

340. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
None		

341. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	monitoring in the different cost centres against the staffing budget				

342. 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 health
Will this project benefit from digital intervention?	Y	Systems and process need to be streamlined and digitalised where possible.

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Reduction in residential placements	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCH6	Operational Lead Officer:	Nicki Needle
Version No:	2	Directorate:	Social Care and Health
Date:	05/12/2022	Section:	Adult 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.

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

The core objective of this mandate is to reduce the number of residential placements made for elderly / frail residents

The proposal is to achieve this by i) enhancing falls prevention and ii) strengthening the response to falls when they occur, reducing the need for residential care. This will require an integrated (health, WAST and social care approach) and increased use of the latest technology and enablement approaches.

Falls/Assistive Technology

The introduction of a fall's prevention and early intervention service to reduce the number people being placed in nursing/residential care from home or hospital.

Objectives:

Supporting individuals who have fallen in their homes by:

- Providing a rapid response
- Facilitating a multi-factorial assessment and initiating intervention
- Avoiding harm from long periods spent on the floor (long lie)
- Avoiding inappropriate admission to an acute hospital
- Promoting wellbeing and preventing future falls where possible
- Providing advice and guidance on the use of Assistive Technology to support safe and independent living
- Signposting to wider integrated services support
- Reducing risk of future falls through timely, comprehensive assessment and intervention
- Improving Patient Experience – via thorough assessment and follow up support

Together with primary care health colleagues, an application to health / partnership funding is in progress to provide the investment that is required to support this mandate. If successful this will see the development of an integrated Falls Response Service.

Further to this, the proposal builds on i) the Community Night Service that is already in place and ii) an increased / enhanced digital offer (including the use of an enhanced Careline service) with closer working between the care line team, digital leads and social care / health.

The Community Night Support Service was established as a pilot scheme in Abergavenny to provide care and support to people with night-time needs. Due to the success of the scheme additional funding via the Regional Integrated Fund was applied for in 20 / 21, and the scheme rolled out across the county. The scheme means that there are options for people who may otherwise have gone into residential care or were at risk of admission. The scheme provides a contact service for the Careline scheme.

NB There is a current shortfall of £83K for full year costs of the Community Night Service. This is because the award from the RIF was made part way through the financial year and was allocated £287k, rather than full year cost of the scheme at £370k. Further funds within 22 / 23 were not awarded. This shortfall is factored into this proposal as an option.

344. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Falls/Assistive Technology

- Falls are the most common cause of death from injury in the over 65's, accounting for over 50% of ambulance call outs
- Falls are the single biggest reason for hospital admissions for older people
- Falls represent a key factor in older people moving into long term nursing or residential care as the resulting impact = people no longer being able to manage at home

There are currently 292 care home (mix of residential / nursing / specialist EMI) placements for older people (i.e younger adult placements excluded) at a cost to the council of approximately 7.5 Mil (approx. 5% reduction)

The average cost to the Council for a care home placement is approximately £500.00 per week (taking into account individual contributions to charges)

Life-expectancy within nursing placements is increasing (which can also drive Council costs)

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
<u>Falls/Assistive Technology</u> Adult Residential/Nursing Home Budget	7,500		343 (Equates to 13 fewer placements)	260 (Less £83K for CNS)	25	25	25	335

346. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	N/A
Total number of posts in budget area affected	N/A
Total increase or decrease in the number of posts from this proposal	N/A

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	0
Voluntary Severance	0
Retirement	0
Redeployment	0
Redundancy	0

347. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

- Enhanced service impact allowing people to live well in their own homes for longer (if funding realised for Falls/Assistive Technology service) including increased digital technology to support older people and their families
- Focus on early intervention and prevention avoids placement into long term care home provision
- Allows adult services to reduce number of care home placements resulting in fewer people in care homes than is the case currently

348. 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)
Regional integration fund	RPB / WG	Currently supports CNS Further application pending re FIRST Further application pending for digital coach
Accelerated Cluster Development	WG Strategic Programme for Primary Care	

349. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

350. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

This proposal has a positive impact on older, frailer people within Monmouthshire, supporting them to live well in their own homes for longer.

There is an aging demographic within Monmouthshire.

Positive impacts include:

- **Avoiding harm from long periods spent on the floor (long lie)**
- **Avoiding inappropriate admission to an acute hospital**
- **Promoting wellbeing and preventing future falls where possible**
- **Reducing risk of future falls through timely, comprehensive assessment and intervention**
- **Improving a person's experience – via thorough assessment and follow up support**

351.Options Appraisal -

Option	Benefit	Risk	Comment
Reduce the mandate to 10 fewer beds and do not fund the £83K shortfall in CNS	A slightly reduced target	The CNS is reduced in terms of capacity	Further evaluation of the CNS impact as part of the overall mandate is required.

352. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is Affected?	Is this impact positive or negative?
Falls/Assistive Technology Closer working relationship with Careline with potential for some re-design of the digital service offer	Careline team (housing) and Digital Team	Positive

353. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

If it can be achieved this is expected to have a positive impact for residents and for the organisation

354.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)

<p>Falls/Assistive Technology</p> <p>Operational Manager x 1.5 Physiotherapist x 5 Physiotherapy tec x 5 Ambulance tec/paramedic x 2 WBLA x 1.5</p> <p>Assistive technology advisor/digital coach x 1</p>	<p>Possible sources of funding</p> <ul style="list-style-type: none"> • WG Accelerated Cluster Development • Revenue Investment Fund • ABUHB <p>RIF Better Care Project £46,031 (taper may apply)</p>	
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355. 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)
Falls/Assistive Technology approach is being developed via the NCN		

356. 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 7 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 grants to support the desired service expansion will not be awarded	Strategic	The extent to which unallocated grant funding is available	Medium The proposals have the backing of strong NCN leads and the primary health care colleagues	Develop the mandate without a Falls response team, through purely an assessment based / threshold response.
Tapering within the current funding model (RIF) will impact sustainability	Strategic	RIF is currently subject to a taper model	Medium	Taper model currently being challenged Business plans to be developed
Recruitment of Falls/Assistive Technology team members	Operational	There is a national shortage of therapists and allied health professionals	High	Discussions with health
Residential/nursing budget is part of Regional S33 agreement	Strategic	S33 agreement	Medium - If MCC deplete an element of budget, partners may want to do the same	Consultation with partners
Achievability: Although 13 placements fewer represents 5% reduction, because of the frail / elderly	Strategic	Trends within care home placements	High	The proposals within the mandate mitigate this risk

/ complex demographic this is quite a high target				
That a reduction in care home placements will see an increase in domiciliary care (cross ref with SCH 10)	Strategic	People entering care homes have high level needs	High	Need to consider the cost implication of supporting an individual to remain at home. I.e. remaining at home and not requiring dom care is the key.

357. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Ability to remove 13 care home placements out of the budget	Short term there will be a restriction of placements made in order to operate at a reduced number of care home placements	Head of Adult Service

358. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Falls/Assistive Technology Reduction in number of nursing/residential placements	13 less placements in 1 financial year	10			

359. 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	Integrated Health and Social Care approach
Will this project benefit from digital intervention?	Y	Advice and guidance to individuals re: assistive technology available in order to support independent living

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Learning disabilities - Staffing restructure and team budget saving	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCH7	Operational Lead Officer:	Clare Morgan
Version No:	1	Directorate:	SCH
Date:	21.11.2022	Section:	Learning Disabilities/Mental Health

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.

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

The mandate saving of £610k across disability services needs to be read across this mandate and the one completed by Ceri York

Staffing costs

This mandate gives an opportunity to do some remodelling of Learning Disability (LD) and Mental Health (MH) teams. Decrease in team management hours but exploring the need of essential practitioner hours required. Restructuring of administrative team across the LD and MH teams. A Scoping exercise is being undertaken to right sizing of team to determine number of admin hours and tasks required across the service– ensuring essential tasks are completed by correct number of administrative staff members. We know we have more admin hours than are required. There is the expectation that we can lose at least 37 hours. We also have a member of staff who is retiring in the New Year and we will not be replacing that post holder.

Care package expenditure

We have set up a Quality Assurance Learning Group (QALG) for all Learning Disability expenditure to be presented to and scrutinised, to ensure that the principles of the relevant legislation is being applied to each and every care package. This especially includes any requests for funding for residential college placements.

Continuing health care

Scoping of potential CHC packages within the learning disability team. There are a number of high cost packages that could be eligible for health funding. One care package costs over £127k

Residential colleges

Looking at expenditure on residential colleges. Exploring Practice around assessment for this option and alternative funding streams

Transitions

We will be looking to make savings on the bottom line of the overall Social services budget by continuing to “right size” all packages transferring over to adult services from children’s services and working with children’s services to support them in reducing care packages through the transition process in order to promote the independence of the young person. It has to be acknowledged however that there are expected pressures in those young people in transitions. A number have significant needs and will require residential placements at high co

361. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

See below document for staffing restructure/savings across Learning disabilities, Mental Health and direct payments



Savings.pptx

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
CLDT flexible budget	6,111		300	300				300
Staffing across CLDT/MH/Direct payments	1,562		33		33			33

363. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	3.1
Total number of posts in budget area affected	6
Total increase or decrease in the number of posts from this proposal	Decrease of 2 posts

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	1
Voluntary Severance	
Retirement	2
Redeployment	1 (possibly 2)
Redundancy	

364. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

We will need to ensure that we have sufficient numbers of practitioners to undertake our legal duties, however this has been taking in to account by reducing management time and increasing practitioner time.

Monmouthshire have historically paid for residential college placements but we will need to have further conversations with Welsh Government and Careers Wales about where the funding responsibility sits. Some individuals may not receive funding from MCC in the future.

No other impact on statutory requirements

365. 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)
Continuing health care funding (CHC)	ABuHB	It has been historically difficult to get CHC funding for people with a learning disability. We are currently in dispute with ABuHB over a care package that costs MCC £127K

366. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

367. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

positives

- Staffing remodelling – more appropriate number of staff to do work required
- CHC scoping – individuals receiving funding they are eligible for from health board. Shift of funding from MCC to ABuHB
- QALG/rightsizing of care packages – practice change and application of the Social Services and Wellbeing Act

Negatives

- CHC – impact on working relationships across the multi-disciplinary team

368.Options Appraisal -

Option	Benefit	Risk	Comment
Remodelling of team	Opportunity for admin to work across CLDT and MH services	New legislation (LPS) coming in next year which will increase the amount of work practitioners and administrators will need to undertake	
Increased scrutiny of application of SSWB Act and expenditure on budget	Practice development. Shared understanding and responsibility for budget spend	Staff feel they are being interrogated	
Explore potential complex and large packages of care to put forward for CHC consideration	Movement of expenditure to health.	Contention within multi-disciplinary team relationships. Potential to have to take our health board to judicial review.	This is an issue that needs to be taken forward regionally, nationally, with Welsh Government.

369. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
n/a		

370. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

n/a

371.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)
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n/a		

372. 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)
Julie Heal	Team manager	18.11.22
Steve Woods	Team manager	18.11.22
Anna Bansal	Team manager	18.11.22

373. 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 7 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
Obtaining CHC funding	Strategic	Historically difficult to get CHC funding for people with a learning disability	high	Dispute and appeal process
Consultation with staff, unions etc	operational	Formal processes to go through in terms of changing job roles/restructuring	Low/med	

374. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
CHC are accepting of their obligations,	There is legal obligation on health boards to fund health care needs of individuals.	ABuHB
staff changes can be implemented	There is sufficient money in the budget to make these changes, however it depends on some collaboration with another local authority	DMT in Monmouthshire and another local authority

375. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
QALG information will be minuted and kept in budget management information		300k			

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376. 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	Admin support across mental health and learning disability services (and probably direct payments at some point)
Will this project benefit from digital intervention?	N	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Adult services - Direct payment saving	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCH8	Operational Lead Officer:	Clare Morgan
Version No:	1	Directorate:	SCH
Date:	24.11.22	Section:	Adult services SCH

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.

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

The Direct payment team don't have their own budget as such so any savings in this team will be a saving to the adult services team and therefore the bottom line.

- 10% reduction on all direct payments.
- A contingency fund is currently costed in to the amount of money given to the DP recipient. In future this contingency fund will only be provided to people where it is needed. Additional contingency will not be provided in the future.
- There is currently some scoping work taking place across Gwent to determine if the direct payment service can be delivered in a different, more effective way across the 5 boroughs. In the mean time we could make some staffing savings if we looked to go into partnership with another borough to manage the DP service on behalf of Monmouthshire. There is the potential for 2 posts to be saved but we would want to increase the number of independent living advisors within Monmouthshire from 2 to 3., This would be in line with our place based way of working
- Increase the use of managed accounts

378. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Year on year there has been a significant surplus in many of the DP recipient's bank account that MCC has had to claw back from the person. Reducing the payment to the recipient could prevent this build up of surplus in the account. MCC currently spends approx. £2.3 million on direct payments. A 10% reduction in this payment would make the mandate saving of £200k

Managed accounts are looked after by a company. They manage the budget on behalf of the direct payment recipient. There is much less risk of misuse of the money, MCC have easier access to the current state of the account and can easily reclaim any surplus in the account.

See embed powerpoint to view across this mandate and the learning disability/mental health mandate



Savings.pptx

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Direct payment	3,000		200	200	100			300

380. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	1
Total number of posts in budget area affected	2
Total increase or decrease in the number of posts from this proposal	2

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	2
Redundancy	

381. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

No implication for meeting statutory obligations

382. 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		

383. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	Y	We are currently relooking at the DP policy anyway.

384. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

Less of MCC money sitting in bank accounts that are outside of MCC control. This will also reduce the maladministration/misuse of the money by individuals which leads to safeguarding issues. With the cost of living crisis a surplus in the person's bank account could be a temptation to use it for other things.

Some direct payment recipients may use all their money and a 10% reduction would result in them not having enough money in their account to pay for their care package. We will reassess the cost for these individuals on a case by case basis and increase as necessary.

385. Options Appraisal -

Option	Benefit	Risk	Comment
Do nothing		Budget continues to be overspent	

10% top slice	Reduces surplus in accounts outside of MCC control		
<p>Collaboration with another borough to manage the service.</p> <p>Options appraisal already completed on behalf of the 5 boroughs to explore opportunities for centralised DP team</p>	Reduction in management/admin posts		The restructuring of staffing has been looked at as a whole across mental health , learning disabilities and direct payments.

386. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
As stated above the budget for direct payment care packages actually comes from the adult services team budgets	Adult services teams	positive

387. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

n/a

388.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		

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389. 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)
Alison Smith	Senior practitioner	22.11.22
Anna Bansal	Team manager	22.11.22
Karen Shankland	auditor	22.11.22

390. 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 7 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
Consultation with staff and unions	operational	Formal process	Low/med	

391. Assumptions

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

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

392. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Reduction in spend	200	100		

393. 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	Possible opportunity for joint management with another local authority and in the longer term one service for the whole of Gwent

Will this project benefit from digital intervention?	N	
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2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Process and Practice Change for people with high support needs – 24 hr POC, DFGs, CHC and Debt Recovery	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCH9	Operational Lead Officer:	
Version No:	1	Directorate:	SCH
Date:	27/11/2022	Section:	Adult 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.

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

The proposal is based on achieving savings against identified areas of practice and process that need to be tightened or amended. These are as follows:

i) 24-hour packages of care / live in care (£50K)

24-hour packages of care are commissioned instead of high intensity / high cost poc where these cannot be brokered; or as a direct replacement to a residential placement where an individual wishes to remain within their home. The use of live in care has increased considerably since the pandemic. There is a policy in place to peg 24-hour packages to the weekly residential rate, with any additional cost being born by the individual. There are currently 19 24-hour arrangements being supported by the flexi (home care) budget.

Proposed savings would be sought through:

- Ensuring all packages pegged back to the residential allowance
- Reassessment of need
- Review all current packages to identify which packages may benefit from going back into brokerage or a reablement approach
- Review / revise the criteria for live in care

ii) DGF (£50K)

This year 94 DFGs have been completed. We are reviewing the completed DFGs for the consequential impact on the care package provided before and after and will look to re-assess for how to maximise independence and where possible to reduce care. The working assumption is that 50K can be saved.

Moving forward, a business case approach will be integrated into the decision making / prioritisation for awarding DFGs through increased join up between housing, social care and digital at the planning stage, so that increased opportunities for independence (i.e. less care) post-DFG can be maximised.

iii) CHC (£250K)

Further work is required to ensure that all cases are taken through a CHC referral / application process where there are reasonable grounds for a CHC need to be made. There is a regional resource in place to support this and at least 3 cases (@ approx. £2,500 per week costs) where a CHC case could be pursued. Previous focus on this area has in the past made savings of £300K

iv) Effective Debt Recovery (£50K)

Current debt stands at £1.2M which would release £50K of savings by reducing the bad debt provision if half of the debt was recovered. This could be achieved through:

- Targeted cases being resolved through joint approach
- Practice support to ensure process is adhered to and monitored

395. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

- Care at home data showing trend in live-in care
- Spend on live-in care
- DFG completions and social care data for individual care plans pre- and post-DFG
- Directorate debt data, and case records

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Adults	38,626		637	400	237			637

397. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	

Redeployment	
Redundancy	

398. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

<p>GWICES</p> <ul style="list-style-type: none"> - Potential for restricted choice of equipment for residents with specialist care and support needs - More efficient use of GWICES equipment and in some cases better equipment choice to meet identified needs <p>24-hour POC</p> <ul style="list-style-type: none"> - There may be some changes to POC following a review - There may be some increased charges levied against individuals for their care - Less choice regarding how care is provided i.e. between remaining at home and moving into residential care <p>DFG</p> <ul style="list-style-type: none"> - There may be some changes to POC following a review <p>CHC</p> <ul style="list-style-type: none"> - The CHC referral process can be stressful for individuals with care and support needs and may result in some changes to how care is delivered. <p>Effective Debt Recovery</p> <ul style="list-style-type: none"> - Less debt allowed to accrue for people with care and support needs
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399. 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)
CHC	ABuHB	NOT CONFIRMED, pending individual referrals
GWICES	RIF	MCC can benefit from RIF slippage being applied to GWICES

400. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
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Does this proposal align with the MCC Corporate & Community plan?	Y	Care and support for people with physical disabilities / chronic health conditions
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	Possibly	Pertaining to funding / use of live-in care *There may be opportunity to re-consider the non-res cap which is current at £100 per week via WG. There is early indication that WG may be open to a slight increase in the cap to £120 which would make a difference (based on current charges) of £###

401. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

The proposals will affect people with disabilities, frail, elderly people, and carers disproportionately to the rest of the population. The desire is to reduce the impact on service provision as far as possible whilst ensuring that limited resources are used in the most prudent and equitable way.

402. Options Appraisal -

Option	Benefit	Risk	Comment
Do Nothing Leave service provision as is for existing poc and focus solely on practice and oversight regarding new POC	There will be no potential disruption or change to current care arrangements There will less pressure on the service to undertake stringent review process Service use time / resource to focus on thresholds / levels of care provided moving forward.	Opportunity to make savings would be lost Opportunity to develop practice learning from current cases would be lost	
Do not review cases for referral into a CHC process	The savings to be gained Correct application of CHC Residents needs met and monitored by the most appropriate statutory agency	Making a CHC application is time-consuming and will take practitioner time away from other matters. There is no guarantee that applications will be successful CHC challenge can create tensions within the health / social care partnership A successful CHC application can cause disruption to the individual	There is regional resource in place to support the process Previous efforts to support increased CHC applications have had limited successes.
The Council could negotiate to take money out of the GWICES sec 33 arrangements	Financial Savings	Reduced availability of equipment to disabled residents – potentially leading to increased care costs 5-year agreement is in place, with considerable reputational damage to	Given the current context all partners are indicating their commitment to ensuring that GWICES works effectively with good VFM. There is a management board in place.

		MCC if we were to reduce our contribution	
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403. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Increased join up between housing and social care re DFGs	Housing	POSITIVE
GWICES partners to review and re-negotiate core stock and equipment		
Home Care	Reduction in live-in care provided through the external market may result in increases to home care	NEGATIVE

404. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

None identified

405.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)
Resource to conduct reviews	Directorate	
Resource to manage debt recovery	Directorate	

406. 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)
Lead OT	Regarding GWICES	
DFG colleagues		
Finance lead	Regarding Debt recovery	

407. 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 7 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
Agreement is not reached around the management of GWICES	Strategic	Yet to be tested	Medium	GWICES management board in place
Reviews do not result in any savings being released	Operational	POC will have been put in place based on assessments.	HIGH	Support for practice and process to conduct re-assessments
CHC referrals require a lot of time and resource and may not be successful	Operational	Practice experience of making CHC applications	HIGH	Regional resource has good track record of taking cases through the process successfully
Some of the barriers to debt recovery are outside of the Council's control	Operational	Delays within the system for awarding LPAs	Medium	

408. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
None identified		

409. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
GWICES measures					
Number of 24hr POC					
Differential in care before and after DFG					
Number CHC referrals and outcome					

410. 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	Between Social Care and Housing Between GWICES partners
Will this project benefit from digital intervention?	Y	AS part of the enhanced digital work to reduce falls prevention

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	To re-evaluate the provision of non-residential care services to meet the operational demands and accommodate the savings target.	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCH10	Operational Lead Officer:	Head of Adult Services (currently vacant)
Version No:	1	Directorate:	SCH
Date:	27/11/2022	Section:	Adult 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.

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

Domiciliary care supports people with personal care and daily living tasks in their homes. It is the cornerstone of Adult Social Care and Health because it is the predominant service that we offer within the care and support plans for frail, elderly people or for people with physical or mental disabilities or chronic health conditions. Other services in adults are reliant on domiciliary care. It can help people live independently within their own homes (albeit with levels of support) and rather than entering into residential care; and at times can avoid unnecessary hospital admission.

There are different types of domiciliary care which require different approaches and some differences in the skill set and training of the carers. These include:

- Enablement – support to recover to gain independence and reduce / delay need for longer term care
- Long term care/ dementia – on-going care once it is understood what a person needs over the longer-term (subject to review)
- End of life support (if the person is at home)
- Night service – for people with additional needs during the night and to assist with unexpected events / crisis during the night

There are 2 main ways that domiciliary care is provided – delivered by teams of ‘in-house’ carers on Monmouthshire T & Cs or procured from a range of external provider agencies. Generally speaking, procuring care through the **external market is less costly** than employing carers on T & Cs.

An ‘in-house’ service is required specifically for Enablement, for more specialist care situations (such as dementia care), and critically to absorb the care that external agencies ‘hand-back’ either because they cannot service particular care packages (e.g. dependant on location / needs of person) or because of a lack of available carers, or because the business ceases

altogether. Some people with mobility needs will require 2 carers dependant on their safe handling plans – double-handed runs can be very challenging to procure logistically because of the way that home-care runs are coordinated.

Domiciliary care is chargeable but there is a cap to the charge at £100 per week. This means that if a person is eligible for a charge the maximum they can be charged is £100 regardless of the cost of the packages of care. This compares with a maximum fee of £725 that the council will pay for residential care. There is no cap on residential care so if a person is eligible for charging there is no upper limit to what they might pay. This can mean that some intensive packages of care at home can be very costly to the council (e.g. x4 double handed calls per day = £1,500 per week), or significantly more cheaper for the person.

Current provision

Over recent years the overall amount of home care that the Council provides has remained relatively stable. The cost of care is variable but is assumed at £26 per hour per carer. On average we provide 30,693 hours per month at the cost of £798,018 per month (9,576,216 per year). These figures have EXCLUDED live-in care data (which is referenced on a separate mandate).

Unmet need

However; the amount of unmet need has varied from a steady incline pre-COVID (approx. 800 hours per week / 41,600 per month unmet need) to a more severe incline from the on-set of the pandemic (at its heigh unmet need of 2,000 hours per week), now post-pandemic showing a slight decrease (1,500 hours per week). 1,500 hours is approximately 1/5th of what is currently provided. It is anticipated that winter pressures could see this reverse again.

Savings proposal

- **Assuming £26per hour, to make a saving of £1mil the amount of direct care that we provide would need to be reduced in the region of 10%. Instead of providing 30,693 hours we would need to provide in the region of 27,624 hours. (approximate head count = 2,500)**
- **To make a saving of £500,000 the amount of direct care that we provide would need to be reduced by 5% to provide 29,159 hours per month.**

This would be achieved through a combination of:

- As care hours are released, they are not filled
- Reducing the care packages for individuals already in receipt of care through a process of re-assessment (through process of review)
- Ensuring that we re-balance the in-house / external provision (average in-house @ £34per hour / average external @ £25 per hour) potentially using a locality based commissioning approach
- Ensuring that the most costly care vg is delivered to people with the specialist needs

What could help?

- i) **Re-establish an ENABLEMENT APPROACH to reduce demand on long-term packages of care at home**

When people leave hospital or a care home following an accident, illness or fall (for example) a period of Enablement can maximise their independence and reduce or delay the need for higher levels of longer-term care. A period of Enablement can also provide an opportunity to mobilise family, preventative and community approaches.

The pressure across the entire home care system has led to Enablement no longer doing what it is designed to do. Reablement teams have absorbed pressure to provide long-term care; however, in turn this is now contributing to the demand for long-term care. People are stuck in hospital (with conditions deteriorating) and people are at home waiting for care (creating increased dependency).

At a snap-shot point out of 30 reablement workers 4 were engaged in reablement tasks and the other 26 were providing long-term care. An analysis taken pre-pandemic shows that 130 people per month were supported in reablement. Last month, that figure was just 45 people. The impact of reablement is that pre-pandemic we were achieving over 50% being independent following our involvement. This figure whilst skewed by a number of people who would have been independent otherwise still shows the impact. Enablement is our best method of 'right-sizing' care packages over a period of weeks rather than commissioning at point of discharge and this number of hours then not changing.

What needs to happen:

- Protect reablement runs
- Review and enhance reablement approaches / practice
- Develop practice so that packages are 'right-sized' from the outset
- Review all long-term packages of care to reduce demand / change service delivery where possible
- Work with external providers around reablement approaches

ii) Develop an in-reach integrated reablement approach into Nevil Hall Hospital

If people are not enabled to come home from hospital at the earliest point this can lead to a deterioration in their overall condition (e.g. ability to mobilise / do things independently) and increase the requirement for care as a consequence. Hospital pathways and communication is also creating dependency and public expectation on what social care can provide.

What needs to happen:

- Re-design the integrated teams so that an in-reach provision can be established
- Integrated approach between ward and community
- Less risk averse practice
- Avoid intermediate care that is not working to go straight home??
- Provide an 'enhanced' in-house home care provision via an integrated approach (health and social care practitioner) and charge health (and draw in money from health)

The work to ring-fence Enablement in the locality areas (North, South and Central) and to reorganise NHH discharge pathways is a key element of rebalancing things and trying to break a very challenging cycle

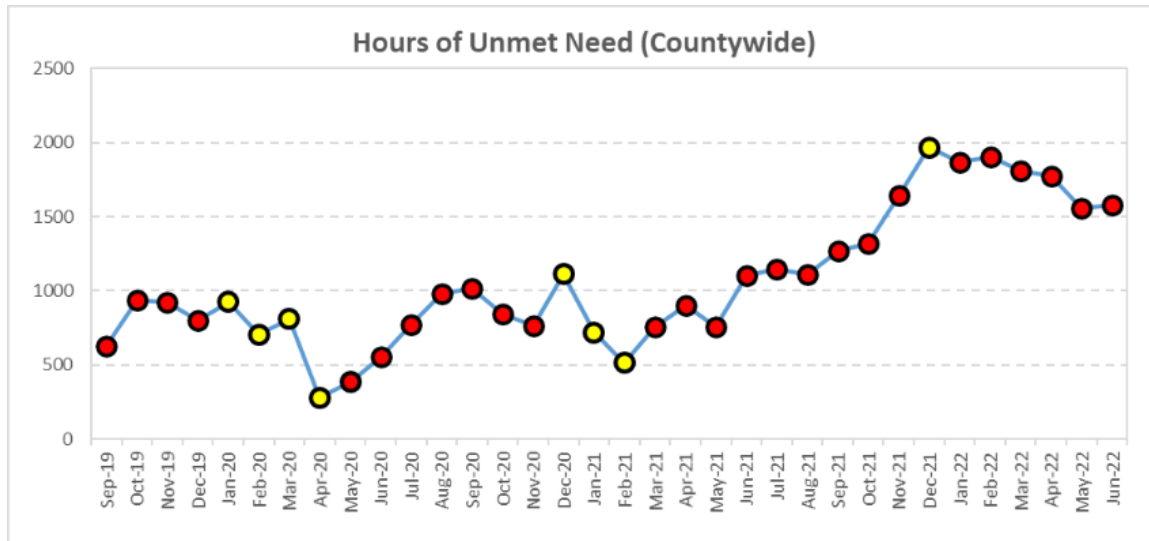
412. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Month	In-house	% In-House	Independents*	% Independents	Total*	Live in Care	Other Services
Jan-16	7,635.83	23%	25,884.91	77%	33,520.74		
Feb-16	7,304.25	23%	24,950.45	77%	32,254.70		
Mar-16	8,026.67	25%	24,311.87	75%	32,338.54		
Apr-16	7,361.42	24%	23,194.87	76%	30,556.29		
May-16	8,062.33	26%	23,282.37	74%	31,344.70		
Jun-16	7,892.75	24%	24,489.76	76%	32,382.51		
Jul-16	8,091.48	24%	25,408.50	76%	33,499.98		
Aug-16	8,566.58	26%	24,802.50	74%	33,369.08		
Sep-16	8,123.83	25%	24,848.96	75%	32,972.79		
Oct-16	8,460.91	26%	24,254.46	74%	32,715.37		
Nov-16	8,446.92	26%	23,908.96	74%	32,355.88		
Dec-16	8,573.58	27%	22,980.96	73%	31,554.54		
Jan-17	8,665.25	27%	23,704.50	73%	32,369.75		
Feb-17	7,515.41	24%	23,933.50	76%	31,448.91		
Mar-17	8,555.65	26%	24,429.00	74%	32,984.65		
Apr-17	7,829.75	26%	22,709.69	74%	30,539.44		
May-17	8,617.25	27%	23,085.69	73%	31,702.94		
Jun-17	7,989.50	25%	23,389.69	75%	31,379.19		
Jul-17	8,428.67	27%	22,406.92	73%	30,835.59		
Aug-17	8,722.50	28%	22,331.92	72%	31,054.42		
Sep-17	8,488.58	28%	22,102.92	72%	30,591.50		
Oct-17	8,832.49	28%	22,327.92	72%	31,160.41		
Nov-17	8,601.08	28%	22,183.92	72%	30,785.00		
Dec-17	8,519.33	29%	21,334.92	71%	29,854.25		
Jan-18	9,092.92	30%	21,385.92	70%	30,478.84		
Feb-18	8,552.21	29%	20,558.00	71%	29,110.21		
Mar-18	9,276.75	31%	20,858.00	69%	30,134.75		
Apr-18	8,849.50	30%	21,110.00	70%	29,959.50		
May-18	9,410.41	30%	21,553.00	70%	30,963.41		
Jun-18	9,307.00	30%	21,800.69	70%	31,107.69		
Jul-18	9,976.51	32%	20,863.69	68%	30,840.20		
Aug-18	9,967.34	32%	21,186.69	68%	31,154.03		
Sep-18	8,662.58	31%	19,487.00	69%	28,149.58		
Oct-18	9,760.50	33%	19,720.84	67%	29,481.34		
Nov-18	9,352.75	32%	20,168.84	68%	29,521.59		
Dec-18	9,046.00	31%	19,728.09	69%	28,774.09		
Jan-19	9,839.92	34%	19,214.09	66%	29,054.01		
Feb-19	9,226.92	32%	19,262.17	68%	28,489.09		
Mar-19	10,833.25	36%	19,171.17	64%	30,004.42		
Apr-19	10,028.00	34%	19,708.17	66%	29,736.17		
May-19	10,096.67	34%	19,922.17	66%	30,018.84		
Jun-19	9,634.75	33%	19,460.00	67%	29,094.75		
Jul-19	10,289.18	33%	20,551.25	67%	30,840.43		
Aug-19	10,096.50	33%	20,374.75	67%	30,471.25		
Sep-19	9,675.35	34%	18,882.75	66%	28,558.10		
Oct-19	10,328.15	34%	20,006.25	66%	30,334.40		
Nov-19	9,716.00	32%	20,691.75	68%	30,407.75		
Dec-19	9,228.75	32%	19,365.25	68%	28,594.00		
Jan-20	8,290.22	30%	19,025.25	70%	27,315.47		1st Wave
Feb-20	8,130.48	29%	19,563.51	71%	27,694.00		1st Wave
Mar-20	9,202.80	33%	18,979.51	67%	28,182.31		1st Wave
Apr-20	8,723.47	31%	19,601.52	69%	28,324.99	3,360.00	1st Wave
May-20	8,904.00	31%	20,099.76	69%	29,003.76	4,032.00	
Jun-20	9,155.52	30%	21,016.76	70%	30,172.28	6,048.00	
Jul-20	10,036.60	33%	20,621.76	67%	30,658.36	4,704.00	
Aug-20	9,847.92	31%	22,133.88	69%	31,981.80	6,182.96	
Sep-20	9,327.07	30%	21,803.72	70%	31,130.79	7,718.96	
Oct-20	9,839.02	31%	22,119.72	69%	31,958.74	11,078.96	
Nov-20	9,930.73	31%	22,444.32	69%	32,375.05	13,094.96	
Dec-20	10,864.93	34%	21,448.72	66%	32,313.65	13,766.96	2nd Wave
Jan-21	10,518.63	33%	21,391.35	67%	31,909.98	15,712.60	2nd Wave
Feb-21	10,203.28	31%	22,830.80	69%	33,034.08	15,040.60	2nd Wave
Mar-21	11,540.67	34%	22,052.35	66%	33,593.02	12,352.60	
Apr-21	11,090.25	34%	21,822.64	66%	32,912.89	10,144.60	
May-21	10,981.39	33%	22,608.60	67%	33,589.99	8,800.60	
Jun-21	10,537.16	32%	22,050.48	68%	32,587.64	9,472.60	
Jul-21	10,804.27	32%	23,133.52	68%	33,937.79	10,816.60	
Aug-21	10,431.71	32%	22,498.52	68%	32,930.23	10,816.60	
Sep-21	9,641.03	30%	22,123.48	70%	31,764.51	11,152.60	
Oct-21	9,759.48	31%	21,360.48	69%	31,119.96	11,488.60	
Nov-21	9,363.03	31%	21,189.88	69%	30,552.91	12,160.60	
Dec-21	9,351.43	32%	20,247.96	68%	29,599.39	12,160.60	3rd Wave
Jan-22	9,496.40	32%	19,778.96	68%	29,275.36	12,160.60	
Feb-22	8,701.89	31%	19,523.96	69%	28,225.85	12,160.60	
Mar-22	9,410.75	32%	20,235.96	68%	29,646.71	12,160.60	
Apr-22	9,278.03	31%	20,868.92	69%	30,146.95	11,488.60	
May-22	8,520.45	30%	19,778.96	70%	28,299.41	11,488.60	
Jun-22	8,892.03	30%	20,592.96	70%	29,484.99	11,504.60	
Jul-22	8,792.78	30%	20,202.96	70%	28,995.74	10,832.60	
Aug-22	9,008.55	32%	19,422.96	68%	28,431.51	9,420.00	
Sep-22	8,536.90	30%	19,590.16	70%	28,127.06	10,756.00	31,503.36
Oct-22	9,010.07	31%	19,699.16	69%	28,709.23	10,856.00	31,407.36
169 Page							
Dec-22							
Average	9,191.25	30%	21,501.87	70%	30,693.12	11,109.71	31,455.36

Current unmet need

Abergavenny Integrated Services	24	346
Chepstow Integrated Services	18	276
Monmouth Integrated Services	62	749
Older Adult Mental Health Team	14	147
Carers	1	5
Grand Total	119	1,523

Demand Unmet Need (People waiting for Care)



Notes: Increasing Trend; Yellow points indicate the Covid Waves

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Flexible Budget	6,000		1,000	500	730			1,230
	3,767							
	Internal							

414. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	TBC
Total number of posts in budget area affected	TBC
Total increase or decrease in the number of posts from this proposal	TBC

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

415. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

There will be a requirement to change practice regarding how care is assessed, reviewed, delivered and then commissioned / brokered.

416. 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)
POTENTIALLY HEALTH		Early discussion
POTENTIALLY RIF		Early discussion

417. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	No	This will make it harder to achieve the aspiration of high-quality care service that meets people's needs
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.

Will an option appraisal be required?	Y	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	Y	TBC

418. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

419. Options Appraisal -

Option	Benefit	Risk	Comment
Remain with the current delivery model	<p>No need for change</p> <p>No need to reprioritise officer time and workload</p>	<p>Current model of delivering care is unsustainable, both operationally and financially</p> <p>Inefficient delivery, for instance, enablement not being pro-active is getting clients to be independent as its main focus is now delivering long term care</p>	
Review the current delivery model, challenge and implement any changes	<p>Provide a more focussed care delivery which is both operationally and financially viable</p> <p>Promotes client independence</p> <p>Links in with other mandate work such as Falls/Assistive Technology by delaying care home admissions</p>	<p>Take time to deliver anticipated savings</p> <p>Staff consequences as a result of a different delivery offer</p>	

420. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

421. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

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422. 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)
Staff resource will be required – with the potential to develop a bespoke team – though this will have its challenges.		

423. 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)
Integrated Teams		
Health – primary and secondary	Conversations regarding developing an integrated enablement in-reach approach into NHH have commenced	

424. 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 7 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 level of unmet need within the system	Operational	See Sec 2	High	Re-assessment of un met need
Workforce morale	Operational	Reducing people's poc and not being able to meet assessed needs cause low morale. The level of complaints from families is already high – a lot of energy is	High	Leadership and partnership approaches

		spent in managing failure demand Equally there is a lot of pressure from health and WG regarding achieving patient 'flow' and avoiding DTOC		
People's needs won't be safely met	Operational		HIGH	
Ability for Council to meet its statutory duties under SSWBA will be compromised	Strategic		HIGH	
Deliverability within the timeframe	Operational		HIGH	
Ability for external providers to recruit and retain				
Sustainability within the market providers over time				

425. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Full year savings being met in the first year		

426. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Numbers of care hours delivered					
Split between in-house and external					
Numbers of Enablement hours					
Outcome of Enablement hours					
Delayed Transfers of Care from hospital					

427. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	TBC	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	Y	With health

Will this project benefit from digital intervention?	Y	As part of enablement approaches
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2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Reduction in Adult partnership arrangements for Gwent service delivery models	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCH11	Operational Lead Officer:	Ty Stokes
Version No:	1	Directorate:	SCH
Date:	17/11/2022	Section:	Finance

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

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

There are a number of Gwent regional partnership service models hosted by an elected lead Authority, as listed below:			
Regional Partnership Scheme	Brief Description	Host Authority	MCC Annual Contribution for 2022/23
Shared Lives	Provision of specialist respite and short-term carers for clients with Disabilities	Caerphilly	£110,105
Emergency Duty Team	Provide out of hours service for Adult Social Care via a rota staff on duty outside of normal service hours	Caerphilly	£129,991
Frailty	A pooled section 33 budget to facilitate hospital discharge and provision of services for the Frail to remain independent, which commenced on 4 th April 2011 and at present has been locked away into a 5-year agreement.	Caerphilly	£1,475,000
Regional Partnership Team	Set up to look and review issues as directed by the Heads of Adult Services (GASP)	Torfaen	£70,000
TOTAL			£1,785,096
The proposal is to renegotiate future annual contributions made by this Authority for the schemes listed above by £60,000 in 23/24, a further £55,000 in 2024/25, and a further £60,000 2 years later for 2026/27.			

Where possible we will attempt to accelerate those negotiations but given that we are approaching the latter end of the 2022/23 financial year and the time it will take to agenda these proposals, enter a regional negotiation and then obtain a majority approval from all partners this will take time.

429. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

The major spend or cost associated with the partnership schemes identified is staffing. With staffing, even if a regional approach can be brokered to introduce savings and reduce partner contributions, this will take time to identify staff reductions, and what impact this will have on service delivery as a consequence.

Work is currently underway through partner and host initial scoping of savings, agenda at appropriate management boards and proposals for reviewing future contributions.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Adults	37,696		175	60	55		60	175

431. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	TBC
Total number of posts in budget area affected	TBC
Total increase or decrease in the number of posts from this proposal	TBC

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	TBC
Voluntary Severance	TBC

Retirement	TBC
Redeployment	TBC
Redundancy	TBC

432. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

For the Shared Lives and Emergency Duty Team once the scoping work commences we will be able to identify the actual impact on service delivery but what we do know is with certainty that it will result in a reduced service as both schemes are entirely based on staff/people to deliver the service. As an example, Shared Lives was created to provide a regional provision of specialised carers to provide valuable respite to disabled clients and their main carers (many being unpaid), as opposed to each Authority operating its own provision which presented the lowest cost alternative. If, in the example of Shared Lives, contributions are reduced this would inevitably result in a reduction in available carers to provide that valuable respite break for a client's main carer, resulting in demand for more direct and costly service interventions.

For Frailty we do have a legally binding section 33 pooled budget arrangement with its current duration being for 5 years (next formal review date 2025/26). However, the Chief Officer for Social Care will commence talks at the next available RPB meeting to table MCC's proposals to review contributions within the current arrangements. As part of those negotiations proposals can then be looked at in terms of impacts to service delivery, as Frailty does provide a statutory service at its lowest cost.

With the regional partnership team, this was created to provide a regional resource to review initiatives and conduct work on behalf of the region, such as the requirements in Part 9 of the SSWB Act to create more regional pooled budgets, one being the residential/nursing care home provision. The impacts of any agreed reduction in contributions, as this is to fund staffing, will result in a reduced service and any work would need to be reabsorbed back into the Authority. In past years this team was created in order for Authorities such as us to meet savings targets by reducing its staffing and create a regional, smaller team to do that work.

433. 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)

434. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

435. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

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436. Options Appraisal -

Option	Benefit	Risk	Comment
Do nothing	Maintaining current arrangements will ensure service delivery is not compromised	No potential savings from partner reductions will be realised	Partner contributions will increase due to pay awards
Propose a 5% reduction in partner contributions	Explore the option of reducing partner contributions to aid an individual partner saving plans	Possible reduction in service delivery model. Partners will not agree the proposal. Redundancy costs	Partner contributions will increase due to pay awards
Propose a 10% reduction in partner contributions	Explore the option of reducing partner contributions to aid an individual partner saving plans	Possible reduction in service delivery model. Partners will not agree the proposal. Redundancy costs	Partner contributions will increase due to pay awards

437. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

438. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

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439. 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)

440. 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)
Caerphilly CBC	Strategy and agenda on future partner contributions for Shared Lives, the Emergency Duty Team and Frailty.	
Torfaen CBC	Strategy and agenda on future partner contributions for the Regional Partnership team.	

441. 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 7 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
Future Pay awards	Strategic	All partnership schemes will face increased cost pressures from future pay awards	High	Partnership review
Reduced level of service	Operational	Reduced contributions can only be achieved by reducing staffing levels or changing the staff mix	High	Work plans will need to be reduced to reflect reduced staffing or partners will need to absorb the work or services in house

442. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Other partners agree to exploring a reduction in contributions and at what level	Difference implications for each partner as different levels of contributions and reliance on the service provided	

443. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Paying a reduced partner contribution to the identified schemes.				
Customer	Feedback on service availability.				
Process	If workplans are adjusted to reflect a reduction in contributions work will need to be prioritised and some absorbed back into the Authority.				

444. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Transformation Team structure	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCH12	Operational Lead Officer:	Claire Robins
Version No:	1	Directorate:	Social Care and Health
Date:	18 th November 2022	Section:	Transformation

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.

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

Transformation Service

This mandate will deliver the agreed savings by: _

- Reducing core budget of the workforce development team.
- Review and amend the structure of the Transformation Team and associated posts.

Workforce Development Team

What we do.

The role of the Monmouthshire Social Care, Workforce Development Team is to:

- Work in collaboration to take account of national, regional, and local requirements to inform, prioritise and target workforce development needs.
- Collate and consider workforce data to inform workforce planning across Social Care.
- To provide workforce development opportunities through:
 - A grant-funded workforce development programme available to all social care providers in the Monmouthshire locality.
 - An annual programme of training and development opportunities.
 - The development of flexible training delivery methods
 - To support the delivery of qualifications and competence frameworks
 - Qualifying, post-qualifying and CPD/PRTL opportunities for qualified registered workers
 - Ongoing support, advice and guidance to social care workforce
 - To work in partnership in order to deliver learning solutions on a regional and national footing.
 - Provide coaching and mentoring to the social care workforce in order to develop and support the retention of this valued and critical workforce.
 - To support services with the registration of the workforce.
 - Deliver strategies and plans in order to attract people to join the sector, develop their careers and not leave the profession.
 - To support employers and the directorate to provide effective training, development and qualification provision for the social care workforce. The SCCWDP grant is intended to provide a significant supplement to the resources provided by employers.

The mandate proposal

In order to deliver the required savings and realise efficiencies within core funding, we will critically review all commissioned training across the directorate and reduce the amount of commissioned training accordingly.

In addition, we will review the business support functions across the team in order to streamline systems and process and deliver further efficiencies if identified.

Transformation Team

What we do

We support the transformation programme in Social Service, working with leaders and teams to create the right conditions for achieving excellence in sustainable approaches, practice and commissioning – supporting the directorate in its aspirations and strategic goals. We do this by:-

- Supporting all services across the directorate with digital transformation and performance.
- Maintaining and managing the current in house Social Care management information system, acting as the contract manager with suppliers and developers.
- Systems administration in the day to day support for our Social Care Case management system.
- Deliver longer term development, design / procurement for systems.
- Working with the corporate performance management team to support all services in Performance Management and QA Framework.
- Provide Project management for services in line with directorate business plans.
- Provide project management support to deliver project in line with the strategic direction and business plans.
- Work in collaboration with the Welsh Language officer on the delivery of 'More than Words' strategy.
- Work in collaboration with corporate colleagues on the delivery of Health and Safety within the directorate.
- Work in collaboration with corporate colleagues to support the delivery of Information Governance within the directorate.inc cyber security, GDPR, FOI.
- Provide Attraction, Selection and Recruitment support to the directorates.

Review the current structure, re-align the priorities of the service and remove resources from the team in order to deliver the budget savings as required.

Main priorities of the team will remain to support the directorate's transformation agenda from a service and digital perspective.

This will involve a review of vacant and temporary posts.

This is a tiny team and this reduction in the staffing budget will result in a significant reduction in the work that can be delivered by the remaining people in the team and will almost certainly impact the delivery of the above.

446. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Reducing the Core Budget of the Workforce Development Team

Remove the counselling development fund being utilised withing children’s services. (£8,000)
 Reduce commissioned training across social care and health. (£6,729)
 Reduce the amount of professional accredited professional and leadership training commissioned across Social Care and Health. (£10,000)
 Review business support functions within the service in order to provide efficiencies. (£14,000)

Counselling Development Role

Removing the financial support for the Counselling Development role within Children’s Services supported by the workforce Development budget. This role allows for the transitioning between being a newly qualified adult counsellor to a children’s counsellor and allows for the learning and development opportunities to be put in place to support the programme. Without this funding the service will now need to attract and recruit experienced children’s counsellors when future vacancies arise for children’s counsellors.

Commissioned Training

Review all discretionary commissioned training across the directorate.
 Priorities will remain mandatory training. Main focus of review will be non-essential training i.e leadership, professional training and well-being training. We will review the current delivery of training that can be delivered by the Monmouthshire corporate training team. i.e Generic Health and Safety Training.

Transformation Team

Workforce – Review Vacant and Temp Posts across the Transformation Service £60,000

Transformation Team

Vacant and temp posts across the teams and associated posts with the directorate. Review vacant and associated posts and realign them to the directorates business plans and priorities.

Business Support

Review of business support across Transformation including Workforce development team. Review projects, systems and processes with a view to streamline and identify efficiencies.



S040 Staffing
(2023-24 Budget Bui



WDT Annual
Report april 2021 to

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
WDT core funding	45		39	39				39
Transformation	225		91	61	30			91

448. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	4
Total number of posts in budget area affected	2

Total increase or decrease in the number of posts from this proposal	-2
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Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	1
Voluntary Severance	
Retirement	
Redeployment	1 (if redeployment available)
Redundancy	

449. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

Impact

Reduce commissioned training across social care and health – This reduction in the available training will potentially reduce the compliance of mandatory training within Social Care and Health across whole of Monmouthshire. Increased challenges with the recruitment and retention as people may leave social care if there are reduced learning and development opportunities.

Impact on Social Care Wales Registration across the sector. This may impact the number of staff who are in a position to register with Social Care Wales and remain working in social Care. Therefore, potentially reducing the number of Social Care staff across Monmouthshire.

Impact on current workforce - Reduced morale, increase sickens absence in increase stress in the workforce if they are unable re-register with Social Care Wales as a result of the reduced available training.

Impact on future workforce - Talent management challenges as Monmouthshire will no longer be able to attract people who want a career in care.

Counselling Dev Resource - Recruitment and attraction will be more challenging when there are vacancies for counsellors for the school-based counselling service. The demand for school counsellors has continued to increase following COVID.

Indirectly, if there are less people being able to register and subsequently remain working in social care this potentially could negatively impact and reduce the quality and quantity of social care that can be delivered across Monmouthshire.

As a consequence, this could also impact NHS and add further pressure in the social care and Health system, that is already at breaking point.

Transformation – Reduction in Resource

Limited ability to support the directorate with transformation projects i.e reducing expertise to deliver digital projects, no social care dedicated recruitment support for managers.

Vulnerability in being able to offer system admin and deliver business continuity for our Social Care recording system.

Unable to support SRS on a technical front with our in house Social Care recording system (FLO/ Plant)

As a result of reducing the available system support this may result in the increase of system down times and therefore indirectly putting children and vulnerable adults at risk if people are unable to access social care records. i.e out of hours duty.

450. 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)
Social Care Wales – additional external funding bids will be made if opportunities arise.	Social Care Wales	Pending. With conditions
Performance Improvement Framework Grant	Welsh Government	Pending. With conditions.

451. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	N/A	
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

452. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

<p>See EQIA</p> <p>Positive Saving will be made</p> <p>Negative Reduced quality of care and support to children and young people and older adults. People with a disability. Mental health</p>

453. Options Appraisal -

Option	Benefit	Risk	Comment
Do nothing - Workforce Development Team	Continue to invest in the learning and development within the Social Care Workforce. Continue to develop income generation. Continue to work creatively with teams to find innovative ways to support the attraction, selection, and recruitment of the workforce. Continue to develop the place-based approach to learning across the authority. Making training more accessible to a	N/a	The service is ambitious it has the skills knowledge and experience in order to now income generate, this was the next phase within its 5-year business plan.

	workforce already under pressure. Continue to support the leadership teams with performance management solutions.		
Implement Mandate - Workforce Development Team	Savings will be realised in the short term.	<p>Less resource to deliver the learning and dev plan. People are unable to register with SCW as they have not completed basic training. LA reputation if workers stay working in Social Care but are not re-registered as a result of reduced access to training. Skills lost from BS may not be available from other members of the team. LMS - One of the current priorities is the implementation of an LMS. The team is leading the way within the authority and GWENT on this implementation. Reducing the core budget will slow down and delay this development.</p> <p>Inability to support the recommended actions from Care Inspectorate Wales from a workforce perspective. No longer able to income generate, be innovative and dev service further.</p>	<p>This is a high performing team that has made significant improvements to the service it delivers over the past 3 years. It has a good reputation with Gwent, Welsh Gov and Social Care Wales.</p> <p>The Workforce Development Team is funded from the SCWDP Grant. This is the max saving we are permitted to take out of the grant. All other LA's receive additional LA funding, this will leave us at a disadvantage from other LA;s</p>
Create a joint Workforce Development Team with a neighbouring Local Authority. (Host MCC)	<p>By exploring a joint service with another nearby LA, keeps place-based agenda and training local. Maintaining current training venues, Enhances the training offer for both Local authorities. Retains skills, knowledge and experiences within both Local authorities. Increases access to training for all staff. Increases the opportunities to be involved in other workforce dev work i.e attraction and recruitment. Resulting in less travel expenses to attend training. Increased mix of skill base, shared learnings across organisations and efficiencies for both local authorities.</p>	<p>Appetite from another Local Authority that may not have the same budget pressures within the directorate and may not be looking for savings in this area.</p>	<p>2 neighbouring LA's currently have vacancies for Workforce Dev managers.</p>

<p>Move the Workforce Development Team onto a Gwent Wide Footprint. (Host Caerphilly)</p>	<p>Budget would be managed centrally by Caerphilly. Greater availability for training courses (but majority would be outside of Monmouthshire).</p> <p>Reduced control in the shape of the annual training plan.</p>	<p>Individual training needs could get overlooked. Reduced ability to tailor learning and dev solutions to practice change and service business plans. Inability to provide data and reporting due to different systems. Training venue would be lost and training would move to out of county.</p>	<p>Training would need to move into County Hall - Usk.</p> <p>MCC has recently procured a Learning Management System (LMS). At present no other LA in Gwent is using the same LMS. MCC is only LA with skills and knowledge in relation to the new LMS.</p>
<p>Do nothing. - Transformation Team</p>	<p>Continue to support our in-house Social Care recording system. (that is performing better than WCCIS) Continue to support the digital development of services within the directorate. Continue to support services with their recruitment challenges.</p>	<p>The budget we currently have would be insufficient should we move to WCCIS. If the decision (following the Welsh Gov commissioned review) is to move to WCCIS this will involve considerable further financial investment. We have been asked to provide budget savings however longer term greater financial investment will be required once we move away from our current system.</p>	<p>This would only be a short term solution. If we move to an All Wales or All Gwent social care and Health system this will result in considerable financial investment being required. (this would be out of MCC control as part of an MSA)</p>
<p>Implement Mandate - Transformation Team Reduction in Posts</p>	<p>Savings will be realised in the short term.</p>	<p>Reduces digital development across the directorate. Business continuity - May leave the authority vulnerable from system 'down time' perspective if there is less resource to support the system (Flo and Plant). SRS do not have the skills and knowledge to support our in-house system in line with the SLA. (due to the turnover of workforce in SRS – people initially trained are no longer employed) Therefore we are unable to relay on SRS to support the system should technical knowledge be required.</p>	<p>Business support within the directorate support the services with DBS admin, Health and Safety compliance, FOI responsibilities, GDPR compliance. Leaving these areas vulnerable if the posts are no longer in the budget.</p> <p>We currently have an inhouse user designed, cost neutral system. This is currently performing better than the national WCCIS system. The budget to maintain this system is considerably less than if we were using WCCIS. Reducing the budget and resource to support this system could destabilise it. Could result in unnecessary additional costs being incurred whilst waiting for Welsh Government to complete its Options Paper.</p>

454. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Delivery of front-line Social Care	Social Care workforce – there will be less training available in the future.	Negative
Schools	Counselling service in schools	Negative
Technical Support – SCH recording System. Reduced system Admin	SRS	Negative

	SRS will need to upskill in their technical knowledge of the in-house recording system.	
Delivery of the SCH H&S Improvement Plan	Corporate H&S	Negative
Implantation Plan - Thinqui	Corporate Training - OD	Negative
Less business / project support across the directorate.	Inability to support the project work taking place across the directorate. i.e recruitment, Welsh language development plan, Health and safety planning across the directorate	Negative
Attraction and Recruitment	HR – the corporate HR team will need to play a more proactive role in supporting service with their recruitment challenges. They will need to develop their Talent management skills and grow their knowledge of their HR recruitment awareness.	Positive

455. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Income generation – We will continue exploring opportunities for further income generation but this will be limited and may negatively impact our current budget so may be counterproductive.

Recruitment – we will need to look for creative recruitment solutions, to recruit qualified and experienced staff

e-learning - Increase e-learning and reduce all face-to-face training. Use digital solutions (e-learning) to prioritise training needs. Despite our workforce being front line and finding e-learning not as beneficial as face-to-face training.

Digital solutions – Improved systems and processes via digital solutions.
Opportunities to develop in-house Learning and Development offer.
Explore collaboration with neighbouring local authorities and ABUHB
Explore additional grant opportunities.
Training Venue – Explore the opportunity for the service to relocate into County Hall Usk.

SRS – upskilling in-flo/plant.
HR – HR to programme manage all attraction and recruitment activities for Social Care.
HR – To lead on International Recruitment Project.
DBS Co-ordination – stop alerting managers/digital dev.
Corporate Welsh Language Officer to lead on More than Words Strategy.
Continue to explore digital solutions with business support functions in order to streamline and identify efficiencies

456. 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)
Re-structure process and system support	HR	
Reviewing business support functions	DPO	
Re-distribution of roles and responsibilities. Upskilling of other post holders. Training other in the Social Care recording system. (Flo / Plant)	Inhouse training in Flo / Plant / SRS / DPO / other areas.	

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

Consultee	Description	Date (delivered/planned)
None at present		
Team	In line with Policy & timelines	
Unions	In line with Policy & timelines	
HR	On going in line with Policy	
DPO	Structure changes	

458. 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 7 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
Loss of expertise and knowledge from the Transformation Team to support transformation projects and digital projects.	Operational	Proposed workforce reduction from a tiny team. Approx. 25% reduction.	Med	DPO pick up service co-ordination for all transformation projects.
Business Continuity – System Failure	Operational	Potential increase 'down time'. As no staff available to fix. No social Care Help Desk as all other LA's. Potential safeguarding risk. We already rely on a large amount of good will from limited people to support our in-house system. This is already a HIGH-RISK STRATEGY.	HIGH	Corporate responsibility. SRS take more countability in line with their contract / SLA to support Flo/Plant from any future failure. (The current resource is considerably less than all LA's. Further budget reduction will significantly impact the ability to support our current in-house system) The regional Out of Hours will need to mitigate for this.
Loss of ability to commission bespoke essential training	Operational	No budget available to offer training identified i.e as a result of new legislation.	Med	Input a pressure or service to pay for own training if new legislation requires specialist training.
HR process take too long in order to obtain savings in year	Operational	Protection of employment policy to be followed.	Low	No drift on process
Unable to attract social care staff	Operational	Recruitment marketing will need to be owned and driven by another area. If not then this will reduce in the number of staff we can employ	High	HR to lead with service
International Recruitment – No project support	Operational / Strategic	This requires drive and support	Med	HR to lead with Service

459. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
This proposal can be achieved without considering the advantages of a regional approach	The discussions around moving towards a regional footprint have not commenced.	
That the inhouse training team can deliver what is required.		
That tasks can be re-assigned to others across the authority and that there is capacity to pick this up.	Still an assumption no evidence has been sought as yet.	
That the authority (officers and members) are fully aware of the implications of removing core budget to a service that is responsible for delivering training to the whole of the social care workforce across Monmouthshire (not just in house services)	Still an assumption no evidence has been sought as yet.	
That the authority (officers and members) are in agreement with the Business Continuity risks in relation to limiting the people who can support the Social Care recording system.	Still an assumption no evidence has been sought as yet.	
That the authority (members and officers) are aware that this mandate is at odds with the authorities digital strategy.	Still an assumption no evidence has been sought as yet.	

460. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
WDT performance framework and Welsh Government returns.	Monitor training compliance data				
Workforce feedback	Training evaluations				
Budget	Actual Spend v's Budget				
workforce	Attendance Management / labour turnover				

461. 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 other LA's and Health, HEIW,
Will this project benefit from digital intervention?	y	E-recruitment, LMS,

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Monmouthshire & Torfaen YOS – Accommodation Change, Reduction in Staffing, Reallocation of Duties	Senior Responsible Officer:	Jane Rodgers
Your Ref No:	SCH13	Operational Lead Officer:	Chesney Chick
Version No:	2	Directorate:	Social Care & Health
Date:	24.11.2022	Section:	Children Services – Monmouthshire & Torfaen YOS

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.

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

This mandate will cover three aspects of the service:

This mandate will deliver the agreed savings by:

- A reduction in staff travel expenses, as a result of agile working practices, that have been adopted by the service
- Reducing the core budget of the YOS workforce
- Proposing to change the accommodation venue of the YOS, in order to significantly reduce accommodation costs

Monmouthshire & Torfaen YOS

Monmouthshire and Torfaen Youth Offending Service is a statutory multi-agency partnership that has a legal duty to co-operate, in order to secure appropriate local youth justice services. The service is funded from a variety of sources including UK Government, Welsh Government (WG) and the statutory partners (i.e. Monmouthshire County Council, Torfaen County Borough Council, Gwent Police, the Probation Service and Aneurin Bevan University Health Board).

Statutory duties to prevent offending are outlined in criminal justice and civil legislation. The principal aim of Youth Justice Services in England and Wales is to prevent offending and re-offending by children in line with the Crime and Disorder Act 1998. Local authorities in Wales also have statutory duties to provide preventative services contained in Section 15 of the Social Services and Wellbeing (Wales) Act 2014. Local authorities must provide services to:

- encourage children not to commit offences
- avoid the need for children to be placed in secure accommodation; and
- enable children to live their lives as independently as possible

The YOS is a group of professionals who work together with one aim – to stop offending and re-offending in children by challenging their behaviour and raising awareness of the consequences of offending / anti-social behaviour, helping children take responsibility for their actions and ultimately help young offenders to break the cycle of re-offending and move forward in positive ways.

The Monmouthshire and Torfaen Youth Offending Service provide services for children to divert them from offending and reoffending. This is achieved by carrying out effective assessments and interventions and working in partnership with other agencies.

The YOS encourages children to repair the harm to victims and restore relationships with their communities. Children are encouraged, wherever possible, to meet with their victims to hear how their behaviour has affected them and agree actions that can repair the harm caused.

The YOS values the diversity of children and helps them to achieve their potential. It works with parents and carers in supporting behaviour change within children and families.

Monmouthshire and Torfaen Youth Offending Service covers the boundaries of two Local Authorities, Torfaen County Borough Council and Monmouthshire County Council. The Youth Offending Service is hosted by Monmouthshire County Council and sits within the Social Care and Health Directorate. All non-seconded staff are employed by Monmouthshire County Council. This provides consistency in terms of conditions of service and general human resource management. The YOS Manager is line managed by the Head of Monmouthshire Children's Services.

The Mandate Proposal

In order to deliver the required savings and realise efficiencies within core funding, we have critically reviewed the costs relating to travel expenditure, for YOS staff and the savings available, due to changes in working practices brought about by the move towards agile and blended working practices. As a result of identified savings being made, we propose to reduce the set budget in respect of travel expenses for YOS staff.

In addition, we will review the YOS workforce and identify opportunities to streamline the workforce, by reallocating duties, within the service. This opportunity has arisen, due to the chosen departure of two staff members as a result of retirement, voluntary redundancy and job relocation. Further savings may also become available, due to staff potentially choosing to reduce their working hours and the reduction in the use of sessional workers.

Furthermore, we propose to make significant budgetary savings by proposing to relocate the YOS to Monmouthshire County Hall, thereby reducing / eliminating rental costs associated with our current accommodation at Mamhilad Estate.

463. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Reducing the set budget for Travel Expenditure for the YOS Staff

- Budget to be reduced, as a result of the move towards agile and blended working practices, within the YOS - £10,000

Reducing the Core Budget of the YOS Workforce

- Review processes and responsibilities, within Business Support Services, with the view to reallocate duties of x1 Business Support Administrator, upon retirement (October 2023) and eliminate the role from the service structure – £14,346 (from 01.10.23)
- Review processes and responsibilities, within the PCLA provision, with the view to Reallocate the duties of x1 PCLA Worker, upon job relocation (approx. March 2023) - £24,173.
- Review processes and responsibilities, within the Parenting provision, with the view to reallocate the duties of x1 Parenting Worker, upon voluntary redundancy (redundancy to be paid out of YOS reserve) - £28,569
- Review all requests for alternative working patterns- reduction in working hours, with the view to reallocating the duties (2023- 24) - £57,888
- Review the use of Sessional Workers, with a view to reduce the set budget allocated for the use of Sessional workers - £8,000

Reducing Accommodation Costs by Relocating the YOS

- Proposing to relocate the YOS to Monmouthshire County Hall, thereby reducing / eliminating rental costs associated with our current accommodation at Mamhilad Estate - £58,550 (due to the lease agreement; savings will not be realised until 2024 - 25). To mitigate this, there is an additional fund of £67,655 from the MOJ grant, which is available to the YOS until Mar 25. This could potentially offset the cost created by the delay in exiting the contractual agreement with Johnsey Estate Management.

- **NB. The total amount of the YOS expenditure reduction required, in order to balance the total budget to a 10% reduction in ALL partner contributions, is £201,526 This will be achieved, via these proposals. However, this is with the anticipation that partners will meet their share of the assumed 6.25% pay award in 2023 – 24 and this will reduce the saving requirement by approx. £86,000, hence reducing the saving required to £115,526**

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

Identified				Target year	
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Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total Budget Change Proposed £'000
YOS	436		44	44				44

465. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	32
Total number of posts in budget area affected	2
Total increase or decrease in the number of posts from this proposal	2

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	None
Voluntary Severance	None
Retirement	1
Redeployment	None
Redundancy	None

466. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Service Impact

Reducing the set budget for Travel Expenditure for the YOS Staff – in the current challenging financial climate and energy / fuel crisis, there may be stresses that could evolve and result in an increase in expenditure claim, by the workforce. This could mean that the reduced travel expenditure budget could be put under pressure.

Reducing the Core Budget of the YOS Workforce – the YOS has statutory service delivery and provision requirements, which must be realised. These workforce reductions could impact on the YOS's ability to meet service demand and fulfil statutory responsibilities and preventative obligations. As the YOS receives external funding, from the YJB, PCC, MOJ and WG, it has a duty to fulfil external requirements. The ability to meet these requirements could be significantly impacted. The current social climate could also result in increased incidents of criminal behaviour, for example as a result in a downturn in living standards caused by the cost of living crisis, in the same way as the effects of the recent COVID-19 pandemic. This would also, potentially increase the number of referrals to the YOS and increase pressure upon the service and, therefore, the reduced workforce. In turn this could lead to lower staff morale, increased staff sickness rates and increased stress on the workforce. The reduction of x1 Business Support Administrator has potential implications for the management of statutory duties around such things as court processes, correspondence and YJB returns, with the potential negative impact upon the children and families involved in these processes. The reallocation of work from x1 PCLA worker could have a negative impact on the prevention of children entering the criminal justice system, increasing the criminalisation of children and, therefore, increasing the amount of statutory work undertaken by the YOS, This is in direct contrast to the current emphasis

on prevention. Similarly, the reduction in the YOS Parenting provision may significantly impact upon the services delivery of parenting provision, such as being unable to meet the demand of parenting work, which may result in breakdowns in family relations/placement, thus placing increasing demand on statutory services.. The YOS has received funding from the MOJ to increase prevention services; the mandate for this has been absorbed within the current capacity and this could be more difficult to realise, if this capacity is reduced.

Reducing Accommodation Costs by Relocating the YOS – as a multi-disciplinary service, there is significant merit in being accommodated in one space, facilitating opportunities to collaborate effectively and maximising the impact of the multi-disciplinary service provision and delivery. If the new accommodation is unable to accommodate the YOS holistically, this could impact on the quality and flexibility of service provision and delivery. In addition, the relocation could cause stresses for the staff by extending their journeys to work and therefore their time travelling to and from the workplace and increasing their fuel costs.

467. 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 as the YOS already has numerous external funding partners		

468. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	N/A	
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

469. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

Positive – Savings will be made

Negative – Potential to reduce service, delivery and provision, which will negatively impact on children and their families and limit the YOS's ability to fulfil statutory duties, cause additional pressures on the workforce, potentially inhibit service development and its ability to respond effectively and in a multi—disciplinary way to current trends.

470. Options Appraisal -

Option	Benefit	Risk	Comment

Do nothing	No disruption to services or statutory duties No additional pressures on the workforce Continued levels of service delivery and provision Maintenance of multi-disciplinary working environment, supporting effective practices	N/A	The service has recently been inspected by HMIP and was rated GOOD, overall. However, there are recommendations that are being addressed via a PIAP and maintenance of the current status quo would support consistency, whilst this was being facilitated. In addition, the YOS has signed an agreement, with the MOJ, to expand prevention services for children on the cusp of the criminal justice system and this will instigate an increased workload for the service.
Carry out the proposal	Substantial financial savings, for all partnership agencies Focus on efficiency and streamlining processes and systems – evaluating and maximising effectiveness Evaluating priorities Benefits of agile / blended working for staff and service efficiency Closer physical proximity to Children’s Services colleagues and wider MCC staff	Pressures upon staff and workload Pressures upon service delivery and provision, including some statutory duties Suitability of alternative accommodation	The YOS has a proven record of resilience and adaptability, particularly in recent times and is committed to ensuring that the service delivers an effective child-focused provision. Changes will provide opportunity to think and react creatively

471. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is affected?	Is this impact positive or negative?
Increased pressures delivery of frontline social care services (Children’s Services)	Children’s Services	Negative
Education – potential reduction on services offered	Schools	Negative
Housing – housing related issues, e.g. ASB	Housing Department	Negative

472. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Reducing the set budget for Travel Expenditure for the YOS Staff

- Develop a policy around agile and blended working arrangements to ensure that staff are supported to a more formal arrangement, which assists an effective transition

Reducing the Core Budget of the YOS Workforce

- Ensure an effective review of process, responsibilities and capacity to efficiently reallocate duties, while minimising staff pressures and maintaining service delivery
- Facilitate staff training, in order to ensure any gaps in skills or knowledge are filled
- Ensure that supervision processes respond to any changes and affected staff are appropriately supported

Reducing Accommodation Costs by Relocating the YOS

- Supporting staff with finding solutions to potential transport issues, e.g. car sharing, cycle to work scheme, agile working etc
- Support with transition to new accommodation, e.g. transition visits
- Investigate the potential to facilitate a designated area for YOS, within the new accommodation

473. 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)
Review and reallocation of duties	Service Manager, HR, Ops Managers, Information Officer	
Training and upskilling of other postholders	Service Manager, HR, Ops Managers, Information Officer	

474. 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)
Local Management Board	We will continuously consult with our partners and LMB	
Workforce	The workforce will be continuing to be consulted and will support this mandate as it progresses. The workforce and leadership teams are key in order to deliver these changes.	

475. 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 7 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
Timescales	Both	The departure of staff is time dependent There may be constraints, regarding accommodation changes, due to contractual arrangements	Medium	Legal department to negotiate with relevant accommodation landlord
Departure of staff, due to increased workload / relocation	Operational	Current financial crisis, may affect staff ability to meet transport costs Current arrangements around practicalities, such as childcare / school run, could affect people's daily lives Increase in workload, due to MOJ 'Turnaround' project, in addition to workforce reduction	Medium	Support staff in finding solutions, such as flexible working Effective review of duties, training, support via supervision

476. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That the reduction in the set travel expenditure budget can be effectively managed	There has been a reduction in travel expenditure claims, prior to and following the period of the pandemic	
That the reduction of the workforce can be effectively managed	YOS staff have a proven record of resilience and flexibility and Operational Managers and other supervisory staff are supportive of change	
That accommodation is available at MCC County Hall	As a result of agile working practices, across MCC, there is potentially more capacity at county hall	

477. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Savings				
YJB, CCG, OPCC, MOJ Performance indicators	Outcomes				
Workforce	Labour turnover, attendance management				

478. 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?	Y	Moving costs / Accommodation at County Hall
Will this proposal present any collaboration opportunities?	Y	The opportunity to collaborate with MCC staff and partner agencies
Will this project benefit from digital intervention?	Y	Agile and blended working needs

Communities & Place

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Pressure
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Proposal Title	Passenger Transport Pressures	Senior Responsible Officer:	Debra Hill-Howells
Your Ref No:	C&PPM1	Operational Lead Officer:	Becky Pritchard / Gareth Emery
Version No:	V1	Directorate:	Communities & Place
Date:	25 th November 2022	Section:	Decarbonisation, Transport & Support 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.

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

The Passenger Transport Service is responsible for the provision of Home to School transport, Grass Routes and 4 scheduled bus services. The Service manages 182 external home to school contracts and undertakes 49 school runs, transporting up to 2,858 passengers daily (up from 2,667 in 2020). The demand on the service has increased in recent years resulting in a projected pressure on the base budget of £439,811 for 23-24.

480. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Passenger Transport

The pressures in the Passenger Transport budgets are split between the increase in external operator costs and the increased cost of provision of the Schools & Community Transport team. The cost pressures are broken down as follows:

	Indicative budget Cost 22-23	Projected Service Cost 23-24	Budget Pressure
Internal Operations	1,442,587	1,650,779	208,192
External Operator Costs	3,070,374	3,301,993	231,619
Total Service Pressure			439,811

Internal Operations Costs

- The cost of the in-house operations arm has increased this year as we have had to increase the workforce and vehicle numbers to deal with increasing school runs due to external contractor hand backs and market failure. This has increased manpower costs and resulted in additional prudential borrowing costs with a combined budget pressure of £208k.

External Operator Costs

- External operator costs are projected to increase by £232k. Increasing fuel and manpower costs have resulted in an increase in contract prices. The majority of the external contracts will be re-tendered in the summer of 2023 and we expect these costs to increase further.

Other factors contributing to net pressure :-

- BES funding will cease in March 2023, which will result in a loss of grant funding, with no indication if the scheme will be extended or additional funding streams will be made available via BSSG. Both of these grant schemes are used to support Grass Routes and scheduled bus services provided by the Schools & Community Transport team.
- We continue to operate our services using S19 and S22 permits which prevents us from generating private hire income from external customers. The Council has applied for an Operator's Licence to enable us to generate private hire income, but we will require a S71 exemption to continue to provide our existing scheduled bus services. The potential of this income stream remains uncertain.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Passenger Transport		440		440				440

482. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

483. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

The Learner Travel (Wales) Measure 2008 places a statutory duty on Local Authorities to provide free home to school travel for learners who meet the eligibility criteria. The Council's Transport Policy currently provides transport in excess of the legal requirements; however, it is proposed that this is reviewed as part of the PTU4-6 mandate.

If the additional funding is not made agreed the Council may fail to meet its legal responsibilities for home to school transport. Even if Members choose to cease the Grass Routes service which is not statutory, the realisable savings would be £151k and therefore will not cover the budget pressure.

484. 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)
BES & BSSG funding	Welsh Government	MCC is already in receipt of grants.

485. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation

Does this proposal align with the MCC Corporate & Community plan?	Y	The Council is committed to modal shift and the climate emergency. Home to School transport is a mass transit solution which supports the reduction of carbon emissions
Has an initial Integrated Impact Assessment being undertaken?		Please see the EQIA's for PTU 3 &7 and PTU 4-6
Will an option appraisal be required?		Option appraisals have been undertaken for PTU 3 & 7 and PTU 4-6 mandates
Will this proposal require any amendments to MCC policy?	No	

486. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

The EQIA has highlighted the complexities of the provision of home to school transport including its substantial impact on resources, its impact on climate change and the need to continually evaluate the provision to respond to a changing social, economic and environmental back drop. The proposals will result in a perceived disadvantage to parents who should the distance eligibility criteria be implemented will become responsible for organizing the travel arrangements of their children. This will however provide the opportunity to encourage learners to engage in walking and cycling which will provide associated health benefits as well as support the reduction in the Counties carbon footprint. Walking will be dependent on the availability of available walking routes and the provision of these routes will be a key requirement on the wider Council to fund and deliver pedestrian infrastructure improvements. A wider review will be undertaken to establish the opportunities to change service bus routes to make them more available for learners, however the public bus sector is currently fragile as the passenger numbers have not returned to pre-covid levels and grant funding streams to support the sector fall away in March 23. We would argue however that the ability to increase passenger numbers by adjusting timetables to allow school learners to travel to and from school will increase the viability of these services.

Increasing the cost of concessionary travel for passengers who are not eligible for free transport will place an additional financial burden on those households, however the cost of the passes has not increased since 2017 during which time the costs to the Council have increased substantially. Payment plans are available to spread the cost of the passes over the academic year, charges are in line with public bus season tickets and travel will still be subsidised.

487. Options Appraisal -

Option	Benefit	Risk	Comment
Please refer to PTU 3 &7 and PTU 4 – 6 Mandates			

488. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
None		

489. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

The Schools & Community Transport Manager has applied to the Traffic Commissioner for an Operating Licence which will enable the service to be generate income from private hire. If the Licence is agreed, we will also require a S71 exemption to enable us to continue to operate the 4 scheduled bus service.

The Commissioning Team continually review contracts to identify opportunities to change vehicle sizes, aggregate contracts or offer Personal Transport Budgets (PTBs). The Commissioning Manager is also working with the Transport Planning Team to identify opportunities to vary existing scheduled bus service timetables to make them accessible for learners to travel to and from school on public transport. Should it be possible to implement timetabling changes, learners will be provided with season tickets and we will be able to reduce the number of home to school contracts.

490.Up-front Investment Requirement

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

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

491. 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)
Parents & Learners	Any changes to the Councils Transport Policy for home to school transport will need to be subject to a full public consultation.	April – May 23

492. 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 7 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
External operator costs continue to increase	Operational	The cost of fuel and manpower is expected to continue to increase which may increase costs beyond those forecast in this mandate	High	We will look for opportunities to reduce contracts through season tickets, a change to the Transport Policy and the use of Personal Transport Budgets
If BES funding is withdrawn by Welsh Government, more external operators will withdraw from the industry which will require the internal operations team to undertake additional home to school journeys	Strategic	BES funding is due to end in March 23 and Welsh Government is yet to announce if the scheme will be extended or replaced. If funding is not replaced Operators will be unable to continue as patronage numbers remain below pre covid levels at a time when operational costs are increasing	High	The ability of the internal operations team to undertake additional school journeys is constrained by depot infrastructure, the cost of additional vehicles and the ability to recruit additional drivers. The service has already taken on additional contracts in the current financial year due to market failure. If the external operator market collapses, we will need to undertake a full-scale review of the preferred delivery options.
The forecast operating and borrowing costs are higher than predicted	Operational	Prudential borrowing rates have increased in the current financial year and may do so again in 23-24. Fuel costs may continue to increase.	High	We will continue to identify opportunities to reduce the number of home to school routes to reduce operating costs and risk exposure

493. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Home to school statutory distances will remain as existing	WG undertook consultation in 2020 and have indicated that they will undertake further consultation over the short to medium term. The details of their proposed changes are not yet available	Welsh Government
The Operating Licence and S71 exemption are granted	We applied for an Operator's Licence in October. Discussions are ongoing around the S71 exemption.	Traffic Commissioner

494. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27

Budget	The PTU service is delivered within allocated budget				

495. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Pressure		
Proposal Title	Homelessness & Moving to a Rapid Rehousing Approach	Senior Responsible Officer:	Cath Fallon / Ian Bakewell
Your Ref No:	C&PPM2	Operational Lead Officer:	Jane Oates
Version No:	001	Directorate:	Communities & Place
Date:	22 nd November 2022	Section:	Housing & Communities

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.

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

Homelessness Accommodation & Staffing Budget Pressure - £2,240,242

1). Homeless presentation is generating significant challenges for the Council with currently unprecedented numbers of people in temporary accommodation leading to excessive Bed and Breakfast costs. As a result of the Covid pandemic and the introduction by WG of their "No-one left out" homeless policy our temporary accommodation spend has increased considerably in the last couple of years as illustrated in the table below.

	Actual				Forecast
	2018-19	2019-20	2020-21	2021-22	2022-23
Homelessness Bed & Breakfast Accommodation	48,270	83,994	992,117	1,934,014	2,330,492

The Council was able to claim the costs in 20-21 and 21-22 against the WG Covid grant so they did not impact on core budget. This funding ended in March 2022, and we are now bearing the cost within our service budget. In 2022/23 we are forecasting to spend £2.33m on accommodation alone and a further £677k on ancillary costs such as security, damage repair and transport.

These costs are partially recovered by Housing Benefit and Housing Prevention Grant, but we are still reporting a net £1.521m overspend for 22-23.

Officers have reviewed the potential accommodation requirements for 23-24 and it is now estimated that we will require a minimum of 102 rooms resulting in a net pressure of **£1.980m** for the authority. The pressure is split across 2 directorates :-

- **Housing (Communities & Place)** – Accommodation costs are partially offset by Housing Benefit but not all the cost is claimable as HB can only cover the accommodation element and a deduction of circa 35% is made for utilities/maintenance and breakfast – when you also add the security and other ancillary costs that Housing have to pay it results in a net **£917k** budget pressure.
- **Revenues & Benefits (Resources)** – The housing benefit payment is claimed and paid to Housing by our Revenues & Benefits shared service. A pressure is caused due to a DWP subsidy cap on B&B accommodation that only allows for a HB subsidy of £95.77 per week, any benefit paid over this amount remains unclaimable and is a cost to the Revenues budget. Our average weekly B&B costs is currently £595 per week resulting in an expected total subsidy penalty cost across the year of **£1,063k**.

Forecast B&B Accommodation Costs	Total	Pressure Split	
		Housing Budget	Revenues Budget
No. of Rooms	102		
Expenditure			
Estimated Rental	2,170,114	2,170,114	
Security	600,000	600,000	
Maintenance & Service Charge	60,000	60,000	
Taxis & Transport	7,000	7,000	
Storage	20,000	20,000	
Total Expenditure	2,857,114	2,857,114	-
Funding			
Housing Benefit Income From Revenues	- 1,410,574	- 1,410,574	
Benefits Payment to Housing	1,410,574		1,410,574
DWP Subsidy	- 347,218		- 347,218
Housing Prevention Grant	- 509,000	- 509,000	
Available core budget 23-24	- 20,770	- 20,770	
Total Funding	- 876,988	- 1,940,344	1,063,356
Net Pressure 23-24	1,980,126	916,770	1,063,356
Average Annual Cost per Room	17,668		

It must be noted that these figures are estimates based on a set of assumptions around number of rooms needed, the average room rate and an assumption on DWP subsidy penalty. Each placement is unique and will differ from length of time at accommodation to the level of benefits the claimant can claim. There is potential for these figures to swing dramatically particularly if demand for temporary accommodation increases in 23-24.

2) To mitigate costs, it is proposed that the Council invests in the Housing Options Team and the Housing Support Grant Team to enable enhanced focus on early intervention and homelessness prevention and support services to avoid citizens becoming homeless in the first instance. It is therefore proposed that the following posts are added to the structure:-

Post	FTE	Salary	Oncost	Total
Housing Options Team				
Senior Accommodation Officer (Band I)	1	41,496	14,814	56,310

First Contact Officer (Band G)	1	33,820	11,803	45,623
Accommodation Duty Officer (Band E)	1	27,344	9,270	36,614
System Performance and Monitoring Officer (Band F)	1	30,151	10,372	40,523
Housing Support Grant Team				
Housing Support Grant Commissioning & Contract Officer (Band F)	1	30,151	10,372	40,523
Support and Prevention Officer (Band F)	1	30,151	10,372	40,523
TOTAL	6	193,113	67,003	260,116

With the addition of the above resource the **total pressure for Homelessness in 23-24 will rise to £2,240,242.**

Pressure Mitigation

Replacing B&B with Leased Properties – B&B accommodation costs the Council on average a net £17,668 per room, in contrast, the equivalent cost of using leased properties is £5,924 per room. If the Council is able to bring online more suitable leasing properties, then there is a potential to reduce costs by £11,744 per room. Potential savings could be as follows:-

Net saving between B&B and Leased	-	11,744	
Total B&B Room Projection		102	
10% replaced by leased properties	10	-	117,440
15% replaced by leased properties	15	-	176,160
20% replaced by leased properties	20	-	234,880
25% replaced by leased properties	26	-	305,344
30% replaced by leased properties	31	-	359,366
50% replaced by leased properties	51	-	598,944

The ability to bring leased properties online is hampered by the lack of available rental properties within Monmouthshire and is the main driver of why our B&B usage is so high. We are currently experiencing a shortage of suitable properties, mainly due to :-

- Landlords deciding to exit the market and sell their properties.
- The demand for temporary accommodation has increased due to our obligation to house Ukrainian refugees.

The intention is to replace 10% of B&B rooms with leased properties in 23-24 generating a potential saving of £117,440

Reducing B&B Usage – As mentioned in point 2 above the recruitment of additional staff should help in regard to homeless prevention, investing in staff resources could result in our overall B&B usage coming down. Potential savings could be as follows :-

Net Saving of B&B Room per Year	-	17,668	
Total B&B Room Projection		102	
10% reduction in B&B Rooms	10	-	176,679
15% reduction in B&B Rooms	15	-	265,018
20% reduction in B&B Rooms	20	-	353,358
25% reduction in B&B Rooms	26	-	459,365
30% reduction in B&B Rooms	31	-	547,705
50% reduction in B&B Rooms	51	-	901,063

The intention is to reduce the number of B&B rooms used overall by 10% generating a potential saving of £176,679

Increase in Housing Prevention Grant – Welsh Government have indicated that they will be providing more funding for Housing prevention in 23-24, as yet the allocation for MCC is unknown but indications are that it will increase to £590,832 – a **potential increase of £81,000.**

After mitigation it is projected that the Housing pressure for 23-24 will be **£1,865,123**, broken down as follows :-

	£
Homelessness B&B Pressure	1,980,126
Homelessness Additional Staffing	260,116
Saving - 10% B&B to lease	- 117,440
Saving - 10% reduction in B&B use	- 176,679
Saving - Potential HPG increase	- 81,000
Total	1,865,123

497. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

The following provide a contextual overview of the current situation:

1. Numbers of homelessness presentations and projected homelessness presentations:

	2022	2021
July	69	66
August	110	62
September	87	82
October	56	64
November	So far 42	68
January		76
February		65
March		82

*However, it is important to consider that the cost of living rises such as mortgage rate increases or rent areas repossessions has not yet impacted on homelessness presentations so numbers could increase.

2. Percentage of homelessness successfully prevented:

2021/22	48.5%
Apr-Jun 2022	44.2%
Jul-Sep 2022	53.6%
1stOct-17thNov	73.6%

3. Current numbers in B & B November 2022:

4. Profile of those in B & B:

Single	59
Couples	7
Families	21

5. Nos.in temporary accommodation:

95

6. Profile of those in temporary accommodation

- 70 Singles;
- 2 Couples;
- 23 Families* (the numbers of family households needing temporary accommodation is beginning to increase)

7. Percentage of social housing lets to homeless households:

- 19/20 – 19.96% 20/21 - 39%
- 21/22 - 46.4%;
- Q1 - 57.5; Q2 65.52%

8. Nos. of new units of temporary accommodation 22/23:

20:

- 1 Managed property acquired July 22
- 1 Leased acquired November 22
- 18 shared acquired October 22
- Pending – 5 Leased properties

9. Nos. of units of temporary accommodation lost e.g., landlords requiring returns:

4:

- 2 leased properties in July;
- 1 Managed in July;
- 1 Managed in October.
- Pending returns: 4 Leased Properties and 6 shared units

10. Nos. in Band 1 with a homeless duty e.g., waiting for social housing

322

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Homelessness – B&B net pressure	746	1,686		1,686				1,686
Homelessness – Additional staff resource		260		260				260
Increased HPG grant			(81)	(81)				(81)
TOTAL	746	1,946	(81)	1,865				1,865

499. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	N/A
Total number of posts in budget area affected	N/A
Total increase or decrease in the number of posts from this proposal	6 additional FTE posts

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	N/A
Voluntary Severance	N/A
Retirement	N/A
Redeployment	N/A
Redundancy	N/A

500. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Under the Housing (Wales) Act 2014, the Council has a legal duty to both respond to homelessness and to prevent homelessness.

Welsh Government has set out its new Homeless policy for the future, which will be delivered through a three-phase plan. This requires the Council to:

- Continue to support those placed in temporary accommodation and anyone still to be placed.
- Prepare a Rapid Rehousing Plan setting out the provision of more sustainable accommodation.
- Improve the quality and availability of temporary, permanent, semi-permanent and supported accommodation. There is an emphasis on the provision of self-contained accommodation and a range of different types.

This proposal supports the WG requirement of Welsh Government to move to a Rapid Rehousing approach to homelessness.

The aim of Rapid Rehousing is:

- To reduce and ideally stop homeless people coming through for homeless accommodation;
 - The focus of this is to prevent more homelessness through earlier intervention, thereby, mitigate against people being accepted as homeless and need to be provided with temporary accommodation.
- For those people who need homeless accommodation, minimise the time spent in temporary accommodation;
 - The focus of this is to reduce the use of B & B.
- To increase the provision of temporary, supported and permanent/settled accommodation;
- To increase the provision and type of support, particularly housing support.

The core of this proposal is to strengthen homeless prevention, in part through earlier intervention to avoid homelessness occurring in the first instance. The proposal also seeks to reduce the use of B & B, in part through the earlier intervention to reduce numbers coming through for temporary accommodation and through acquiring/accessing additional accommodation.

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

Funding Identified	Source	Status (i.e., confirmed, in application, etc)
Up to £45,360 gross funding	CAS3 Probation Funding	Signing up to scheme in progress

502. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Yes	This proposal aligns and supports: <ul style="list-style-type: none"> ○ Increased supply of good quality affordable housing; ○ Reduce the number of people who become homeless
Has an initial Integrated Impact Assessment been undertaken?	Yes	If Yes, please summarise in Section 7.
Will an option appraisal be required?	No	If Yes, please complete section 8.
Will this proposal require any amendments to MCC policy?	No	

503. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

Positive Impact

- Additional good quality homeless accommodation;
- A wider range of housing support with additional early intervention and homelessness prevention support measures;
- Additional accommodation provides an opportunity to factor in carbon reduction measures by improving quality and as needed, remodelling properties to meet WDQR guidelines, and where the construction and model of the building allows, accessible standards;
- Delivers positive impacts to those with protected characteristics particularly young people, children within families, pregnant women and those with disabilities;
- Support of wider priorities such as town centre regeneration and safeguarding;
- Contributes to the health and well-being of homeless households.

Negative Impact

- Increased accommodation creates additional housing management demands for the Housing Options Team although this is being mitigated by the increase in staffing numbers.
- Increased accommodation creates additional housing support demands necessary to help applicants with high support needs successfully maintain their accommodation. The Council currently doesn't have sufficient Housing Support Grant funding at present to provide all the support that is needed.

504. Options Appraisal -

Option	Benefit	Risk	Comment
Continue without the additional prevention posts	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Rising costs of Temporary Accommodation 	
Provision of additional posts	<ul style="list-style-type: none"> • Greater focus on homelessness prevention to reduce number of homelessness presentations; • A higher rate of success in relation to keeping people in their own homes; • Improved compliance from service providers in relation to the HSG conditions 	<ul style="list-style-type: none"> • Inability or delays in recruitment 	

505. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is affected?	Is this impact positive or negative?
A reduced use of B & B will deliver financial benefits	Finance and Shared Benefits Service	Positive
Increased use of better-quality accommodation for young people including care leavers or	Social Care – Adult Services, Children's Services and Safeguarding	Positive

those with care and support packages, families and disabled applicants		
Increased use of better-quality accommodation	Partnerships - Community Safety	Positive
Additional accommodation	Planning	Neutral

506. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Budget Pressure/Investment – 6 additional posts
The impact the additional posts will deliver:

Housing Options Team

Due to the increased levels of demand for homeless accommodation and the subsequent placement management implications, there is a need for additional staffing resource. It is, therefore, proposed to create the following posts which were extremely successful in the team's last restructure however given the increased demand further support is required:

- **Senior Accommodation Officer:**
 - The new post will broadly split the unsustainable functions of an existing post to increase capacity, response and enable a more proactive approach;
 - Improved staff supervision and support;
 - Provision of accommodation management support and identification of new accommodation/landlord engagement.
 - Increased team resilience;
 - Increased focus on identifying new accommodation to reduce the numbers in B&B
- **First Contact Officer:**
 - Absorb routine customer contact and administration from homeless referral procedures thereby freeing up Housing Options Officers to undertake greater case work, including additional homeless prevention;
 - A better-quality service in terms of customer contact;
 - The post will support more up to date record keeping;
 - Increased team resilience;
- **Accommodation Duty Officer**
 - A highly reactive and demanding role due to the numbers of people coming through needing accommodation on a weekly basis;
 - Role is needed to provide cover for the team during annual leave and sickness and will therefore further increase team resilience;
 - Additional capacity for accommodation placements and associated administration;
- **System Performance and Monitoring Officer**
 - Manage and coordinate data systems across the Housing Options and Housing Support Teams to ensure data held is accurate and timely;
 - Monitor and evaluate team performance;
 - Release administration duties of Housing Officers to enable them to focus on homelessness prevention

Housing Support Grant Team

- **Housing Support Grant Commissioning & Contract Officer**
 - Increased monitoring of internal and external providers to ensure commissioned services comply with the necessary procedures, ensuring service delivery is safe, efficient and effective in meeting local needs.
 - Service commissioning and tendering arrangements will be strengthened to maximise value for money with regular reviews taking place with commissioned services and service areas.
- **Housing Support Low Level Prevention Officer**
 - Manage the Housing Support waiting list to prevent people reaching crisis point;
 - Increased prevention support for vulnerable citizens at risk of becoming homeless;
 - increased focus on homelessness prevention;

Budget Saving (Cost Avoidance)

The impacts of reducing the use of B & B are:

- A reduction in expenditure. The current situation is not sustainable;
- This supports the Council's requirements to move to a Rapid Rehousing approach to homelessness;
- Better quality accommodation for applicants;
- Less time spent in B & B and therefore a reduction in temporary accommodation costs;
- Grant income from Probation to subsidise accommodation placements for prison leavers

The proposal to reduce the use of B & Bs is as follows:

- To continue to identify accommodation that can be accessed or directly acquired. This includes continuing to identify private rented accommodation in the main through Monmouthshire Lettings (MLS), Social Housing Grant Programme, utilising MCC assets and accessing a greater proportion of social housing stock. As at 17.11.22 the following addresses/schemes are in progress and are due to come forward before 1st April 2023:
 - MCC Assets – Colomendy, Llanvair Discoed;
 - SHG Programme – Holman House, Caldicot x 6 and acquisitions x 8
 - S106 developments - Church Farm x 2; Sandy Lane x 2; Grove Farm x 12,
- Schemes currently being worked up/considered:
 - MLS – St Athans Place; Moor Street, Chepstow x 4 – 7; Station Road, Govilon; Lawrence Crescent, Caerwent;
 - Potential MCC Purchase – Wesley Buildings
 - WG Empty Properties – North Monmouthshire x 4 and possibly a number in the South (approx. 2)
 - Utilising MCC car parks for MCC schemes
 - Repurposing MCC Assets for Housing where appropriate
- Targeting more expensive placements e.g., Air BnB
- Targeting excluded tenants to facilitate move on
- Targeting for move-on applicants who were prevented from homeless using MCC accommodation
- Implementing operation procedure changes

It is also proposed to sign up to the CAS3 project with Probation to accommodate prison leavers. It is projected that there will be a need to accommodate 12 prison leavers during 22/23. If this demand materialises, this will generate direct gross accommodation funding of £45,360 (£45 x 84 days x 12).

507.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)
As detailed within the additional resource requirements		

508. 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)
SLT/Cabinet	Part of budget mandate process	

509. 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 7 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
Unable to recruit to additional posts	Operational	General recruitment issues across the public sector	Medium	Maximise opportunities to promote the posts
Unable to reduce use of B & Bs	Operational	Rising budget deficit	High	Maximise opportunities for early intervention to prevent homelessness

510. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Increasing need to reduce homelessness in the County	Rising numbers in Temporary Accommodation and a lack of move one accommodation available resulting in budget deficits	Chief Officer for Communities and Place

511. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Internal budget monitoring	Replacing B & B with Leased Properties Reducing B & B Usage (refer to tables in Section One above)				
Welsh Government monitor progress of the HSG	Various are contained within the programme but hope to see overall reduction in homelessness budget deficit				

512. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Possibly	
Will this proposal impact on the authorities built assets?	Yes	It is proposed to repurpose existing Council assets where possible to support additional homeless accommodation
Will this proposal present any collaboration opportunities?	Yes	Key partners are Social Care; Health; Housing Benefit; Housing Associations; Support providers – all currently in progress
Will this project benefit from digital intervention?	Yes	There is a need to make better use of the Council's Locata homeless database. A Systems Admin post is currently being recruited to address this issue.

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Pressure
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Proposal Title	Decarbonisation Pressure	Senior Responsible Officer:	Debra Hill-Howells
Your Ref No:	C&PPM3	Operational Lead Officer:	Ian Hoccom
Version No:	V1	Directorate:	Communities & Place
Date:	25 th November 2022	Section:	Decarbonisation, Transport & Support 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.

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

The Council has identified the Climate and Nature Emergency as a key priority in the Corporate and Community Plan and Welsh Government have placed an obligation on the public sector to be net zero by 2030. Currently there are no Council resources dedicated to the delivery of the decarbonisation agenda. This mandate proposes that funding in the amount of £110k is made available to create a Decarbonisation team and resources to support the implementation of electric vehicle charging infrastructure (EVCI) together with specialist professional advice.

objectives.

514. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure, or investment. Append any further information as necessary.

The Communities and Place Directorate has already identified £105,019 that can be reallocated towards the manpower costs of the proposed Decarbonisation Team. This leaves a manpower funding shortfall of £84,592 as outlined in the table below.

Post Title	New Post	Addnl FTE	Total Cost	Funding Available	Funding Shortfall
Decarbonisation Team					
Decarbonisation Manager	N	0.00	73,097	49,483	23,614
Project Officer	Y	1.00	55,536	55,536	0
Graduate Apprentice	Y	1.00	25,803	0	25,803
Business Support	Y	1.00	35,175	0	35,175
		3.00	189,611	105,019	84,592

The purpose of the team will be to lead on the delivery of projects identified in the Climate and Nature Emergency Action Plan and actions contained within the Corporate and Community Plan. Examples of projects include Re;fit, EVCI, fleet transition and renewable energy generation. The team will also support other Directorates to deliver their own net zero projects.

To support the development and implementation of these projects the team will need to incur specialist advice e.g. the development of the EVCI strategy, pay for statutory body consents e.g. Western Power Division and incur project costs. It is proposed that a revenue budget of £25,000 is enable this work to be undertaken.

Other data and supporting evidence include:

- Cenex EVCI research
- Candidate site submissions to the RLDP for solar farms
- DNO connection costs for renewable energy sites
- Re:fit Phase 1 and Higher-Level surveys for Phase 2
- Fleet transition research, pilots and ULEV fleet vehicles
- CCR Challenge Fund innovation projects
- Climate Emergency Action Plan
- Welsh Government's Route Map to Net Zero
- Carbon Baseline Data

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Decarbonisation Team	0	£110		£110				£110

516. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	1
Total number of posts in budget area affected	1
Total increase or decrease in the number of posts from this proposal	3 (increase)

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

517. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Welsh Government has imposed a duty on the Welsh public sector to be carbon neutral by 2030. Whilst work is on-going to meet this target, to date this is being undertaken by Officers on top of their substantive roles. Clearly there is value in decarbonisation being part of everyone's job, however the Council is unlikely to be able to meet the 2030 deadline without the investment of capacity and resources. Developing a team will create specialist expertise and also support the delivery of the Councils ambitions to decrease energy consumption (Decarb 1& 2 Energy Mandate), the Councils Corporate and Community Plan and the Climate and Nature Emergency Action Plan.

518. 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)
Office for Zero Emission Vehicles (OZEV) grant scheme	UK Government	An application has been submitted by CCR on behalf of the 10 authorities

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

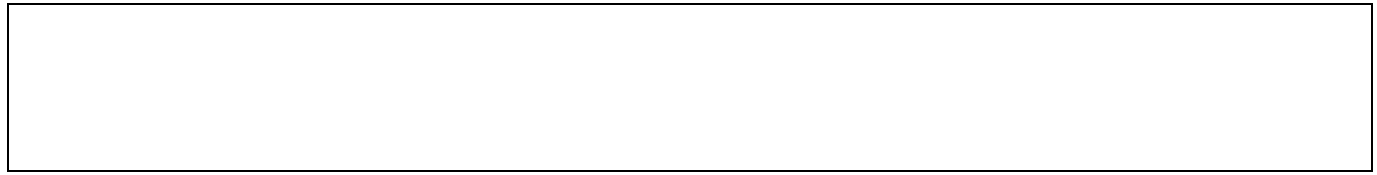
Question	Y/N	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	The Climate Emergency and decarbonisation is a pivotal priority within the Plan
Has an initial Integrated Impact Assessment being undertaken?	Y	Please refer to Decarbonisation & Energy Mandate 1&2
Will an option appraisal be required?	Y	Please see section 8.
Will this proposal require any amendments to MCC policy?	N	

520. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

Summary of IIA for Decarbonisation & Energy Mandate 1 & 2

The proposal has significant benefits related to reducing energy consumption which in turn reduces the Councils carbon footprint and the demand on grid energy supplies. The proposal also recommends additional investment in Re:fit to enable the construction of additional solar car parts, generation of renewable technologies and the implementation and retro fitting of technologies to reduce energy demand.

Implementing these proposals will require both capital and revenue investment. Where loan funding is required the proposed savings will be reduced as the borrowing costs have not been factored in except for Re:fit phase 2. The proposals to reduce heating temperatures and periods may have a negative impact on those with medical conditions or vulnerable to reduced temperatures. In addition, the proposal to reduce opening hours may impact on the availability of services to the community. It is proposed any changes of this nature are made in conjunction with the Service and based on data which considers service demand.



521.Options Appraisal -

Option	Benefit	Risk	Comment
<p>Retain the current arrangement where no dedicated resources are available to support decarbonisation projects and initiatives.</p>	<ul style="list-style-type: none"> No additional manpower or financial resources are required All MCC officers are upskilled and embed decarbonisation within their services 	<ul style="list-style-type: none"> Lack of capacity to deliver projects Failure to meet 2030 target Lack of internal expertise Failure to deliver Corporate & Community Plan and Climate Emergency Actions Supply chain costs will continue to increase thereby increasing costs of projects which are delayed due to lack of resources. Fail to support the wider community to transition to electric vehicles due to a lack of EVCI Unable to provide support or monitor the supply chain to decarbonise their products and businesses 	<p>Whilst in the short term this remains the lowest cost option for the Council, it will have medium- and long-term impacts as the 2030 deadline approaches. It will result in all actions remaining internally focussed and we will be unable to make significant reductions to our carbon emissions.</p>
<p>Create a Decarbonisation team based on the funding identified within existing Community and Place budgets</p>	<ul style="list-style-type: none"> This would create additional capacity through a Part Time Project Officer. No additional financial resources would be required. The post holder would be able to support the delivery of key projects Increase the internal skills and expertise 	<ul style="list-style-type: none"> The level of resource proposed will be insufficient to meet the 2030 target Supply chain costs will continue to increase thereby increasing costs of projects which are delayed due to lack of resources. The implementation of EVCI will need to be prioritised against the energy mandate priorities, decarbonising the Councils supply chain and the key priorities set out in the Corporate and Community Plan 	<p>This is not the preferred approach as it only creates an additional part time role to support the decarbonisation agenda and support the delivery of the energy mandate which includes additional energy generation and Re:fit phase 2.</p>

		<ul style="list-style-type: none"> Unable to deliver the Energy Mandate savings alongside decarbonisation projects. 	
Create a fully funded Decarbonisation team capable of supporting the Council to meet its 2030 net zero budget	<ul style="list-style-type: none"> Would create 3 additional posts which will enable the development of internal specialist expertise and capacity. Will enable the delivery of the actions set out in the Corporate & Community Plan and the Decarbonisation & Energy Budget Mandate The team will be able to provide support and advise to colleagues to accelerate the delivery of projects by other Directorates. Will be able to actively seek out funding, innovative and collaborative opportunities. 	<ul style="list-style-type: none"> Additional financial cost to the Council No guarantee that the resources will be sufficient to enable the Council to meet its 2030 target. Financial constraints (capital and revenue) will dictate the progress of projects. 	This is the preferred option, whilst this will not guarantee that the Council will meet Welsh Governments target, of the three options this is the one most likely to yield success.

522. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
The team will be able to provide technical and project management support to all Council Officers to ensure the successful delivery and implementation of decarbonisation projects.	All colleagues supporting the transition of services to net zero	Positive

523. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

The Decarbonisation & Energy Mandate 1& 2 has identified savings of £3,397 to help mitigate the forecast energy pressure of £4,168,558. This is predicated on a reduction in energy consumption, renewable energy generation and changes to our plant and equipment. All of these changes will support the decarbonisation of the Councils built fabric. The Transport 1&2 mandate outlines the savings that can be made by reducing business mileage and optimising the size of the fleet, but recognising that fleet transition to ultra-low emission vehicles will result in increased capital costs due to the cost of electric vehicles.

The proposed Decarbonisation team will support the delivery of both mandates as well as the actions that will support the delivery of the Councils Corporate & Community Plan.

524. 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)
The proposal will result in increased capacity for the Council	The proposed 3 posts to be created within the Decarb team	No

525. 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)
Communities & Place DMT	Proposals for the Decarbonisation Team have been presented to Communities & Place DMT	May 2022

526. 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 7 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
Unable to recruit into the roles	Operational	Current pressures in the job market and the demand for people with these specialist skills	Low	Work with comms to develop a recruitment campaign Use networks such as CLAW to promote the roles.
Additional capacity is insufficient to meet 2030 target	Strategic	Welsh Government requires the public sector to be net zero by 2030. Whilst MCC has	High	When the budget mandate is approved, we will commence recruitment for the roles, however that will leave 6.5 years to achieve the

		undertaken a number of to date, current activity and resource investment is unlikely to enable MCC to meet the target		target. The team will be tasked with identifying collaborative and funding opportunities to accelerate progress.
External constraints impact on the Councils ability to meet the 2030 target	Strategic	<p>To be successful with achieving net zero the Council will need to:</p> <ul style="list-style-type: none"> • Transition its fleet to ultra-low emission vehicles and implemented a charging infrastructure • Worked with its supply chain to support them to reduce their emissions • Decarbonised its buildings including energy consumption. <p>All of the above actions involve agencies including Welsh Government, Western Power Division and Planning Authorities. There are also a number of competing policy agendas that will influence the development of renewable energy, charging infrastructure and land use.</p>	High	<p>The Decarbonisation team will work with agencies such as the Welsh Government Energy Service, the Cardiff Capital Region and our Re:fit partner, SSE, to maximise opportunities and mitigate constraints.</p> <p>We will also ensure that we engage all key stakeholders early in the development of projects.</p>

527. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
The 2030 Welsh Government target will not be delayed.	<p>The pandemic and cost of living crisis have resulted in the necessary diversion of resources to support our communities. To meet the 2030 target investment will need to be provided to support decarbonisation projects.</p> <p>There is also evidence that the supply chain, who do not have to meet the 2030 target, are yet to develop technologies that will be necessary to support fleet transition and to develop a sustainable electric vehicle charging infrastructure.</p> <p>The national grid is constrained in Monmouthshire which has placed restrictions on our ambition to develop additional renewable energy generation and the roll out of charging infrastructure</p>	

528. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Predicted Energy Savings are realised	572			
Process	Re:fit Phase 2 programme is agreed, and budget approved				
Process	CCR Challenge Fund Innovation Projects are delivered				

529. Additional considerations:

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

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Pressure
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Proposal Title	Waste and Recycling – Service Pressure	Senior Responsible Officer:	Carl Touhig
Your Ref No:	C&PPM4	Operational Lead Officer:	Laura Carter
Version No:	1	Directorate:	Communities and Place
Date:	25/11/2022	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.

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

Waste Services – Pressure £218,000

Recycling and waste haulage, treatment and disposal costs have escalated over the last 18 months.

On top of this income from trade waste collections have reduced during 2022 with many small businesses closing or moving to commercial waste collection companies offering “new customer” deals.

A clarification in Bank Holiday entitlement and the Single Status Agreement have increased the costs substantially in the section as waste services are delivered over a five-day period and staff work bank holidays.

During 2022 these costs were covered with income generated from an extremely strong recycling market, gain/share contracts and unfilled frontline posts. Reliance on capitalisation budgets to introduce service changes over the last three years will also be more difficult as the capital budget is also under strain.

531. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Net service Pressure is projected to be £218k in 23-24 as per below breakdown.

Budget 22-23		Projected Budget 23-24	Projected Cost 23-24	Variance
7,894,583	Expenditure	8,172,798	8,508,056	335,258
- 2,331,276	Income	- 1,943,669	- 2,060,675	- 117,006
5,563,307	Total	6,229,129	6,447,381	218,252

There are a number of reasons for this but the main areas of note are :-

- The external contracts for management of the sites, treatment and disposal equate to over £3m of the waste budget. With an average increase of approximately 9% on contract costs this is a £270,000 increase in costs.
- Trade waste income has reduced by £85,000 in 2022 with many small businesses and pubs, restaurants ceasing trading.
- The clarifications in bank holiday entitlement have resulted in staff receiving an additional 10 days holiday entitlement. With over 100 front line staff delivering waste services this increases costs for covering these additional days by £180,000.

These increases have been partially offset by projected uplifts in grant and re-use shop sales and £211k of capital funding that can be used next year to fund core costs.

Potential Risk but not currently included in Pressure

The recycling market was extremely strong during the first two quarters of 2022. The gain/share contract resulted in a positive swing from a budget of £250,000 expected costs for treatment of recycling to an income of £200,000. This covered the increases in budget costs during 2022. The recycling market is extremely volatile and during the 3rd quarter the income has reduced and is now resulting in costs for treatment. It is extremely difficult to predict the recycling market, the rollout of polypropylene sacks in the autumn will increase value of recyclate but will be less significant in a decreasing market. There is a potential for costs to increase by £200k in 2023/24 and they could easily increase by significantly more. The market is highly volatile and we have seen costs of above £800,000 in previous years.

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

Identified				Target year	
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Service Area	Current Budget £'000	Proposed Cash Increase £'000	Proposed Cash Reduction £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total Budget Change Proposed £'000
Waste and recycling	5,563	218		218				218

533. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	N/A
Total number of posts in budget area affected	
Total increase or decrease in the number of posts from this proposal	

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

534. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

The waste management budget would be overspent in 2023/24 without agreement of budget pressure. All actions will be taken to mitigate this overspend and services would be reviewed but the majority of the overspend is due to fixed contract prices indexation, HR clarification of Bank Holiday entitlement and a volatile recycling market.

There is a contractual duty to meet our contract costs and a statutory, legal and moral duty to ensure staff are paid in line with policy and single status agreement.

535. 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)

536. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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 & Community plan?	No	
Has an initial Integrated Impact Assessment being undertaken?	No	
Will an option appraisal be required?	No	
Will this proposal require any amendments to MCC policy?	No	

537. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

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538. Options Appraisal -

Option	Benefit	Risk	Comment

539. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Mitigation would be extremely difficult for the costs identified.

A move to monthly refuse collections and fortnightly recycling collections would achieve savings in collection costs but the unknown and unintended consequences may result in more cost and reputational damage to the authority. Reductions in collections schedules at this level may reduce recycling % resulting in £200 per tonne fine from Welsh Government. It would result in increased flytipping and perceived increase in vermin. These changes would need full consultation with residents and would take at least 6 months to plan, reroute rounds, inform residents etc.

540.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		

541. 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)

542. 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 7 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

543.Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Recycling market decrease	Recession and consumer behaviour directly impacts recycle value. Brexit and Covid have increased the unpredictability of an already volatile market. Budget swings of £500,000 in-year are common place.	Carl Touhig

544. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Increase in revenue budget				

545. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Neighbourhood Services service efficiencies	Senior Responsible Officer:	Carl Touhig
Your Ref No:	C&P3+7	Operational Lead Officer:	Carl Touhig
Version No:	1	Directorate:	Communities and Place
Date:	21/11/2022	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.

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

The mandate is for information only as decisions to implement these projects have been agreed previously.

Black bag sorting on the household recycling centres was agreed in 2020 but was the implementation was delayed until 2022 due to the pandemic. Residents are asked to sort black bag waste coming into the sites to remove recyclate. The saving has arisen due to the reduction in disposal costs.

The reuse shops in Five Lanes and Llanfoist have been a great addition to the household waste recycling centre sites and are very popular. Additional grant funding has been secured which will allow the shops to open extra days and purchase some additional storage space which will enable additional income from sales to be generated.

The Siltbuster project is a partnership between GD Environmental and Monmouthshire County Council. Investment in the machine was provided through MCC to GD Environmental Services Ltd to purchase a siltbuster machine that washes and recycles street sweepings. This equipment reduces the gate fee for MCC and provides a high quality product to support circular economy activity in Wales. The machine was procured in 2020 and is now built and fully commissioned and savings can be realised.

The Grounds and Cleansing Manager is reducing hours from 5 days per week down to 3 days. This provides a saving against the post.

547. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

The proposals form part of projects that have been previously agreed through Council but have been delayed due to Covid and external funding.

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

Identified Service Area	Current Budget £'000	Proposed Cash Increase £'000	Proposed Cash Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Waste and recycling – black bag sorting and reuse shop uplift	5,573		(50)	(50)				(50)
Highways Siltbuster			(50)	(30)	(20)			(50)
Grounds and Cleansing flexible working			(30)	(30)				(30)

549. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	
Total number of posts in budget area affected	
Total increase or decrease in the number of posts from this proposal	-0.2 FTE

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	0.2 FTE
Redeployment	
Redundancy	

550. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

The reduction in hours of the Grounds and Cleansing Manager will increase workload on wider team and Head of Service.

551. 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		

552. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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 & Community plan?	Yes	
Has an initial Integrated Impact Assessment being undertaken?	No	
Will an option appraisal be required?	No	
Will this proposal require any amendments to MCC policy?	No	

553. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

N/A. Covered in previous Council decision process reports.

554. Options Appraisal -

Option	Benefit	Risk	Comment

555. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

556. 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		

557. 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)

558. 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 7 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

559. Assumptions

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

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

560. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Reduction in revenue budget				

561. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Street Lighting	Senior Responsible Officer:	Carl Touhig
Your Ref No:	C&P4	Operational Lead Officer:	Gareth Sage
Version No:	1	Directorate:	Communities and Place
Date:	03/01/2022	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.

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

To reduce the revenue budget for street lighting maintenance taking account of the reduction in energy usage and reduced maintenance requirements of recently renewed columns, LED lamps and traffic light renewals that have been implemented in phases since 2020.

563. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

The budget set for energy usage was based on a slower roll out of LEDs than was achieved. As such the benefits in reduced energy consumption and reduced costs over the last 2 years have been used to offset wider service costs and much needed improvements of traffic lights and other lighting infrastructure.

The energy budget saving of £122,000 can be taken from the street lighting budget as there is a corporate energy pressure built into the corporate model that will be used to realign budgets with actual costs in 23-24.

	2019-20	2020-21	2021-22	2022-23 (Forecast)
Electricity Cost	287,798	237,167	174,144	195,286
Electricity Budget	390,159	355,659	300,950	317,349
Variance	-102,361	-118,492	-126,806	-122,063

The improvements and efficient roll out of LED and traffic light renewals have resulted in a reduced maintenance programme resulting in the ability to provide a £20,000 saving in annual maintenance. The figure is based on reduced maintenance of the improved infrastructure from data from the previous 24 months.

This reduces contingency capacity of the service to manage replacement of lighting columns, illuminated bollards and traffic lights where they are damaged but is based on previous years data and access to capital funding should be available if a severe incident happen.

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

Identified Service Area	Current Budget £'000	Proposed Cash Increase £'000	Proposed Cash Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Reduced revenue maintenance budget	873		(20)	(20)	0	0	0	(20)
Realignment of energy budget			(122)	(122)				(122)
Total	873		(142)	(142)				(142)

565. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	
Total increase or decrease in the number of posts from this proposal	

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	

Redundancy	
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566. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

The impacts for core service delivery are expected to be minimal. The reduction in the maintenance budget will create a reduced capacity to manage replacements which may be caused due to damage from vehicles, weather or vandalism of the lighting infrastructure.

567. 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		

568. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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 & Community plan?	Yes	The investment into our street lighting infrastructure and moving it to a more sustainable and energy efficient model has enabled the savings to be realised.
Has an initial Integrated Impact Assessment being undertaken?	No	The impact is internal budget realignment with no external impact
Will an option appraisal be required?	No	As above
Will this proposal require any amendments to MCC policy?	No	As above

569. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

The reduction in the energy and maintenance budget does not impact residents or services and is based on evidence from previous years requirements and expenditure.

570.Options Appraisal -

Option	Benefit	Risk	Comment
Do Nothing	Maintain service as is	None	No saving
Reduce street lighting across the county	Environmental and Tourism benefits of being a Dark skies area, decarbonisation, reduced energy consumption	Crime and fear of crime, mixed public reactions	Savings will be minimal as street lights on junctions and at key points/ junctions would need to be illuminated. Previous savings and move to LED moved away from whole system management meaning each column would need to be decommissioned individually taking considerable time to do.
Decommission columns as lights are damaged or fail	As above	As above and risk of poorly lit patches across the County as the decommission would not be coordinated	Savings over much longer timescale and beyond immediate MTFP timelines

571. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
None		

572. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

N/A

573.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		

574. 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)

575. 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 7 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

576.Assumptions

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

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

577. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget Monitoring	Reduction in revenue budget	(142)			

578. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Grounds Maintenance - External income uplift for external customers	Senior Responsible Officer:	Carl Touhig
Your Ref No:	C&P6	Operational Lead Officer:	Nigel Leaworthy
Version No:	1	Directorate:	Communities and Place
Date:	21/11/2022	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.

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

The grounds maintenance department provides maintenance services to external organisations including Aneurin Bevan Health Board sites, police, and registered social landlords. The proposal is to increase the charges to external customers to recover full costs including overheads plus a management fee to cover the administration costs. The core objective is to raise additional income to reflect the increased costs of providing the services, reflecting inflationary pressures, including energy, fuel and material costs which in turn will also enable the Council to continue to support the delivery of grounds maintenance services across the County and reduce revenue input from MCC.

All income generation targets carry risk especially where this focussed on removing revenue budget from service area. The increased costs are proportionate to prevailing market conditions but rely on external customers having sufficient budget to cover this increase.

The contract with Monmouthshire Housing Association (MHA) was awarded to MCC in 2019 and the extension on the contract is due in April 2023. It was delivered at cost as the contract always provided efficiencies and benefits of scale.

Changes in measurements post-contract award have substantially impacted the viability of the contract. With the implementation of Nature Isn't Neat and proposed reduction in mowing regimes across the county this contract is unlikely to be viable in its current guise. We will work closely with MHA to review and revise the contract values and aim to align the contract more generally with the Nature isn't Neat approach.

580. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

The grounds maintenance department have a long established internal and external customer base.

An increase of 10% in line with inflation on the major external contracts will increase external income by £120,000 and off-set internal revenue contribution into the core service.

Many of the schools have opted out of contractual arrangements with grounds and have brought in external contractors. Winning these contracts going forward to keep MCC revenue within MCC will be the focus. As such the increase in costs for school contracts will be minimised.

The MHA contract will be fully reviewed and costs increased or schedules reduced to deliver a viable service for both MCC and MHA.

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

Identified Service Area	Current Budget £'000	Proposed Cash Increase £'000	Proposed Cash Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Grounds Maintenance	1,960		(120)	(120)	0	0	0	(120)

582. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	N/A
Total number of posts in budget area affected	
Total increase or decrease in the number of posts from this proposal	

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

583. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

The saving does not impact the service area directly but the increases in costs for external customers could reduce number of customers or ad hoc works that make a large proportion of income.

Where there is a reduction in existing customers we will seek to replace this income with the identification and securing of other external contracts.

584. 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		

585. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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 & Community plan?	Yes	No impact internally, ensuring that contracts are uplifted in line with inflationary rises
Has an initial Integrated Impact Assessment being undertaken?	No	Charges uplift due to inflationary rises
Will an option appraisal be required?	No	As above
Will this proposal require any amendments to MCC policy?	No	As above

586. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

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587. Options Appraisal -

Option	Benefit	Risk	Comment
Do Nothing	Maintain service as is	The Council would be picking up the additional costs of delivering services to external contracts	
Increase income on external contracts	Reduction in revenue budget	Loss of external customers	Where external customers decide to stop our services we will look to replace these with other contracts

588. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

589. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Organisational impact will be minimal

590.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		

591. 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)

592. 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 7 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
External customers do not renew SLAs or serve notice on their contracts and the service area fail to meet challenging external income target	both	Previous price increases have resulted in reduction in ad hoc works being required and impacted budgets negatively	Medium	MCC deliver a high quality service to external customers including ABHB, Gwent Police, Monmouthshire Housing Association and Community Councils. This rise is in line with inflationary pressures and should be anticipated in budget setting for those organisations.

593.Assumptions

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

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

594. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Reduction in revenue budget				

595. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Reduction of grounds maintenance operations and cessation of the community improvement teams. Service reconfiguration of sweeping functions across the county.	Senior Responsible Officer:	Carl Touhig
Your Ref No:	C&P8	Operational Lead Officer:	Nigel Leaworthy
Version No:	1	Directorate:	Communities and Place
Date:	03/01/2022	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.

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

1. To reduce grounds maintenance operations and to increase Nature isn't Neat (NiN) areas.

The core objective of the cessation of the service is to provide savings against the revenue budget. There will be a reduction in mowing schedules from 14 cuts per annum down to 10 across the county. We will look to increase the areas set aside for Nature isn't Neat that are set aside for reduced maintenance to encourage biodiversity and environmental benefits but would continue to maintain playing fields and play areas at the current levels.

The changes introduced through NiN have raised awareness, understanding and appreciation of allowing more areas to grow longer. We recognise there is a great deal more education needed on the benefits of this work and this is being carried out through a project across Gwent (Gwent Green Grid) and Monmouthshire is spearheading this work.

2. To cease the provision of the community improvement teams (CIT)

We reduced the Community Improvement Teams from two down to one in 2022. Historically there have been two community improvement team leaders within grounds and they work with day-release clients from Prescoed Prison. We pay clients on Scale point 1. The hourly rate is less than they are able to earn working on other placements and we have seen a reduction in clients over the years.

The reduction of one team provided an in year saving in 2022 and reflected a decreasing workload for the team in light of the establishment of Town Teams. The remaining Team Leader and service will continue until October 2023 and then the service will cease. The workload that is undertaken by these teams will be rationalised into the existing team structure over the next 9 months.

3. To redesign the town sweeper staffing model

At present one of the Town sweepers is covered by a part-time post and backfilled by an additional cleansing operative. This is an inefficient use resources but supported the sweeper drivers request to reduce hours. We would look to make the part-time post redundant and cover with the full-time post.

597. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

1. Nature isn't Neat is practiced widely across Monmouthshire and in general is supported by residents. Over 70% of residents supported increasing NiN initiatives in the most recent consultation (2022). Since 2015 we have reduced the cutting regime from 16 cuts to 14 and increased the areas set aside for conservation, wild-flower pollinator sites and nature isn't neat by 2.25 million meters squared.

Playing fields, children's parks, verges and safety cuts will continue at the current levels but all other areas would be reduced.

Reducing the number of cuts per year will result in a saving of 2 FTE posts.

2. The CIT teams provide grounds maintenance and clearance support on a wide variety projects across the County including Abergavenny, Raglan and Usk "In Blooms", Usk Show, clearance of unadopted paths and areas, responding to County and Town Councillor requests for small clearance and maintenance projects to be undertaken. This work can be delivered and incorporated into the wider grounds maintenance and cleansing section but delays to response times and action will be inevitable. We may no longer be able to support some of the more costly projects like Usk Show, In Bloom etc to allow more work in the wider community.

The remaining CIT Team will remain until October 2023 to allow a transition of workload into the wider teams and reduce the support of non-scheduled non-statutory work.

The workload would be shared amongst all grounds maintenance and cleansing staff. The priority would be to maintain the essential works carried out by the team and reduce non-essential workload over the next 9 months. This will allow us to work with communities to understand where support is needed and where we can step away from.

3. Realignment of sweeper post to provide efficiency saving and better use of resources.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Staff Saving	1,328		(135)	(105)	(30)			(135)
Fleet Saving			(40)	(25)	(15)			(40)
Total	1,328		(175)	(130)	(45)			(105)

599. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	4.5
Total number of posts in budget area affected	4.5
Total increase or decrease in the number of posts from this proposal	-4.5

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	-4.5
Retirement	
Redeployment	
Redundancy	

600. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Reduction in capacity of grounds maintenance to manage grass growth. Where summers are wet and warm and grass grows more quickly this will be difficult but climate change is set bring warmer drier summers and warmer wetter winters. NiN has worked well as there is a defined line between areas left and those cut, the line will become more blurred at the early part of the growing season as all grass will be allowed to grow longer.

Much of the work carried out by the CIT teams is at the request of Members, Community Councils and internal departments. The teams were relied on heavily during reopening of Town Centres, Usk Show and are the go-to team for small projects e.g. bench removal, cenotaph cleaning, unadopted path clearances etc.

The cessation of the service will mean delays but we will do our best to maintain a presence with the wider workforce.

Works that offer wider community benefits will be prioritised and supported through the wider grounds and cleansing teams.

601. 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		

602. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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 & Community plan?	Yes	Supports NiN and carbon reduction
Has an initial Integrated Impact Assessment being undertaken?	No	The impact will be a slower response time on non-statutory workload requests and increased grass length
Will an option appraisal be required?	No	As above
Will this proposal require any amendments to MCC policy?	No	As above

603. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

Reduced mowing regime will impact residents appreciation of their environment. For many this will be positive but for a small number this will be negative.

A number of residents want green open spaces maintained to bowling green length. This is mainly aesthetic but for a small number with hay fever the increases in pollen from longer grass can have health implications.

In general the wider environmental benefit is positive, increases in biodiversity, rain water retention, nutrient retention and carbon sequestration.

The cessation of the CIT service will result in delays in actioning request from Members, Community councillors and internal departments for non-statutory and unscheduled project work.

The service will no longer require assistance from Prescoed Prison clients and this work will be actioned by MCC employees from grounds and cleansing.

604. Options Appraisal -

Option	Benefit	Risk	Comment
Do Nothing	Maintain service as is	None	No saving
Reduce service in line with above	Budget saving, Biodiversity, carbon sequestration, cleaner air, Nature Isn't Neat.	Non-statutory, unscheduled work and Member requests for support will be delayed, grass will be allowed to grow longer and may negatively impact some residents perception	Priority will be given to support projects that benefit wider community. We are in a Climate and Nature Emergency and longer grass, reduced mowing are beneficial for the environment.

605. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Reduction in support for local projects and one off project work, non-statutory work	Members, Community Councillors, internal departments	negative
Increase in complaints/service requests	Contact centre/hubs	negative

606. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Reduction in capacity can't be mitigated against. If there is an exceptionally warm/wet summer it will be difficult to manage grass growth but as climate change impacts are resulting in hotter/drier summers the impact may be less.

Workload of CIT will be supported through wider grounds and cleansing team and prioritised on areas that have greatest community benefit.

607.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		

608. 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)
Staff	"without prejudice" discussion on voluntary severance.	24/11/2022
NiN Consultation open to all residents	Resident consultation for views on NiN across Monmouthshire and Gwent	August 2022

609. 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 7 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
Delays in responding to non statutory work	operational	Current workload and capacity of wider teams	medium	Prioritising of projects
Complaints and service request increase	both	Experience of previous service reduction	high	Nature isn't Neat

610. Assumptions

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

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

611. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Reduction in revenue budget	££			
Staff	Voluntary redundancy of existing staff	4.5			
Customer	Increase nature isn't neat areas	10% of total m2			

612. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Careline Service Development	Senior Responsible Officer:	Cath Fallon / Ian Bakewell
Your Ref No:	C&P12	Operational Lead Officer:	Sian Mawby & Clare Hamer
Version No:	001	Directorate:	Communities & Place
Date:	2 nd November 2022	Section:	Housing & Communities

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.

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

The purpose of this proposal is to build on the foundations of the well-established Careline Service to ensure it continues to be fit for future purpose. The aim is to broaden the service offer to ensure the contribution of the service to both Social Care and Health needs is maximised which is attractive to both professionals and residents and is preventative focused.

Key aims include:

- Build assistive technology into the Social Care workforce development programme to increase awareness of assistive technology and its benefits;
- Increase public awareness of assistive technology and Careline service;
- Move to a proactive, prevention model rather than a reactive, response model;
- Seek to introduce the availability of new equipment that better supports prevention and the needs of Social Care and Health and provides cost benefit solutions e.g., falls prevention; hospital discharge; dementia; loneliness and isolation;
- Make it easier for Social Care professionals to access the service;
- Continue to increase the client base;
- Review the costing structure of the service, including the weekly charge and consider the benefits of being an assessed Social Care charge under the Social Care Fees and Charges Policy;
- Consider the findings of 'Using technology to aid independent living by addressing well-being, inclusion, independence, and safety for those living at home' - Welsh Government Local Government Digital Transformation Fund alpha project;

Key objectives include:

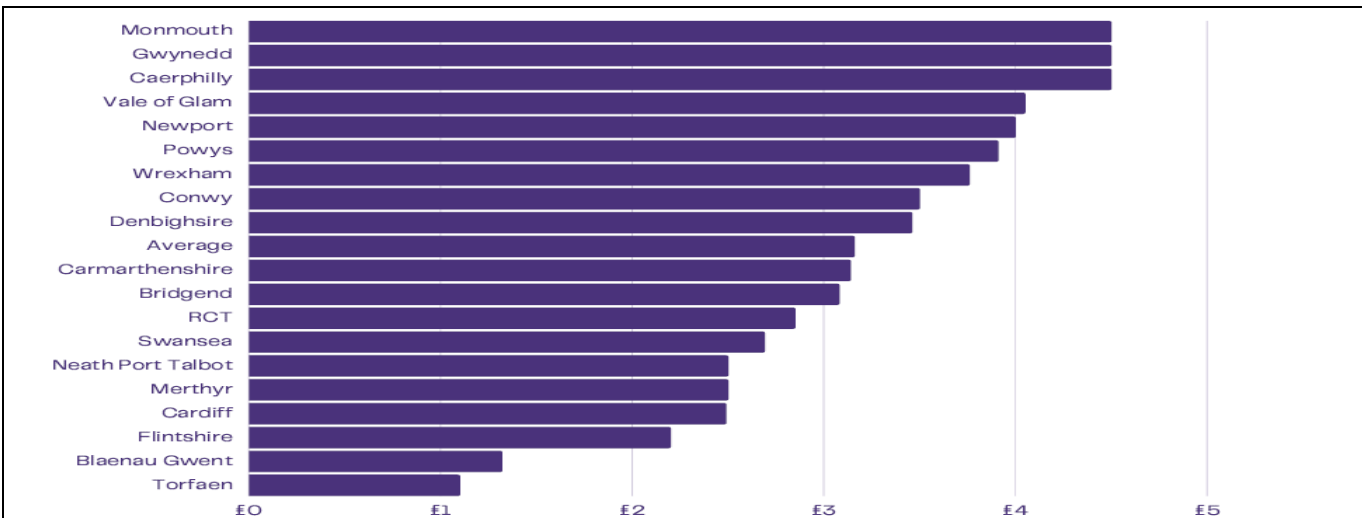
- Refreshed approach to promoting and marketing the Careline Service and strengthening the branding;
- Arranging assistive technology training for Social Care workforce, including joint training with Careline staff and considering reflecting assistive technology in the Social Care induction programme;
- Streamline referral process for Social Care professionals e.g., Microsoft forms, using Flo etc.;
- Provision being made on an assessed need (perhaps for complex equipment) and self-referral and funding for basic lifeline and pendent provision;
- Undertake joint workshops to jointly develop service;
- Increasing the weekly charge to self-payers;

- Introduce the provision of new equipment that supports Social Care needs and the proactive, preventative model.
Possible options:
 - Alexa type devices – e.g., voice responsive lighting, curtain closing, etc, emergency assistance (isolation and emergency); reminders;
 - ARMED – predictive analytics to support early discharge, home support (as an alternative to hospital) and detection of early deterioration to avoid hospital admission.

Whilst joint workshops with Social Care and Health colleagues are now underway, in the first instance, this proposal focuses on the need to increase the cost of the Careline service by **£0.50p per week** for each of the 920 users to generate a further £25,000 in income. Further changes will follow as conversations with Social Care and Health colleagues unfold.

614. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Current Costs for the Service across Wales



Monmouthshire	£4.50 pw plus £50 installation
Torfaen	£1.25 pw plus £65 installation fee
Merthyr	£1.00 pw only
Caerphilly	£4.50 pw plus £36 installation fee
Powys	£4.58 pw plus £40 installation
Swansea	£2.90 pw only
RCT	£2.90 pw only
Denbighshire	£3.46 pw only
Pembrokeshire	£2.20 pw only
Cardiff	£2.62 pw only

Income Analysis

Yr	Alarm & Equip Income (£)
2019-20	- 200,055
2020-21	- 207,076
2021-22	- 205,549
2022-23 (To Nov)	- 139,478

Monmouthshire Careline Client Numbers – current and predicted

Indicator	2021/22	22/23 to 30.09.22	Projection to 31.03.23
No of Clients	900	923	949

No. of Self Referrals Reasons: Hospital discharge Health issues Palliative Personal reassurance	115	83	166
No. of Professional Referrals	62	15	30
No. of refusals: Reasons: Unsure about service Cost No responders Family declined Care home??	20	1	
No. of Installs	178	101	202
No. of Closures	161	75	150
Ave Age on Install	82	82	82
Ave Age on Closure	86	85	85

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Careline	(33)		(25)	(25)				(25)

616. **Staffing impact** Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	N/A
Total number of posts in budget area affected	N/A
Total increase or decrease in the number of posts from this proposal	N/A

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	N/A
Voluntary Severance	N/A
Retirement	N/A
Redeployment	N/A
Redundancy	N/A

617. **Service Impact**

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

The proposed budget proposal to increase the charge by 0.50p pw per client presents no implications in meeting statutory or legal duties and will not impact on service delivery.

618. 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)
£30,000 to support staff development and training	Social Care Wales grant bid via Social Care	Awaiting outcome of application
£9,660 (Existing)	Newport City Council	On-going arrangement

619. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	This proposal aligns and supports: <ul style="list-style-type: none"> • High quality Social Care which enables people to live their lives on their terms • A healthy and active Monmouthshire where loneliness and isolation are reduced, well-being is promoted, and people are safeguarded • A professional and passionate Social Care workforce
Has an initial Integrated Impact Assessment been undertaken?		If yes, please summarise in Section 7.
Will an option appraisal be required?		If yes, please complete section 8.
Will this proposal require any amendments to MCC policy?	Y	No, however there could be benefits in publishing a policy/strategy on expanding the use of assistive technology

620. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

Positive Impact

- A modern and fit for purpose service that is adapting to the availability of new technologies;
- More knowledgeable and informed Social Care practitioners; and
- A service that is focused on prevention rather than a reactive service that has positive outcomes in respect

Negative Impact

- The charging proposal could impact negatively on people with protected characteristics under Equalities legislation, particularly age and disability. There will be a need to consider how this can be mitigated;
- There is the potential that an increase in fees could both reduce the number of new clients signing up to the Careline service as well as existing clients leaving the service. Although there is no evidence to suggest an impact on client sign-up or client retention, it is known that potential clients do refuse to sign-up to the service for cost reasons. If so, this could undermine income targets. A 10% fall in client sign-ups (20 clients) would reduce installation income by approximately £1000 and a 10% fall in clients (93 clients) would reduce gross annual income by approximately £21,762;
- A reduction in clients could potentially detrimentally impact on Social Care and Health Services. For example, helping to facilitate people to leave hospital, helping to avoid people going into hospital and helping people to live at home safely and independently.

621. Options Appraisal -

Option	Benefit	Risk	Comment
Increase the weekly Careline charge by £0.50 per week from £4.50 per week to £5.00 per week.	<ul style="list-style-type: none"> • Increase income to the service 	<ul style="list-style-type: none"> • Could result in a loss of clients and therefore reduction in income to the service 	
Increase the SLA charge of £9660 to Newport City Council	<ul style="list-style-type: none"> • Increase income to the service 	<ul style="list-style-type: none"> • Newport City Council are in the same budget situation and therefore this is unlikely to be acceptable 	<ul style="list-style-type: none"> • Team to review SLA to determine if a charge is feasible
Increase the weekly charge higher than £0.50 per week	<ul style="list-style-type: none"> • Higher increase in income to the service 	<ul style="list-style-type: none"> • Very likely to be deemed unacceptable to clients and therefore likely to result in a reduction in clients and therefore overall income to the service 	
Freeze the current charge of £4.50 per week	<ul style="list-style-type: none"> • Client numbers no longer at risk 	<ul style="list-style-type: none"> • Opportunity to generate additional income is lost 	
For assistive technology to be built into the Social Care Fees and Charges Policy and to be an assessed charge	<ul style="list-style-type: none"> • Assistive technology would become an integral part of a social care package. 	<ul style="list-style-type: none"> • Assistive technology would become an additional cost to Social Care if not utilised as an alternative option to 	<ul style="list-style-type: none"> • Team to undertake a joint review with Social Care and Health colleagues to determine viability of this option.

	<ul style="list-style-type: none"> Can be blended with other forms of care and can help mitigate against the need for direct care - typical cost £26 per hour. 	reduce care packages	
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622. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is affected?	Is this impact positive or negative?
A reduction in clients could potentially detrimentally impact on Social Care. For example, helping to facilitate people to live at home safely and independently. It could result in larger packages of care	Social Care	Negative
A reduction in clients could potentially detrimentally impact on Health Services. For example, helping to facilitate people to leave hospital or helping to avoid people going into hospital.	ABUHB	Negative
Newport City Council may pull out of the current Service Level Agreement. This would be a loss of income to the Council of £9660	Newport City Council & MCC Careline Team	Negative

623. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

The Team have submitted a bid to Social Care Wales for £30,000 to support staff development and to undertake some marketing activities – currently awaiting the outcome of the application.

624. 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)
N/a		

625. 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)
Social Care and Health Colleagues	Joint Workshop	16 th November 2022 – further workshops planned

626. 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 7 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
An unintended consequence of the service being seen as expensive and less value for money resulting in less people being willing to join the service and existing clients leaving the service;	Operational	Client group is vulnerable with limited funds	Medium	Explain the need for the increase to the Client group
The main impact of any reduction in income could be having less disposable budget to purchase assistive technology equipment;	Operational	Client group is vulnerable with limited funds but may benefit from more equipment to enable them to stay safe, independent, comfortable and longer in their own homes	Low	Continue close contact with the client base to promote the benefits of assistive technology
An indirect impact of less people buying into the service or leaving the service is an increased risk of delayed hospital discharges, hospital admissions etc.;	Strategic and Operational	Older client groups who are vulnerable and susceptible to falls, etc.	Low	Continue close contact with the client base to promote the benefits of assistive technology, particularly in relation to leaving hospital and remaining independent
The basic Careline product often opens doors to further technologies being used in the home. An increase in careline costs could result in people not using careline and then being reluctant to try other products.	Strategic and Operational	Client group is vulnerable with limited funds but may benefit from more equipment to enable them to stay longer in their own homes	Low	Continue close contact with the client base to promote the benefits of assistive technology. Liaising with Social Care and Health staff to further promote and develop the service

627. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Price increase	The proposal assumes potential clients and existing clients	Members

628. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Customers	No. of client users increase of 3% year on year	949	977	997	1027
Explore joint working opportunities with Social Care and Health Colleagues	No. of new joint initiatives piloted	1	1	1	1

629. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Possibly	In respect of potential new equipment
Will this proposal impact on the authorities built assets?	No	
Will this proposal present any collaboration opportunities?	Yes	Greater collaboration between Social Care and Health and Housing & Communities Teams The Council already has a service level agreement to install Telecare equipment for Newport City Council
Will this project benefit from digital intervention?	Potentially Yes	The existing Careline service

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Reduction in staffing costs in the Highways and Flood Management service area.	Senior Responsible Officer:	Mark Hand
Your Ref No:	C&P17,18,21+24	Operational Lead Officer:	Paul Keeble
Version No:	1	Directorate:	Communities and Place
Date:	24/11/2022	Section:	Highways and Flood Management

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.

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

To reduce staffing costs in the Highways and Flood Management service by:

- a) Deleting the vacant post of Programme Officer (0.5FTE) from the Highways Assets and Streetworks team
- b) Deleting the vacant post of Clerk of Works (0.5FTE) from the Highways Design team
- c) Employ the Asset Inspectors within the Highways Assets and Streetworks Team directly rather than via an agency
- d) Fund the post of Assistant Engineer within the Flood Management team via Welsh Government revenue grant for the three years 23/24 to 25/26

631. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

The staffing budget for the Highways and Flood Management service area has been reviewed to identify budget savings.

It is proposed to make £38.6k worth of permanent savings and a further three-year £35k saving by implementing the following changes:

- a) Deleting the vacant post of Programme Officer (0.5FTE) from the Highways Assets and Streetworks team. The responsibilities will be merged into the job description for the vacant post of Technician within the Highways Assets and Streetworks team. Saving £15,000.
- b) Deleting the vacant post of Clerk of Works (0.5FTE) from the Highways Design team. The responsibilities will be merged into the job description for the vacant post of Technician within the Highways Development Advice team. Saving £15,000
- c) Employ the Asset Inspector within the Highways Assets and Streetworks Team directly rather than via an agency. Saving £8,600
- d) Fund the post of Assistant Engineer within the Flood Management team via Welsh Government revenue grant for the three years 23/24 to 25/26 rather than from the core revenue budget. Saving £35,000 per annum in the years 2023/24, 2024/25 and 2025/26. The budget will have to be returned to the service in 26-27 when the grant funding ceases.

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

Identified Service Area	Current Budget £'000	Proposed Cash Increase £'000	Proposed Cash Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Hwys Dev & Flooding – Staffing reduction	1,087		(38.6)	(38.6)				(38.6)
Hwys Dev & Flooding – Increased grant funding			(35)	(35)			35	0
Total	1,087		(73.6)	(73.6)			35	(38.6)

633. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	56
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Total number of posts in budget area affected	59
Total increase or decrease in the number of posts from this proposal	Decrease by 2 posts (1.0FTE)

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	2 posts (1.0FTE)
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

634. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

No impact as sufficient capacity remains within the team to deliver the service. The 2 posts (1.0FTE) to be deleted are currently vacant. The Programme Officer and Clerk of Works duties will be absorbed by the job descriptions to two other vacant posts which will be recruited to.

The Asset Inspector duties will continue to be carried out but will be undertaken by a directly employed MCC member of staff rather than via an agency, reducing costs.

The Assistant Engineer (Flood Management) role and output remains unchanged but the post will be funded by WG revenue grant for three years from 23/24 to 25/26 rather than via core revenue budget.

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

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
WG revenue grant for flood management	Welsh Government	confirmed

636. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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 & Community plan?	Yes	Proposal does not negatively impact council ability to respond to needs of residents

Has an initial Integrated Impact Assessment being undertaken?	Yes	No service delivery of equality impacts
Will an option appraisal be required?	No	Undertaken below, nothing further needed
Will this proposal require any amendments to MCC policy?	No	n/a

637. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

The two part-time posts to be deleted are vacant so no employee is directly affected. It is recognised that part-time posts are often attractive opportunities to parents with younger children (often mothers) and older people seeking flexible retirement. However, our HR policies allow for any post to be undertaken on a job-share basis if it works for customer service delivery, so plenty of other opportunities remain available.

The Asset Inspector agency worker will be eligible to apply for the post as an MCC employee if desired. If not, or if not appointed, their agency role ends but such is the nature of agency work.

The three-year change to funding arrangements for the Assistant Engineer (Flood Management) post have no impact on the post-holder.

638. Options Appraisal -

Option	Benefit	Risk	Comment
Do Nothing	Future staffing resource levels remain unchanged	No budget saving is secured	
Implement the proposed changes	Budget saving secured while maintaining an acceptable level of service delivery	WG revenue grant ends and the Assistant Engineer (Flood Management) post is unfunded. There are no suitable candidates for the Asset Inspector role and the agency arrangement must continue.	This risk is mitigated by making this saving element temporary for 3 years. This risk is low and has a low financial impact.

639. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is affected?	Is this impact positive or negative?
None	n/a	n/a

640. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Options as set out in section 9 above.

641. 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		

642. 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)
Highways Management Team	Discussion of budget saving options and opportunities and impacts	September 2022
Service Area DMT	Discussion of budget saving options and opportunities and impacts	September 2022
Communities and Place Directorate DMT	Discussion of budget saving options and opportunities and impacts	October 2022
Cabinet Members	Discussion of budget saving options and opportunities and impacts	October 2022

643. 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 7 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: WG revenue grant ends before the three years	Operational	Longevity cannot be guaranteed	Low	This aspect of the mandate is deliberately shown as a three year saving, after which it can be reviewed.

Risk: no suitable applicants for the Asset Inspector role	Operational	Past recruitment difficulties led to the current agency arrangement	Low	None
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644. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
WG revenue grant available for three year period	Three year grant funding cycle is the new norm	Mark Hand

645. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Staffing costs within budget (pay increments and cost of living pay rise figures to be added)	1,087	1,087	1,087	1,087

646. Additional considerations:

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

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Increased fees for pavement café licences	Senior Responsible Officer:	Mark Hand
Your Ref No:	C&P19	Operational Lead Officer:	Paul Keeble
Version No:	1	Directorate:	Communities and Place

Date:	24/11/2022	Section:	Highways and Flood Management
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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.

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

Saving – Increased fees for Pavement Café Licences - £6,000

To increase the fee payable by businesses seeking an annual pavement café licence. The objective of this mandate is to recover some of the costs of the licences.

648. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

In 2019, responsibility for issuing pavement café licences moved from the Council's Environmental Health service to Highways, due to changes in licencing laws meaning a food and drink licence was no longer required in the majority of cases. During the pandemic, the Council introduced changes to town centres to support outdoor food and drink trade, and where appropriate it is desirable to continue that opportunity as part of town centre regeneration. During this period a notional fee of £10 was charged for the licence. The licence is required to trade on the public highway as is indemnity insurance. There is no additional charge (e.g. business rates increase). The licences last for 12 months.

It is proposed to increase the fees charged to recover the costs of delivering this service. Determining the licence applications will be part of the duties of the Assistant Engineer post in the Assets and Streetworks team (currently vacant). There will also be enforcement activity to ensure compliance with licences and removal of unlicensed trading areas.

It is proposed to set the fees on a tiered basis of £150 for small proposals, £250 for medium and £350 for large proposals based on area/number of covers. £100 of this fee is to cover the legal department's costs: should an application for a licence be rejected, this part of the fee will be returned to the customer less a small administration charge. An income of £6,000 is predicted. Service delivery costs will be monitored to reflect the extent to which cost recovery is achieved.

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

Identified Service Area	Current Budget £'000	Proposed Cash Increase £'000	Proposed Cash Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Highways Assets and Streetworks	359		(6)	(6)				(6)

650. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	n/a
Total number of posts in budget area affected	n/a
Total increase or decrease in the number of posts from this proposal	n/a

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	n/a
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

651. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

No impact on service delivery. The licence fee proposed will help secure cost recovery. The licences will be determined in-house via the existing staffing structure.

652. 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		

653. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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 & Community plan?	Yes	Proposal does not negatively impact council ability to respond to needs of residents
Has an initial Integrated Impact Assessment being undertaken?	Yes	The fee will be charged to businesses who are facing increased costs from various other changes such as energy prices and risk reduced income due to the cost of living crisis affecting customer spend. The fees proposed are staggered so that smaller businesses pay less to seek to make the charge more equitable for small businesses whose income from a small outdoor café area will be less than that for a larger business.
Will an option appraisal be required?	No	Undertaken below, nothing further needed

Will this proposal require any amendments to MCC policy?	No	However, the interim pavement café policy will be reviewed and consulted upon within this financial year.
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654. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

The proposed licence fee increase will ensure the service is deliverable and that compliance with licences can be enforced. Pavement cafés form an increasingly important part of High Street attractiveness, and so it will become increasingly important to ensure pavement cafés are operating effectively. Similarly, local authority budgets continue to shrink. The business benefitting from the licence should meet the costs, rather than the general tax payer. The fee will be charged to businesses who are facing increased costs from various other changes such as energy prices and risk reduced income due to the cost of living crisis affecting customer spend. The main disbenefit is the additional financial burden on small businesses of applying for an annual licence. To mitigate this, it is proposed to set the fees on a tiered basis of £150 for small proposals, £250 for medium and £350 for large proposals based on area/number of covers. £100 of this fee is to cover the legal department's costs: should an application for a licence be rejected, this part of the fee will be returned to the customer less a small administration charge. The staggered fees mean smaller businesses pay less to seek to make the charge more equitable for small businesses whose income from a small outdoor café area will be less than that for a larger business with a large outdoor seating area. Other than this impact on our socio-economic duty, there are no identified equality impacts for example to protected characteristics, although ensuring pavement café licences are properly considered and enforced ensures pavements are not unduly cluttered or blocked, benefiting people with visual or physical disabilities and parents with young children in pushchairs.

655. Options Appraisal -

Option	Benefit	Risk	Comment
Do Nothing	Businesses do not incur additional costs	The taxpayer incurs the additional costs	
Implement the proposed changes	Income secured to offset service cost while maintaining an acceptable level of service delivery	Additional costs adversely affect business viability. Removal of pavement cafés in some locations would adversely affect town centre vibrancy and business viability	
Implement a different fee structure		Balance between equity and cost recovery not achieved. Other options discounted were a lower fee (cost recovery not secured) and a flat fee of £300 for all businesses (which would be a significant amount for a small outdoor trading area with just 3 or 4 covers,	

656. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is affected?	Is this impact positive or negative?
None	n/a	n/a

657. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Options as set out in section 9 above.

658. 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		

659. 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)
Highways Management Team	Discussion of budget saving options and opportunities and impacts	September 2022
Service Area DMT	Discussion of budget saving options and opportunities and impacts	September 2022
Communities and Place Directorate DMT	Discussion of budget saving options and opportunities and impacts	October 2022
Cabinet Members	Discussion of budget saving options and opportunities and impacts	October 2022

660. 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 7 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: applications for pavement café licences	Operational	If this drop is because few pavement cafés exist it is not a budget problem because the	Medium	None

significantly reduce in number		work does not exist either. This is one part of the officer's duties so there is plenty of other work to do. If this drop is because unauthorised pavement cafés are operating there will be increased enforcement work without fee income, and pavement cafés operating without indemnity insurance.		
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661. Assumptions

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

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

662. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Income target reached	(6,000)			

663. Additional considerations:

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

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Road Closure income budget increase	Senior Responsible Officer:	Mark Hand
Your Ref No:	C&P27	Operational Lead Officer:	Graham Kinsella
Version No:	1	Directorate:	Communities and Place
Date:	24/11/2022	Section:	Highways

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.

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

To increase the income budget line for road closures by £130,000 on the basis of increased income in recent years exceeding the existing budget target. In addition, the road closure fees will be increased by inflation (10.1%) from £2,152 to £2,369 resulting in an additional £19,491.

The increased income will continue to be reinvested into the Highways service and offset the net cost of service delivery of the Highways service area.

665. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Income from road closures has exceeded the budget line in recent years. Fees are due when a road closure (as opposed to a lane closure) is required for example due to utility works. This income cannot be guaranteed however past trends give confidence that the income line can be increased by £130,000 but it is not proposed to increase the budget income target further until a longer term trend is certain.

Year	Budget	Actual	Variance
2019-20	118,269	211,000	92,731
2020-21	153,344	307,525	154,181
2021-22	187,178	568,825	381,647
2022-23	192,981	450,000	257,019

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

Identified Service Area	Current Budget £'000	Proposed Cash Increase £'000	Proposed Cash Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Traffic & Road Safety – Closure Budget increase	228		(130)	(130)	0	0	0	(130)
Traffic & Road Safety – Price Increase			(19)	(19)				(19)
Total			(149)	(149)				(149)

667. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	n/a
Total number of posts in budget area affected	
Total increase or decrease in the number of posts from this proposal	

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

668. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

No impact from the increased budgeted income as this part of the mandate simply reflects increased income based on recent trends. If fees are not increased by 10.1% then alternative budget savings will need to be found which could impact on service delivery.

669. 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		

670. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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 & Community plan?	Yes	Proposal does not negatively impact council ability to respond to needs of residents
Has an initial Integrated Impact Assessment being undertaken?	No	The impact is internal budget realignment with no external impact
Will an option appraisal be required?	No	As above
Will this proposal require any amendments to MCC policy?	No	As above

671. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

Part of this mandate (£130k) is to increase the budget income line for road closures to reflect past trends. There is no impact on service delivery or customers. The other part of this mandate (19k) is achieved by increasing fees to reflect inflation. This will affect customers, however those customers are primarily utility companies undertaking infrastructure upgrades that require road closures. It is rare for a resident to require a road closure. The increase to road closure charges will primarily affect utility companies and will ensure costs are met by the service user rather than the general tax payer.

672. Options Appraisal -

Option	Benefit	Risk	Comment
Do Nothing	None	None	The income will simply be an in-year over-recovery rather than budgeted for.

Increase the Road Closure income budget line by £130,000 to reflect past trends	Greater budget certainty for the wider organisation via effective budget management	Income drops and the new budget income line is not achieved resulting in a future budget pressure.	This is the preferred option and is considered to be realistic and achievable.
Increase the Road Closure budget line by a higher amount	As above	As above	Given the uncertainty around Road Closure income, the greater risk of a higher income target is not recommended.
Increase fees by 10.1% to reflect inflation	Increased income to help balance the budget and costs of service delivery		The proposed increase reflects inflation as is the rate of increase being applied to most fees and charges

673. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is affected?	Is this impact positive or negative?
n/a	n/a	n/a

674. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Options as set out in section 9 above.

675.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		

676. 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)
Highways Management Team	Discussion of budget saving options and opportunities and impacts	September 2022

Service Area DMT	Discussion of budget saving options and opportunities and impacts	September 2022
Communities and Place Directorate DMT	Discussion of budget saving options and opportunities and impacts	October 2022
Cabinet Members	Discussion of budget saving options and opportunities and impacts	October 2022

677. 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 7 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: Road Closure income reduces due to reduced investment in/maintenance of utility infrastructure	Operational	Past budget fluctuations	Low	Budget mandate proposes a conservative income budget increase of £130k until such time as a longer term trend is certain.

678. Assumptions

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

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

679. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Income target met	£342,087	£342,087	£342,087	£342,087

680. Additional considerations:

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

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Savings and off-setting Pressure
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Proposal Title	Civil Parking Enforcement budget pressure	Senior Responsible Officer:	Mark Hand
Your Ref No:	C&P28	Operational Lead Officer:	Paul Keeble
Version No:	1	Directorate:	Communities and Place
Date:	24/11/2022	Section:	Highways and Flood Management

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.

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

1). Civil Parking Enforcement – Budget Pressure £225k

To invest in the service to cover a recurring budget pressure caused by the long-standing under-recovery of fee income from Fixed Penalty Notices and the increase in cost of running the service.

Offset by:-

2). Increase Car Park Charges by approximately 15% - Budget Saving (£199k)

3). Increased Pay & Display Income from 2 new Car Parks (£66k)

4). Increased permit charges by approximately 15% - Budget Saving (£15k)

Summary

	£
Civil Parking Enforcement Service Pressure	225,000
Increased Income from new Car Parks at Severn Tunnel Junction & Wyebridge Street Monmouth	-66,000
Increased Income from approximately 15% uplift in car park charges	-199,380
Increased Income from approximately 15% uplift in permit charges	-15,255
Net Saving	-55,635

682. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Civil Parking Enforcement

In 2019, enforcement of non-moving traffic offences was decriminalised and responsibility for enforcement was passed from the Police to Local Authorities (without any funding). A consultant was employed by a number Gwent Local Authorities to predict income derived from issuing fixed penalty notices. The staff resource of four Car Park Attendants (responsible for checking parking tickets were purchased in our fee-charging car parks in Abergavenny, Chepstow and Monmouth) was increased to five Civil Enforcement Officers, one Senior Civil Enforcement Officer and one Car Parks and Civil Enforcement Manager with responsibility for both on-street enforcement of decriminalised offences and enforcement of our car parks. A part-time 0.5FTE admin support officer post was made into a full-time post.

Since 2019, the income target of £325,600 has not been met (there is an under-recovery of Penalty Charge Notice (PCN) income of £176k predicted for 22-23), in addition service running costs have increased by £49k leading to a recurring pressure of £225,000. This has been for several reasons including sickness absences, vacant posts due to staff turnover, the covid pandemic, and travel time due to covering a large geographical area (for example downtime when having to respond to issues with pay and display machines).

Car Park Price Increases

The proposed new car parking charges would increase by approximately 15% (rounded up) and would be as follows:

£1.80 - 2 hr. stay (currently £1.50)
 £2.20 - 3 hr. stay (currently £1.90)
 £2.80 - 4 hr. stay (currently £2.70)
 £5.60 all day (currently £4.80)
 £5.60 daily charge Tuesday only at Byefield Lane, Abergavenny
 £2.20 - Daily charge for Rogiet Playing Fields (income shared equally with Rogiet Community Council who owns the car park) (no change as RCC has declined to increase charges)
 £1.80 daily tariff charge at Drill Hall, Chepstow and Rowing Club, Monmouth car parks (currently £1.50)
 5 day Tariff - £21.00 (currently £18.00)
 6 day Tariff - £25.00 (currently £21.50)
 Sunday tariff first 2 hours free then £1.20 for the remainder of the day (currently £1.00)

The income from car park ticket sales will increase from £1,305,200 to £1,504,580 (£199,380 additional income).

For long stay car parks, season tickets will increase to £495 for a 12 month ticket, £250 for 6 months or £130 for 3 months (currently £430, £220 or £110 respectively).

For short stay car parks, season tickets will increase to £620 for a 12 month ticket, £315 for 6 months or £160 for 3 months (currently £540, £275 or £138 respectively).

Residential permits will increase from £60 per annum to £69.

The income from permits will increase from £101,700 to £116,955 (£15,255 additional income)

Additional Income from New Car Parks

In addition, predicted fee income from two new car parks at Wyebridge Street, Monmouth (fees as set out above) and Severn Tunnel Junction (£3 all day) will provide £66,000 extra income.

A net saving of £55,635 is therefore proposed.

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

Identified Service Area	Current Budget £'000	Proposed Cash Increase £'000	Proposed Cash Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
CPE Service Pressure	(993)	225		225				225
Car Park Price Increase			(199)	(199)				(199)
New Car Park Income			(66)	(66)				(66)

Permit Price Increase			(15)	(15)			(15)
Total	(993)	225	(280)	(55)			(55)

684. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	n/a
Total number of posts in budget area affected	n/a
Total increase or decrease in the number of posts from this proposal	n/a

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	n/a
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

685. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

No impact on service delivery as existing staff resources will be retained. The increased parking income will secure cost recovery. The net saving of £55k from this mandate will be reinvested into the Highways service, reducing the overall net cost.

686. 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		

687. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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 & Community plan?	Yes	Proposal does not negatively impact council ability to respond to needs of residents
Has an initial Integrated Impact Assessment being undertaken?	Yes	Fee increases for car parking will affect shoppers and visitors to Abergavenny, Chepstow and Monmouth although blue badge holders will continue to be able to park for free. In terms of socio-economic impact, those on low incomes will be most affected, as will shop workers who are typically low paid and disproportionately female. Five and six day parking passes are available which continue to offer discounted parking for those working every day, and season tickets (12, 6 or 3 month duration) are also available providing a further discounted option for frequent car park users such as town centre workers. Some short stay free parking continues to be available in each town. National policy seeks to promote walking, cycling and public transport use over car use and other projects are seeking to increase attractiveness of those travel modes: this will benefit a globally responsible Wales. It is often claimed that high parking charges adversely affect high streets but there is limited evidence to confirm either way. Despite an approximate 15% increase, our parking charges remain lower than prices in most towns and cities in privately managed car parks.
Will an option appraisal be required?	No	Undertaken below, nothing further needed
Will this proposal require any amendments to MCC policy?	No	

688. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

Fee increases for car parking will affect shoppers and visitors to Abergavenny, Chepstow and Monmouth although blue badge holders will continue to be able to park for free. In terms of socio-economic impact, those on low incomes will be most affected, as will shop workers who are typically low paid and disproportionately female. Five and six day parking passes are available which continue to offer discounted parking for those working every day. Some short stay free parking continues to be available in each town. National policy seeks to promote walking, cycling and public transport use over car use and other projects are seeking to increase attractiveness of those travel modes: this will benefit a globally responsible Wales. Not the rationale for the proposal, but increased car park charges might encourage more sustainable travel. The biggest concern is the potential impact on our high streets, and therefore an impact on the vitality and viability of town centres. Despite an approximate 15% increase, our parking charges and permits remain comparatively low and a range of permits are available to help regular car park users. There is limited evidence regarding the impact of free parking on town centre vitality, and higher fuel costs will make travel to other locations such as Cribbs Causeway and Newport Retail Park, with free parking, less attractive.

689. Options Appraisal -

Option	Benefit	Risk	Comment
Do Nothing	Shoppers and visitors do not pay increased parking charges	The Civil Parking enforcement income continues to be well below the target meaning a budget strain to the Council	
Implement the proposed changes	The £225k budget pressure is removed and a saving of £55k is achieved	Additional parking charges deter use of our car parks and visitors to our main towns.	This is the preferred option. Car parking charges remain low.

Implement a 10% car parking charge increase	Shoppers and visitors pay a smaller increase in parking charges.	The £225k budget pressure would not be addressed in full (a 10% increase to car park charges and permits would raise £142k plus £66k from the two new car parks = £198k, leaving a budget shortfall of £27k).	
Reduce costs by reducing the size of the civil enforcement team.	Costs are reduced	The primary function of the enforcement service is the ensure highway safety: fewer enforcement officers will result in more unsafe parking and/or reduced car parks income because some people will risk not buying a ticket as the chance of them being caught is reduced. School safety patrols will be reduced.	
Increase the size of the civil enforcement team to maximise income from Fixed Penalty Notices	Increased parking enforcement	Increased staffing costs are not off-set by sufficient additional income. The primary function of the enforcement service is the ensure highway safety: ironically, a truly successful enforcement service would generate no income because everyone would be parking lawfully and buying car parking tickets. Increased staffing levels should theoretically result in less income with time.	
Introduce different enforcement practices such as an enforcement car and coordination with PCSOs		An enforcement car is an initial financial outlay, requires a driver (so would take an enforcement officer off the beat) and can currently be used to enforce only a small number of matters. This can be improved by introducing a prohibition of waiting at all bus stops and school zigzag markings. PCSOs cannot enforce parking offences.	These changes do not result in a budget saving but could result in an improved service and will therefore be explored further alongside the proposed changes identified above.

690. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is affected?	Is this impact positive or negative?
None	n/a	n/a

691. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Options as set out in section 9 above.

692. 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		

693. 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)
Highways Management Team	Discussion of budget saving options and opportunities and impacts	September 2022
Service Area DMT	Discussion of budget saving options and opportunities and impacts	September 2022
Communities and Place Directorate DMT	Discussion of budget saving options and opportunities and impacts	October 2022
Cabinet Members	Discussion of budget saving options and opportunities and impacts	October 2022

694. 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 7 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: increased car parking charges deter car park usage, either resulting in	Operational	The increased income would not be secured. Reputational risk if people claim that higher	Medium	Despite the proposed fee increases, our car parking charges remain low particularly given increased fuel costs that disincentivise travelling further afield for free parking elsewhere.

increased on-street parking elsewhere or by turning people aware from our main towns.		parking charges harm town centre vitality.		Permits are available to reduce costs for shop workers and similar low paid workers who need to travel into towns frequently.
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695. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Fee increases will not significantly affect car park usage	Fees are low	Mark Hand

696. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Car parking fee income reached	(1,504,580)	(1,504,580)	(1,504,580)	(1,504,580)
	Revised civil enforcement income reached	(149,600)	(149,600)	(149,600)	(149,600)
	Permit income reached	(116,955)	(116,955)	(116,955)	(116,955)

697. Additional considerations:

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

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Planning Policy and Building Control Budgets	Senior Responsible Officer:	Mark Hand
Your Ref No:	C&P34 + 35	Operational Lead Officer:	Craig O'Connor
Version No:	1	Directorate:	Communities and Place
Date:	24/11/2022	Section:	Planning and Building Control

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.

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

Planning Policy

To reduce revenue budget for the service area by reducing the professional and specialist fees budget by £55,000 and removing the photocopying and postage budget for £1,500. There is currently £400k being held within reserves given unforeseen delays in the delivery of the Replacement Local Development Plan (RLDP) due to pandemic and WG objection letter.

Building Control

To reduce revenue budget for the service by 10% £2,500.

699. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Planning Policy

The budget has been reviewed based on the previous LDP and work to date and it is concluded that the budget can be reduced without impacting on project delivery. There is currently £400k currently being held within reserves given unforeseen delays in the delivery of the Replacement Local Development Plan (RLDP) due to pandemic and WG objection letter and therefore a reduction in the budget would not have an impact on service delivery. The team can conduct some of the research work 'in house' therefore not requiring appointment of external consultants.

Building Control

The reduction in the budget would not have a significant impact on this service area and the reduction can be mitigated by a small increase in market share and increase in applications.

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

Identified Service Area	Current Budget £'000	Proposed Cash Increase £'000	Proposed Cash Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Planning Policy	603		(56.5)	(56.5)	0	0	0	(56.5)
Building Control	25		(2.5)	(2.5)	0	0	0	(2.5)
Total	628		(59)	(59)	0	0	0	(59)

701. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	
Total increase or decrease in the number of posts from this proposal	

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

702. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Planning Policy

The budget has been reviewed based on the previous LDP and work to date and it is concluded that the budget can be reduced without impacting on project delivery. There is currently £400k currently being held within reserves given unforeseen delays in the delivery of the Replacement Local Development Plan (RLDP) due to pandemic and WG objection letter and therefore a reduction in the budget would not have an impact on service delivery. The team are also able to conduct some of the research work 'in house' therefore not requiring external consultants to be appointed.

Building Control

The reduction in the budget would not have a significant impact on this service area and the reduction can be mitigated by a small increase in market share and increase in applications.

703. 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		

704. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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 & Community plan?	Yes	Policy does not negatively impact council ability to respond to needs of residents
Has an initial Integrated Impact Assessment being undertaken?	No	The impact is internal budget realignment with no external impact
Will an option appraisal be required?	No	As above
Will this proposal require any amendments to MCC policy?	No	As above

705. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

The reduction in both the planning policy and building control budgets does not impact residents or services. With the planning policy the decision is based on the cumulation of the reserve funding. Within Building Control there will be an attempt to increase of the market share of Building Control work to mitigate the reduction in the budget as well as reducing spend on supplies and services. These proposals will not have an impact on service delivery.

706. Options Appraisal -

Option	Benefit	Risk	Comment
Do Nothing	Maintain service as is	None	No saving
Reduce the Planning Policy budget	Makes a budget saving	Potentially reduces the budget moved into the LDP reserve each year if more core budget is spent. If additional expertise is required within the	The risk of requiring external expertise above and beyond the reserve funds amount is limited and therefore the saving proposed is available.

		specialised topics there may be limited opportunity to appoint.	
Reduce the Building Control budget	As above	There is a shortfall in the supplies and services budget resulting in an overspend.	The risk is considered to be minimal. Efforts will be made to increase the Local Authority Building Control market share of work to mitigate this.

707. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is affected?	Is this impact positive or negative?
n/a		

708. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Options as per section 9 above.

709.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		

710. 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)
Planning's Management Team	Discussion of budget saving options and opportunities and impacts	September 2022
Service Area DMT	Discussion of budget saving options and opportunities and impacts	September 2022

Communities and Place Directorate DMT	Discussion of budget saving options and opportunities and impacts	October 2022
Cabinet Members	Discussion of budget saving options and opportunities and impacts	October 2022

711. 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 7 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: additional evidence required to support RLDP	Operational	While the evidence base needed is understood, national policy changes or other circumstances might require additional evidence that is not currently foreseen	Medium	Carefully manage the budget, undertake work in-house as far as possible.
Risk: overspend against Building Control supplies and services budget	Operational	Budget is low so there is little room for manoeuvre	Low	Seek to increase market share and therefore income to offset this risk.

712. Assumptions

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

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

713. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget target met in Planning Policy		£564,409	£564,409	£564,409	£564,409
Budget Income met in Building Control		£22,926	£22,926	£22,926	£22,926

714. Additional considerations:

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

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

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Implementation of measures to reduce energy consumption across the Council's estate	Senior Responsible Officer:	Debra Hill-Howells
Your Ref No:	DeCarb1+2	Operational Lead Officer:	Ian Hoccom
Version No:		Directorate:	Communities & Place/Resources
Date:	18 th November 2022	Section:	Decarbonisation, Transport & Support 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.

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

Budget Savings - Energy Reduction - £772,000

Reducing energy consumption across the Council's estate is a priority to enable us to reduce the financial consequences of escalating fuel costs and to support the Council's transition to 2030 net zero. Whilst energy bills and infrastructure are managed corporately, the day-to-day management of buildings and their energy usage is devolved to services. This mandate proposes that we adopt a Council wide energy policy that sets the parameters for heating temperatures, the use and control of BMS systems and the management of plant and equipment. The policy will also support and encourage behavioural changes on heating periods, standard settings for heating and electrical equipment and opportunities to reduce consumption by changing operating practices, e.g., the use of swimming pool covers or reducing the heating temperature in buildings when the activities being undertaken are active rather than dormitory for instance cleaning.

The following actions are proposed to deliver energy anticipated energy savings of £572k

- **Energy awareness campaign (£149,000)**– It is proposed that we develop a campaign to promote behavioural change which will include the following:
 - Identification of site contacts & energy champions
 - Provide all building managers with access to the corporate energy system
 - Provision of sector specific guidance, tools, and reporting.
 - Ongoing site awareness campaigns e.g., weekly tips
 - Site specific training
 - Reporting tool for colleagues to report energy issues

- **Corporate Energy Policy (£143,000)** – Adopt standard temperatures and control settings. In addition, ban the use of portable heating devices, revert to pre-covid ventilation guidance, review heating temperatures and periods based on site usage. Ensure that Property Services are able to manage BEMS systems to ensure that timers and switching off equipment is implemented. For this policy to realise the anticipated savings building managers, facilities managers, head teachers, leisure centre managers and

caretakers will all need to implement the policy and prevent temperatures etc being overridden at a local level.

- **Recommissioning of Lighting Controls (£73k)** – Review of existing lighting controls throughout the estate to ensure that all lights have controls, reduction in time delays on occupancy settings, review time settings and requirements for external and out of hours lighting. There will be capital and revenue expenditure required to fund additional controls and the initial investigations and walk rounds.
- **Re-fit Phase 2 (£50k)** – Initial surveys have identified a series of LED lighting schemes and PV installations for Phase 2, and low carbon heat opportunities for subsequent phases. A separate report for funding will be presented to Council early in 2023. It is proposed that there will be a blend of Salix and MCC capital funding for enabling works and contingencies, especially for heating and building fabric related measures with paybacks in excess of the Salix 8-year payback period.
- **Recommissioning of Variable Speed Drive (VSD) controls (£61k)** – Review of VSD settings on fans and pumps. Install VSD's where not already installed on pumps and fans. Funding will be required to undertake the surveys and adjust controls and additional investment will be required for new installations.
- **Installation of pool covers and adjustment of Heating Ventilation and Air Conditioning (HVAC) controls (£56k)** – Installation of pool covers which must be used every evening to generate anticipated savings. Heating and ventilation controls to be adjusted to maintain humidity levels between 65 – 70%. Settings to be managed by Property Services and not to be overridden locally. Capital expenditure will be required for the supply and installation of covers.
- **Reduce the heating season (£29,500)** – Currently the Council heats buildings from the beginning of October to the end of March, it is proposed that heating commences either late October or November and concludes in March. It is estimated that this will save between 2 and 3% of the Council's heating bills.
- **Reduced days buildings are open (£9k)** – The proposed saving relates to closing County Hall only for 1 day a week. The savings relate to utility costs only, but other savings will be achieved through the reduction in manpower requirements. It may be possible to generate additional savings by reducing the baseloads and out of hours use. As a benchmark if an office building is closed for a day you would expect to realise up to 12% savings and 2.3% for leisure centres. As a comparison this would realise savings of circa £9,500 for a leisure centre.
- **Reducing building opening hours (£2,300)** – The proposed savings relate to County Hall only and the savings have been calculated by changing the opening hours to either 08:00 – 18:00 or 08:30 to 18:30, thereby saving 1 hour a day. If other buildings were to reduce their opening or fully heated hours by an hour a day the following savings could be achieved – offices 2.6 – 2.9%; schools 3.2% and leisure centres 0.9%. If a secondary school were to reduce their heated hours, they would expect to save circa £13k.
- **Additional Solar Farm Income (£150k)** -. The Council auctions its solar farm energy and associated Renewable Obligation Certificates (ROC) on an annual basis with the next auction due early in the new year. The revenue generated from the Power Purchase Agreement and increased generation capability as a result of recently completed maintenance works is expected to realise additional income of £150k. As the figure is predicated on forecast energy values and anticipated energy generation, there remains a degree of uncertainty relating to this proposal.
- **Installation of additional PV car ports and retro fit installations to generate renewable energy (£50k) Achievable in 24/25** – It is proposed that as part of our Re:fit phase 2 and decarbonisation programme of works we will implement additional solar PV installations and solar car ports, including one at County Hall. We will also investigate the viability of solar car ports at our leisure centre and school sites where there is a consistent energy demand on-site.

All of the above have been estimated using guidance produced by the Carbon Trust or initial high-level feasibilities and will rely on a collaborative approach between Property Services, building managers and energy officers.

Budget Pressures – Energy Increases - £4,531,429

Current forecasts suggest that the cost of energy for the financial year 23-24 will increase to £7,472,249 creating a net budget pressure of £4,531,429 as detailed below: -

Account	Budget 22-23	Forecast 23-24	Pressure 23-24
B040 Heating Oil.	11,649	2,721	-8,928
B042 Electricity.	1,779,933	4,184,918	2,404,985
B043 Gas.	726,416	2,748,039	2,021,622
B044 Liquid Gas.	29,902	53,969	24,067
B045 Water Services-Metered.	392,919	482,602	89,683
TOTAL	2,940,819	7,472,248	4,531,429

The cost forecast for 23-24 is not yet certain as the CCS will continue to forward buy energy for the remainder of the current financial year.

In addition to realise the forecast energy savings the following capital expenditure will be required:

Item	Estimated Cap Ex 23-24	Comments
Pool Covers	£120,000	Assumed will be funded through Capital programme, if funded through Salix savings will reduce as we will need to repay borrowing.
Recommissioning of HVAC, lighting, VSD controls	£75,000	Assumed will be funded via Landlord Services planned maintenance programme. Once works have been undertaken, should be added to cyclical maintenance programme
Energy policy and behaviour change programme	£25,000	Revenue funding will be required to implement this programme. Initial dashboard, materials, and ongoing delivery
Re-fit Phase 2 & renewables	£810,000	Combination of Salix funding and capital programme

Please note that the above savings assume that with the exception of the Re:fit scheme all other works will be funded through MCC capital programme. If Salix funding is required, the proposed savings will be reduced to cover the debt repayment costs.

The savings proposed are predicated on current energy tariffs, savings will reduce if energy tariffs are reduced in future years.

716. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure, or investment. Append any further information, as necessary.

Indicative savings have been generated from the following:

- Existing consumption & energy bills
- Energy generation data from existing renewables
- Forecast energy costs for 23-24 based on CCS predictions
- Analysis of bills per site and sector
- Carbon Trust
- Assumed 5% energy saving across consumption expenditure resulting from energy awareness campaign
- Assumed 8% savings per 1C reduction in temperature settings (Carbon Trust)
- Savings of 5% on lighting control changes (as assumed most sites already have some form of control)
- Re:fit phase 2 savings identified from initial high-level SSE surveys
- VSD savings assumed to be 12% electricity at Leisure Centres and 2% for all other buildings
- Pool cover saving assumed to be 20% of pool energy use (pool energy use 65% of leisure centre energy consumption)
- Review of energy use at County Hall, broken down into daily consumption and base load demand.
- PPA current and anticipated values
- Predicted ROC values for 23-24

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Reduction in energy consumption	2,941		(572)	(572)				(572)
Increase in energy bills		4,531		4,531				4,531
Generation of additional renewable energy			(50)		(50)			(50)
Increased Solar Farm Income	(737)		(150)	(150)				(150)
Total	2,204	4,531	(772)	3,809	(50)			3,759

718. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

719. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Budget Saving – The proposals will have an impact on service delivery if opening hours are changed thereby reducing access to buildings for community members and colleagues. Providing central controls and an energy policy that seeks to reduce heating temperatures and times may impact on vulnerable staff members or those with a medical condition. Changes to plant and equipment will not impact on those delivering or accessing services. The proposal to revert to pre-covid ventilation measures, i.e., not having all the doors and windows open throughout the winter months may result in increased covid transmission should someone who is positive be present in a building.

Budget Pressure - The costs of energy have significantly increased in the last 12 months and the rises are expected to continue for the next few years. At present there is no evidence that the Council will receive any assistance with its energy bills from either UK or Welsh Governments. If the additional energy costs are not funded it would have a significant impact on all services, resulting in schools, leisure centres, care homes etc being forced to close or reduce their operating hours. The proposed saving budget proposes mitigation measures to reduce the impact of the rising costs, however the escalation in costs far exceeds the mitigation measures that can be implemented.

The budget pressures for each Directorate are illustrated in the following table:

Commodity	C&P	CEO	MCCSCH	MONLIFE	RES	SCH	Total Pressure 23-24
B040 Heating Oil.	0	0	-428	-8,500	0	0	-8,928
B042 Electricity.	594,480	22,952	980,346	475,055	272,345	59,806	2,404,985
B043 Gas.	20,765	36,606	1,016,401	621,686	210,167	115,997	2,021,622
B044 Liquid Gas.	9,879	963	806	12,419	0	0	24,067
B045 Water Services-Metered.	4,487	1,928	42,248	9,289	32,155	-424	89,683
Total	629,611	62,449	2,039,373	1,109,949	514,668	175,379	4,531,429

720. 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)
Salix Interest Free Loan Funding	Welsh Government	Application will be required

721. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	Reducing energy consumption and reducing the Council carbon footprint.
Has an initial Integrated Impact Assessment been undertaken?	Y	Please see Section 8.
Will an option appraisal be required?	Y	Please see section 9.
Will this proposal require any amendments to MCC policy?	Y	Will require a new energy policy to be drafted and approved

722. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

The proposal has significant benefits related to reducing energy consumption which in turn reduces the Councils carbon footprint and the demand on grid energy supplies. The proposal also recommends additional investment in Re:fit to enable the construction of additional solar car parks, generation of renewable technologies and the implementation and retro fitting of technologies to reduce energy demand.

Implementing these proposals will require both capital and revenue investment. Where loan funding is required, the proposed savings will be reduced as the borrowing costs have not been factored in except for Re:fit phase 2. The proposals to reduce heating temperatures and periods may have a negative impact on those with medical conditions or vulnerable to reduced temperatures. In addition, the proposal to reduce opening hours may impact on the availability of services to the community. It is proposed any changes of this nature are made in conjunction with the Service and based on data which considers service demand.

723. Options Appraisal -

Option	Benefit	Risk	Comment
Undertake measures designed to support behavioural change only to mitigate the capital expenditure required to implement the other measures and avoid any changes to operating hours.	<ul style="list-style-type: none"> o Minimal capital costs o Behaviour change will reduce energy consumption and the Councils carbon footprint with limited financial exposure o No reduction to service provision through reduced building opening hours o Heating temperatures and periods will stay as existing 	<ul style="list-style-type: none"> o Behavioural change will not deliver sufficient and sustained savings to mitigate increased costs. o Opportunity cost of recovering savings in high consumption buildings such as leisure centres through changes to plant and equipment. o Renewable energy generation opportunities are lost 	It is not recommended that this option is adopted as the savings from behavioural change (circa £150k) are not sufficient to offset rising energy costs. Capital costs required to implement energy saving and generation proposals can be funded via Salix and invest to save funding, however we will need to ensure that the savings proposed are net of any borrowing costs.
Implement Re:fit 2, but do not implement any behavioural change actions and allow site managers to determine energy use at a local level	<ul style="list-style-type: none"> o The proposed savings via Re:fit are the result of a series of surveys by SSE and there is a high level of certainty that they can be delivered within agreed timescales and realise the anticipated net savings. o Renewable energy generation reduces the demand for grid consumption o The solar car ports can be used to charge EVCI 	<ul style="list-style-type: none"> o Reducing energy consumption is dependent on achieving behavioural change, if managers are able to act independently at a local level there is no guarantee that energy consumption will reduce. o There is an inconsistent approach to the management of energy at a local level. o The Council will be unable to realise the required savings without a consistent approach being adopted by all site managers. 	<p>The adoption of an energy policy to apply a corporate approach to the management of plant and equipment and heating controls will ensure consistency and enforce the adoption of behavioural change.</p> <p>Those sites that have not traditionally managed energy effectively will see the greatest benefit as will those with the highest consumption demands.</p>

		<ul style="list-style-type: none"> Site managers lack the data, technical expertise, and support to implement the necessary changes. 	
Implement all measures as proposed.	<ul style="list-style-type: none"> Reduction in energy consumption through behavioural change Generation of renewable energy to mitigate grid demand Consistent approach to temperatures, heating periods and the management of plant and equipment Reduction in carbon footprint Ability to access Salix funding to implement Re:fit proposals 	<ul style="list-style-type: none"> Reduced opening hours will reduce service provision Loss of local autonomy to make decisions on temperature and heating periods Potential to increase covid transmission through reduced ventilation. Service users and colleagues may find the heating temperature too low which will particularly impact on those with disabilities 	Given the significant increase in energy costs it is recommended that this option is adopted as it considers a broad range of measures. Behavioural change will support long term changes that will be necessary to enable the council to deliver its net zero targets. The energy service will work with building managers to support them with the implementation of local measures and provide them with access to their energy data.

724. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is affected?	Is this impact positive or negative?
Adoption of Energy Policy & behavioural change	All building occupiers and managers	Positive – reduction in costs Negative – lower temperatures, heating periods and the use of portable heating devices
Reduced opening hours	Service providers and users	Positive – reduces consumption Negative – reduced service availability
Increased energy bills	All building managers	Negative – increased costs will impact on revenue budgets and service delivery.

725. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Increased energy costs are outside of the Authorities control; however, we can mitigate the impact by reducing consumption and the generation of or own energy through renewable technologies. We procure energy from Crown Commercial Services who buy energy up to 12 months in advance. This has helped us in the current financial year as the increase in costs has been mitigated, however the costs will increase significantly in the next financial year as energy is being purchased at significantly higher rates due to the Ukrainian war. The increased value of the energy generated by the Councils solar farm will mitigate the increased energy consumption costs by circa £150k.

By implementing an energy policy and encouraging behavioural change we are anticipating a reduction in demand equating to circa £572k. Whilst we have had a policy of retrofitting PV's for in excess of 10 years, we have identified further opportunities through the Re:fit partnership with SSE. Recently we have installed solar car ports at Chepstow Comprehensive and Innovation House and we intend to implement similar schemes as part of our phase 2 programme, starting at County Hall. Initial estimates suggest that the installation of additional PV panels could generate net savings of £50,000.

726. 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)
Technical expertise to review lighting controls, BMS systems, VSD settings and the delivery of Re:fit phase 2.	External Re:fit partner, Property Services and commissioned external support.	Behavioural change will require an on-going communication strategy and support
Provision of energy data via energy software package and energy dashboards	Third party software support and internal expertise from the Policy team on the creation of dashboards	

727. 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)
All building managers and Landlord Services	Consultation and engagement will need to be undertaken on the proposed Energy Policy	March – April 2023
Building Managers	Implementation of Re:fit Phase 2	On-going

728. 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 7 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
Building Managers fail to implement energy policy	Operational	Local site managers are key to reducing consumption through the adoption of reduced heating temperatures and heating periods.	High	Building managers will be consulted on the draft energy policy and support and guidance will be provided. As a fall-back Landlord Services will be able to manage BMS systems centrally
Behavioural change is not successful and therefore does not deliver expected savings	Operational	Behavioural change is a key component of successfully reducing energy consumption. If building users do not understand or embrace the changes the ability to make the savings will be lost	Medium	An information campaign will be developed to support colleagues and building managers. Support and guidance will be available and building managers will be given access to their energy consumption and billing data.
Services are unwilling or unable to reduce operating hours	Operational	The current savings consider the closure of County Hall one day a week and reduced opening hours. There is the potential to increase the savings by targeting high consumption buildings such as leisure	Medium	Evaluate the trial at County Hall and identify opportunities to reduce the base loading to realise additional savings. Work with service managers to identify the possibility to reduce opening hours and the resultant savings. This should be based on evidenced user demand where available.

		centres, but this will negatively impact service users' access.		
Predicted energy costs increase for 23-24.	Strategic	CCS are still in the process of buying energy for the forthcoming financial year. As energy demand and costs continues to be influence by the war in Ukraine, predicted prices are not guaranteed and could increase.	High	<p>The Energy Manager continues to work with the CCS to predict energy costs for 23-24 based on predicted consumption.</p> <p>We will identify opportunities to generate and consume our own energy undertake an auction for the sale of our solar farm energy early in the calendar year.</p> <p>We will work with technical experts to identify sleeving opportunities to maximise the consumption of the energy that we are producing.</p>

729. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Predicted energy costs for 23-24	Forecasts have been made based on information from our procurement partners Crown Commercial Services	CCS
Behavioural Change realises the predicted savings	Predicted savings are based on research and publications from the Carbon Trust	
Funding streams are available to implement the proposed actions to realise revenue savings	The energy savings can only be realised with initial revenue and capital investment	Cabinet and Full Council
Energy costs will not reduce	The predicted savings have been calculated using the forecast energy costs for the financial year 23-24, should energy costs reduce so will the anticipated savings.	
That the PPA and ROC income from the Councils solar farm will realise £150k of additional income	The value of energy is changing on a monthly basis and whilst energy costs have started to fall, it is anticipated that these will rise again during the Winter period. The additional income however will only be available whilst energy costs remain high and therefore if energy values decrease so will our surplus income	

730. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Predicted energy savings are realised	£572k			
Budget	Capital and revenue budgets are made available to enable the measures to be implemented and savings made				
Energy Policy is implemented	Energy Policy is drafted and agreed by SLT				
Budget	Solar Farm income meets target.	£150k			

731. Additional considerations:

Question	Y/N	Comments/Impact
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Will this proposal require procurement of goods, services, or works?	Y	External technical expertise will be required to implement proposed measures
Will this proposal impact on the authorities-built assets?	Y	Changes will be required to the management of plant and equipment and heating controls.
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	Y	The provision of energy dashboards to all sites

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Home to School Transport Savings – Commissioning Team	Senior Responsible Officer:	Debra Hill-Howells
Your Ref No:	PTU1-3 & 7	Operational Lead Officer:	Becky Pritchard
Version No:	1.1	Directorate:	Communities & Place
Date:	02.11.22	Section:	Decarbonisation, Transport & Support 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.

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

The Commissioning Team are responsible for the procurement and management of all home to school transport contracts. In the current financial year, the Commissioning Team are responsible for transporting 2,858 learners via 231 contracts travelling to 65 learning establishments. The daily cost for providing home to school transport is £36,956 which equates to £12.93 per learner and a weekly cost of £184,795 or £64.65 per learner. These costs do include travel for ALN placements which tend to incur higher fees due to the distance to the learning establishment and the provision of passenger assistants to support the learners. For those learners who are eligible to statutory home to school transport there is no charge for this service, we do however make vacant seats available for Post 16 and concessionary travel learners. The seats are currently charged out at £440 for the academic year which equates to £11.28 a week.

The cost of procuring transport is escalating year on year as operators have increased operating costs and farebox income continues to be lower than pre-pandemic levels, hence the school contracts costs have increased due to their reduced ability to spread the operating costs over their various workstreams. The team therefore have limited ability to make savings and indeed have identified a budget pressure to offset rising contract costs, they have however reviewed existing arrangements and identified the following saving opportunities:

23/24

- **Create additional available walking routes to remove travel for those who do not meet the distance eligibility criteria.** - The Home to School Transport policy sets out eligibility distance criteria of 1.5 miles for primary learners and 2 miles for secondary. Any learners who live closer to their nearest suitable school are required to make their

own travel arrangements, unless they do not have access to an available walking route. The service is currently transporting 52 learners who do not meet the distance eligibility criteria, but do not have an available walking route. It is proposed that the Highways and Active Travel teams prioritise works to enable the 52 learners to walk to school and therefore negate the need for transport. It is recognised that responsibility for these works' rests outside the Commissioning Team and it may not be possible for all routes to be amended, subject to priorities and costs. This proposal would result in financial savings estimated at £70k and support WG's and MCC's transport hierarchy with walking and cycling being the preferred option.

- **Increase the cost of concessionary travel seats to £550 for Monmouthshire residents and £650 for non-Monmouthshire residents** – The current cost of concessionary travel for those not entitled to statutory transport is £440 for the academic year. This has not been increased for 3 years despite the cost to the authority increasing during that period. It is therefore proposed that the cost of an annual pass will increase to £550 for Monmouthshire residents which is comparable to the student season ticket pass on public transport which costs £558. We also receive requests for concessionary travel from learners who do not live in Monmouthshire but have chosen to attend one of our schools. As the cost of home to school transport is subsidised by the Council and ultimately our residents, it is proposed that we introduce a higher fee of £650 for those wishing to use our transport. There will be no obligation for learners to use our transport and they will have the same ability to pay via instalments.
- **Terminate existing software system licences and seek a cheaper solution** – The Commissioning Team has been using a software package to manage all of its passenger and operator data and the contract is due to expire at the end of the current financial year. The team wish to revert to the previous software system, CTX, which is used by neighbouring authorities and offers the functionality required at a lower annual cost than the existing supplier. The team have therefore served notice to terminate the existing contract and will transfer to the new supplier by the end of the financial year. There may be a requirement to acquire a stand-alone route optimisation software to run alongside their chosen provider, however the change in providers should yield savings of £30,000.

24/25

- **Revert MCC's distance eligibility for home to school transport to statutory distances** – The Learning Travel (Wales) Measure sets out the statutory requirements for Local Authorities to provide home to school transport. The minimum distance criteria in this legislation is 2 miles for primary aged learners and 3 miles for secondary learners. For learners who do not meet this criteria it is the responsibility of their parents or guardians to arrange travel. MCC recently agreed its transport policy for the academic year 23/24 and agreed to continue to provide transport for primary learners who live more than 1.5 miles and for secondary learners who live more than 2 miles from their nearest suitable school. We are proposing that for the academic year 24/25 school distance eligibility should revert to statutory levels. If this were to be adopted, based on the current academic year, 127 learners would no longer be entitled to free transport. This would have a potential saving of £102k which has been calculated on the resulting reduction in vehicle sizes and or the removal of contracts. As the number of learners we transport changes on an annual basis as new learners start their education and others finish key stage 4, this figure will be subject to on-going variation. Any amendment to the eligibility criteria will be subject to public consultation which will need to have been completed and the Transport Policy agreed and published by 1st October 2023.
- **Create additional available walking routes to remove travel for those who do not meet the distance eligibility criteria** – Should the distance criteria be amended as proposed, there will be a further 193 learners who will be transported who do not meet the distance eligibility criteria, but do not have an existing available walking route. If an available walking route was put in place this could result in a further saving of £110k based on the current data. As above the ability to undertake any infrastructure improvements lies with the Highways and Active Travel teams and they would need to determine if available walking routes could be installed. Such improvements would benefit the wider community as well as support learners to undertake active travel.

733. **Supporting Data and Evidence:** Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

The data used to support these proposals is as follows:

- Passenger data for home to school transport for the academic year 22/23
- Operator contract and tender data for the academic year 22/23. There has been an increase of £204k for external operator costs since September 2022. Most contracts will be re-tendered prior to the commencement of the 23-24 academic year which is expected to increase costs further.
- Walking route assessments
- Legal advice on the ability to implement a two-tier charge for out of county passengers
- Learner Travel (Wales) Measure 2008
- Season ticket costs for comparable travel on public service vehicles [Student tickets for Blaenau and Abergavenny | Stagecoach \(stagecoachbus.com\)](#)
- Current cost of software package versus proposed
- Transport Policy 23-24

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Provision of available walking routes	4,544		(180)	(70)	(110)			(180)
Reversion to statutory distances			(102)		(102)			(102)
Increase cost of concessionary travel passes			(18)	(18)				(18)
Reduction in software costs			(30)	(30)				(30)
Total	4,544		(330)	(118)	(212)			(330)

735. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	N/A
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	

Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

736. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

The Council already provides a home to school transport service which exceeds the statutory requirements. If the proposals are adopted the Council will continue to meet the minimum statutory requirements, albeit it will be a lower level of provision than existing.

The proposal to provide increased available walking routes will result in an improvement to the pedestrian infrastructure for the wider community, improve the opportunity for active travel, reduce transport and therefore carbon emissions, however it will mean that those that currently access free transport will lose this provision and will instead be required to walk or cycle to school.

There is no legal obligation on the Local Authority to provide concessionary travel for those who do not meet the eligibility criteria. We will however continue to make vacant seats available at a fee to offset the cost of the statutory transport. There is a high level of subsidy provided by the Council and it is proposed that the fee is now increased in line with the cost of a season ticket on public transport. This will still result in a significant subsidy for those traveling on the transport albeit that we are proposing a two-tier approach so that Monmouthshire residents pay a lower fee than non-residents. The allocation of vacant seats will be as present in that seats are offered to MCC residents first and only offered more widely if vacancies remain.

737. 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)
Active Travel Grant	Welsh Government	Will need a new application

738. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	The provision of additional available walking routes will support the Councils ambitions to improve walking and cycling opportunities
Has an initial Integrated Impact Assessment being undertaken?	Y	
Will an option appraisal be required?		
Will this proposal require any amendments to MCC policy?	Y	The proposed changes to the distance eligibility criteria will require an amended Home to School Transport Policy which will be subject to consultation and if agreed implemented in 24-25

739. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

The form has highlighted the complexities of the provision of home to school transport including its substantial impact on resources, its impact on climate change and the need to continually evaluate the provision to respond to a changing social, economic and environmental back drop. The proposals will result in a perceived disadvantage to parents who should the distance eligibility criteria be implemented will become responsible for organizing the travel arrangements of their children. This will however provide the opportunity to encourage learners to engage in walking and cycling which will provide associated health benefits as well as support the reduction in the Counties carbon footprint. Walking will be dependent on the availability of available walking routes and the provision of these routes will be a key requirement on the wider Council to fund and deliver pedestrian infrastructure improvements. A wider review will be undertaken to establish the opportunities to change service bus routes to make them more available for learners, however the public bus sector is currently fragile as the passenger numbers have not returned to pre-covid levels and grant funding streams to support the sector fall away in March 23. We would argue however that the ability to increase passenger numbers by adjusting timetables to allow school learners to travel to and from school will increase the viability of these services.

Increasing the cost of concessionary travel for passengers who are not eligible for free transport will place an additional financial burden on those households, however the cost of the passes has not increased since 2017 during which time the costs to the Council have increased substantially. Payment plans are available to spread the cost of the passes over the academic year, charges are in line with public bus season tickets and travel will still be subsidised.

740. Options Appraisal -

Option	Benefit	Risk	Comment
Leave the distance eligibility criteria as existing but undertake improvements pedestrian infrastructure to enable those who do not meet the eligibility criteria to walk to school.	Learners will continue to enjoy an enhanced home to school transport service which provides travel in excess of the statutory requirements, which helps reduce car vehicular movements outside schools. Improved pedestrian infrastructure which will benefit learners and the wider community	The home to school service costs continue to increase year on year as operator costs increase and more learners are being transported. We are unable to reduce the number of learners being transported as funding is not available to implement available walking routes or they are not technically possible to deliver	If we continue to provide an enhanced service provision annual revenue pressures will continue to increase, and we will diminish the opportunities to reduce the Counties carbon footprint. Increasing the provision of available walking routes will reduce the need to transport up to 52 learners (22/23 passenger data) from distances as low as 0.4 miles from their school.
Revert the eligibility distance criteria to statutory levels and undertake improvements to the pedestrian infrastructure to enable those who do not meet the eligibility criteria to walk to school	Improved pedestrian infrastructure which will benefit learners and the wider community. Reduce the financial cost to the authority Reduce the number of vehicles and the associated carbon footprint	An additional 127 learners (22-23 data) will be required to make their own travel arrangements. Whilst we will be encouraging learners to walk using available walking routes, parents may choose to transport them by car instead.	The numbers of learners being transported has continued to increase from 2,667 in 2020 to 2,858 in 2022. This combined with increasing costs of provision is resulting in annual revenue pressures. Given the financial constraints by all of the public sector, it is appropriate to consider changing the distance eligibility in line with statutory requirements. Alongside this we propose to work with colleagues to make walking routes available where they do not currently exist and to review the opportunities to improve public bus provision and provide more choices for

			learners to travel to and from school.
Do not increase the cost of concessionary travel and retain the current standard charge regardless of where you live	<p>Given the cost of living crisis, retaining the current charge supports households to plan their budgets and reduces their financial burden as the Council is subsidising the increasing cost of provision.</p> <p>As Monmouthshire is subsidising the service, a two-tier charging approach would increase the cost to non MCC residents and therefore the level of support that a non-Monmouthshire resident can access.</p>	The cost of providing home to school transport is increasing on an annual basis and if these costs are not passed on to service users it must be found by the wider Council decreasing the opportunities to spend this revenue funding on other services.	The cost of a concessionary travel pass has not increased for 5 years. During the same period the increased cost of fuel, wages and a reduction in fare paying passengers has increased the contract prices paid by MCC for home to school contracts. The cost of providing travel for those learners that are not eligible for free transport should now increase to help reduce revenue costs of the service. The proposed charge for an MCC resident is comparable to a season ticket on public transport and parents can pay for the seat via instalments.

741. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is affected?	Is this impact positive or negative?
There will be a requirement to create improvements to pedestrian infrastructure to provide available walking routes	Highways and Active Travel teams	Negative – they will need to identify additional financial resources to undertake the works and team capacity to design and manage the works
Undertake a review of existing public bus routes to identify opportunities to realign routes to enable learners to travel to and from school	Public Transport Projects Team	Positive – If we can realign bus services to increase patronage

742. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Home to school contracts will be re-tendered at the end of the current academic year, however recent experience is that costs will increase rather than reduce. The Council is able to provide home to school transport using its own fleet and drivers which enables the Council to meet its statutory obligations.

One public bus route is currently being reviewed to ascertain if timetable changes could remove a home to school contract, if this proves successful further opportunities will be explored.

743.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)
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Additional funding and professional capacity will be required in the Highways teams to develop and implement available walking routes	Funding will be either via WG's active travel grant funding or through the Councils capital programme.	

744. 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)
Public	Should it be agreed to review the distance criteria, the Transport Policy for 24-25 will need to be drafted and public consultation undertaken.	April / May 2023

745. 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 7 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
Available pedestrian routes cannot be provided	Operational	There are no projects or funding streams in place to be able to implement the available walking routes and realise the identified savings	High	Work with the Highways and Active Travel teams to quantify the works and costs involved and identify potential funding opportunities
Reduction in demand for concessionary seats which reduces income	Operational	As the cost of provision has not been increased for 5 years and there is a cost of living crisis, families may choose to transport their children rather than pay the additional cost	Low	Make parents aware of the change to the charge for academic year 23-24 so that they can plan. Make them aware of the ability to pay via instalments

746. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Home to school statutory distances will remain as existing	WG undertook consultation in 2020 and have indicated that they will undertake further consultation over the short to medium term. The details of their proposed changes are not yet available	Welsh Government
All learners on transport that do not meet the eligibility criteria could have an available walking route put in place to remove the need for transport	Transport is being provided for distances as short as 0.4 miles due to the lack of a pavement or street lighting. It is assumed that infrastructure shortfalls could be put in place to enable learners to walk to school.	Highways and active travel teams

747. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Increase in concessionary travel income	18,000			
Process	Implement available walking routes to reduce transport to non-eligible passengers	70,000	110,000		
Process	Change the eligibility distance criteria to statutory levels		102,000		

748. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	Works to improve pedestrian infrastructure
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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Schools & Community Transport Savings Proposals	Senior Responsible Officer:	Debra Hill-Howells
Your Ref No:	PTU4-6	Operational Lead Officer:	Gareth Emery
Version No:	1	Directorate:	Communities & Place
Date:	23rd November 2022	Section:	Decarbonisation, Transport & Support 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.

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

The Schools & Community Transport team are responsible for providing home to school transport, Grass routes community transport and scheduled bus services. Following a review of their current service provision and operating models the following savings are proposed:

- **Changing the licensing arrangements (£17k)**– As with any transport operator the service needs to be licenced by the Traffic Commissioner to enable us to legally provide the service. Currently the service is operated on the basis of S19 and S22 permits. These permits are only available to the providers of non-profit making operators and prevent the Service from undertaking any commercial private hire. We have now applied to the Traffic Commissioner for an Operators licence which will enable the service to undertake private hire work in the school holidays thereby maximising the income from the Councils assets. We have been made aware of the restrictions on Local Authorities being able to operate scheduled bus services via an Operators Licence, however following legal advice and discussions with the Traffic Commissioner we have requested a S71 exemption which will allow us to operate up to 10 public service vehicles. As part of the application we have advised the Traffic Commissioner of our intention to reduce the servicing on our coaches from every 28 days to every 6 weeks. If this is approved by the Traffic Commissioner this will create savings of 17k per annum. If the Operators licence is granted, we will be able to generate additional revenue through private hire arrangements and we anticipate that this will be in the region of £30k. This has not been factored into the current savings proposals as we are still awaiting the outcome of our application.
- **Grass Routes Option A: Introduce an annual subscription (£15k)** – The current operating model requires a one-off payment of £5 for anyone wishing to access the Grass Routes service. As a result, there are over 4,000 registered users, however a review of the data between April 22 and the date of this mandate indicate that we have only 256 active members. During the period April to October 2022 there were 6,031 passenger journeys on the service and of those 5,831 used a bus pass with only 20 fare paying journeys. From a review of the journeys it is apparent that some users are accessing this service despite the availability of scheduled bus services to provide the same journey. We are proposing that the service operating model is amended so that we will only operate Grass Routes services if:
 - There is no public bus service available to the member – some members are using the Grass routes service despite a public bus service being available to them. This may be due to convenience as the Grass routes service operates at the times requested by the member and will pick them up at or close to their home and take them to their preferred location. If we cease to provide a Grass routes service on scheduled bus routes this should assist in making the public service more financially viable as it will increase revenue and reduce our carbon footprint where we are duplicating existing services. We acknowledge that this may create a level of inconvenience to existing users as they may need to adjust their travel plans to access scheduled bus services.
 - We will continue to provide a Grass Routes service for those passengers who have a disability or medical condition that prevents them being able to access a public bus vehicle. We do have members that have impairments that make normal transport difficult to access, we do not wish to disadvantage these members and will continue to provide them with a door to door service.
 - Anyone wishing to use the Grass Routes service will be required to pay an annual subscription cost. We are proposing a fee of £30 for 23-24. Once the subscription has been paid, they will be able to book the service in the normal way as long as their journey is not accessible via a public bus service. The £15k saving has been calculated on the basis that 500 members will enrol and pay the £30 fee.
- **Grass routes Option B: cease the service (£151k)** Grass routes is a subsidised non statutory service. The service runs between the hours of 9am and 2pm as the drivers and vehicles providing the service also deliver home to school transport. We operate on average between 7 and 11 Grass Routes vehicles on a daily basis dependent on the journeys that have been requested. Passengers have been accustomed to a door to door service which provides transport at the times requested by the user. When Grass Routes was established, the vision was to provide an accessible service for communities that do not have access to scheduled bus services. Over time the service has broadened its provision in response to member requests and now covers all areas of the County. In addition, MCC provide two New Link services on behalf of Newport City Council which are operated as part of our Grass Routes model.

The net cost to the Council for providing the Grass Routes service in 22-23 is £151k. We receive grant funding, which in the current year is forecast at £130,479k as illustrated in the following table.

BSSG Funding	23,405.00
Concessionary Fares Grant	31,224.00

BES Grant Funding	75,850.00
Total	130,479.00

There is a risk around the level of grant support that will be available from April 23 as the BES grant scheme is due to expire at the end of March 23 and as of yet Welsh Government have yet to confirm what if any replacement grant funding scheme will be available. Fare box and contract income amounts to a further £43,911, therefore in total the service generates external income of £174,391 to support the provision of the service.

Should Members choose to cease the service there will be a negative impact on those users that do not have access to a scheduled bus service or access to their own vehicle, which may lead to increased social isolation and rural poverty. Reducing the availability of public transport will also be contrary to Welsh Governments and the Councils ambitions to support modal shift. It will however result in a financial saving to the Council and may increase patronage on scheduled bus services thereby increasing their viability.

750. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure, or investment. Append any further information as necessary.

- o Patronage information from the Councils Ticketer data.

Month 2022	Fare Paying Passengers	Concessionary Passengers	Total Passengers
April	2	716	718
May	1	888	889
June	1	817	819
July	3	834	837
August	7	850	857
September	2	917	919
October	4	809	813
Totals	20	5,831	5,851

- o Passenger booking information
- o Grass routes journey information
- o Operational costs (Cost Centre budget information)
- o Grant Funding income
- o Contractual and fare box income data
- o PSV legislation and legal advice
- o Traffic Commissioners guidance
- o Fleet inspection and daily defects process.
- o UK Government guidance on Maintaining Roadworthiness – Commercial Goods and Public Service Vehicles
- o Passenger Locations

Location	Members
Abergavenny	1
Caerwent	5
Caldicot	56
Catbrook	1
Chepstow	29
Cross Ash	3
Cwmyoy	1
Devauden	2
Goytre	6
Little Mill	3
Llanbadoc	1
Llandenny	7
Llangovan	1
Llanvapely	1
Llanvetherine	3
Magor	7
Mathern	4
Monmouth	12
Newport	60
Penperlleni	3
Pontypool	1
Portskewett	7
Raglan	7
Rogiet	10
Shirenewton	1
Sudbrook	2
Trellech	3
Undy	10
Usk	9
Whitebrook	1
Total	256

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Reduce Coach inspections from 4 weekly to 6 weekly			(17)	(17)				(17)

Either								
Charge an annual subscription for Grass Routes Members			(15)	TBC				
Or Cease the Grass Routes Service			(151)	TBC				

752. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	8
Total number of posts in budget area affected	
Total increase or decrease in the number of posts from this proposal	0 – would be a reduction in hours

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	0
Voluntary Severance	0
Retirement	0
Redeployment	0
Redundancy	0

753. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Reducing coach inspections from 4 weeks to 6 weekly

The service has maintained a 28-day inspection regime on its coaches and 6 weekly inspections on its minibuses. The coach inspections are undertaken by our external partner and the minibuses are maintained and inspected by our internal Fleet service. As we have now embarked on a fleet replacement strategy which seeks to remove the older vehicles and we have a robust daily defects monitoring system in place, the risks associated with reducing the inspection regime are low. The six weekly regime is compliant with operating legislation and we have been explicit in our proposal to implement a six-weekly regime in our application to the Traffic Commissioners. We await the outcome of this application but have been engaging in discussions with the Traffic Commissioners Office and do not anticipate any concerns regarding this proposal.

Ceasing the Grass Routes Service

The closure of this service would have a direct impact on the availability of public transport, particularly those who live in rural locations. Whilst the service is not statutory, Welsh Governments Llwybr Newydd – The Wales Transport Strategy 2021 sets out a clear priority to support modal shift through the provision of a sustainable and accessible public transport network. The closure of this service would seem to be in direct opposition to this policy ambition and the ambitions articulated in the Councils Corporate and Community Plan.

Introducing a Grass Routes Membership Fee and changing the operating model

The Council currently subsidises the provision of the Grass Routes service and receives Welsh Government Grant Funding. It is acknowledged that the service has morphed into a 'taxi service' and is providing transport to users who could undertake the journey on scheduled bus services. It is proposed that the service operating model is realigned to reflect its founding principles and that of the Wales Transport Strategy and re-focus provision to those users who are unable to access a scheduled bus service. We will continue to provide the service for users with disabilities that make travel on a scheduled service difficult. The benefits from this proposal are two fold in that we can target resources to the rural areas of the county who do not have access to public transport alternatives and we will be supporting existing scheduled bus routes by increasing patronage levels. We will also be reducing our carbon emissions as we will not be duplicating existing bus services and we would anticipate lower journey numbers.

Charging an annual membership fee may exclude users who are unable to meet this payment. 99.6% of all journeys are undertaken using concessionary travel passes, which suggests that the majority of the patronage is from passengers who are 60 or over and in receipt of a free bus pass. We are unable to ascertain from this data whether users are in economic hardship or able to meet the charge, we will therefore need to work with users should this be agreed to ascertain if the membership fee is a barrier to accessing the service. We will also consider the application of a discounted charge for those users who are in receipt of pension credits or Employment and Support Allowance (ESA).

754. 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)
BES, BSSG & concessionary fares grant	Welsh Government	Already in receipt of grants, however BES funding is due to expire in March 2023
Income from New Link service	Newport City Council	We are in receipt of income

755. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y N	Grass Routes annual membership fee and re-aligned operating model Ceasing Grass Routes Service
Has an initial Integrated Impact Assessment being undertaken?	Y	Please see section 7
Will an option appraisal be required?	Y	Please see section 8.
Will this proposal require any amendments to MCC policy?	N	It will require a revised operating model

756. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

The Grass Routes proposals will result in very different outcomes. If the annual membership fee is imposed and the service is revised, the service will continue to offer a demand responsive door to door service for those communities that would otherwise be without a regular bus service. It will also continue to offer an accessible service for those users who due to disabilities or mobility issues are unable to access scheduled bus services.

If, however the preferred decision is to close Grass Routes, then communities will be potentially become isolated with residents unable to access reliable transport.

The proposal to increase the inspection schedule is in accordance with Government guidance and will realise savings of £17k without any impact on the safety of the fleet.

757. Options Appraisal -

Option	Benefit	Risk	Comment
Charge a Grass Routes Membership fee, but retain existing operating model	<ul style="list-style-type: none"> o Members continue to enjoy existing level of provision o The introduction of an annual fee supports the cost of the service. o The annual registration will enable the cleansing of data so that all information held is current. o Users with disabilities can continue to access additional support when using the service. 	<ul style="list-style-type: none"> o Grass routes journeys will continue to duplicate scheduled bus services o The service continues to be used as a taxi service for short trips or for those that could be undertaken on other public transport o No carbon emission savings are made o The costs of provision will continue to increase requiring additional levels of MCC subsidy o BES grant funding ceases in March 2023 with no indication that this will be replaced or extended which will increase the funding deficit. 	This option is not recommended as it retains the existing service provision levels with the addition of an annual membership fee. This discourages the use of scheduled bus services and compounds the viability issues for public bus operators that have resulted following the pandemic.
Do not charge a membership fee and expand the operating hours of the Grass Routes service.	<ul style="list-style-type: none"> o Aligns with the Wales Transport Strategy to increase the provision of sustainable accessible public transport o Will increase patronage as users will be able to access the service during core commuting times o Opportunity for school learners to access the service if they are not 	<ul style="list-style-type: none"> o Will require the acquisition of additional vehicles and the employment of additional drivers o The service is already subsidised by the Council and increasing the service may increase these costs if patronage levels do not increase. o There remains uncertainty of BES 	This option is not financially or operationally viable. The depots are already constrained and do not have capacity to accommodate any additional vehicles. Increasing this service is likely to be detrimental to the operators of scheduled bus services. The uncertainty over BES funding and patronage will expose the Council to unnecessary financial risks.

	<p>entitled to free home to school transport.</p> <ul style="list-style-type: none"> ○ Will support modal shift and the reduction in private car use. ○ Users with disabilities can continue to access additional support when using the service 	<p>grant funding which amounts to 58% of the current grant income.</p> <ul style="list-style-type: none"> ○ Lack of depot facilities to accommodate additional vehicles ○ Increased maintenance requirements which will result in the need for additional fitters in the Fleet service. ○ Discourages the use of scheduled bus services and users are collected from their home and dropped to their preferred destination. 	
<p>Cease the Grass Routes service</p>	<ul style="list-style-type: none"> ○ Will reduce the Councils financial expenditure by £151k. ○ Will reduce the Councils transport carbon emissions ○ Will result in increased patronage on available scheduled bus services 	<ul style="list-style-type: none"> ○ Will reduce the availability of public transport services for those living in rural areas without scheduled bus services ○ Users who need support accessing public transport may be left without access to any transport resulting in social isolation. ○ Would be contrary to the Wales Transport Strategy ○ Would be contrary to the policy ambitions of the Councils Corporate and Community Plan. ○ Could result in increased private vehicle journeys and therefore increased carbon emissions ○ Could result in disconnected communities and increased rural poverty. ○ Reduction in the working hours of eight MCC employees. 	<p>This option provides financial savings to the Council in challenging fiscal circumstances. Whilst the savings can be accrued by cutting the service there is a potential that this will increase costs in other areas of the public sector if community members are unable to access transport to attend medical appointments, go shopping or to support their own health and well-being.</p> <p>This would not be the recommended option of the service; however, we acknowledge that Grass Routes is not a statutory service and for those users living in urban areas they will be able to access scheduled bus services</p>
<p>Charge an annual membership fee and change the Grass routes operating model</p>	<ul style="list-style-type: none"> ○ Users who do not have access to a scheduled bus service will be able to access public transport. ○ Those with disabilities will be able to access transport that can support their needs ○ The provision of annual subscription 	<ul style="list-style-type: none"> ○ Users who currently enjoy the benefits of the service may not be able to access the service as they have access to bus routes, albeit that the timings and pick up locations may not be as convenient. 	<p>The service would propose that this is the preferred option as it supports the policy ambitions of Welsh Government and the Council and continues to provide a demand responsive transport service to those that do not have access to scheduled bus services.</p>

	<p>will support the costs of the service and ensure that data is accurate and current</p> <ul style="list-style-type: none"> ○ Changing the operating model so that transport is only provided to those who do not have a scheduled bus service will support the viability of the public bus network and ensure that the Council targets its resources to those most in need. ○ This approach will be in alignment with the Wales Transport Strategy and the Councils Corporate and Community Plan ○ Carbon emissions are reduced supporting the Councils transition to net zero ○ No impact on staff or assets. 	<ul style="list-style-type: none"> ○ The loss of BES funding at the end of March 2023 remains a risk. ○ Users will not access public transport and become isolated. ○ Could result in increased private motor car journeys which will increase the Counties transport emissions. ○ Discourages modal shift as the bus service is less convenient. ○ Reduced patronage levels result in increased subsidy costs for the Council. ○ Users may not be able to fund the annual membership fee. 	<p>It is acknowledged that there is a degree of financial risk with this option as we do not know how many members will choose to pay the annual subscription and the there is uncertainty of the level of grant funding that will be available post March 2023.</p>
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758. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Increased invoicing requirements for annual membership subscriptions	Finance	Additional workload

759. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Several options have been considered as outlined in the above options appraisal.

If the Council is successful in its application for an Operator's Licence we will have the potential to generate additional income through private hire work during school [holidays](#). Our application was published by the Traffic Commissioner in their Notices and Proceedings Wales dated 6th October 2022 with an objection deadline of the 27th October.

760. Up-front Investment Requirement

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

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

761. 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)
Traffic Commissioner	Application for Operators Licence and S71 exemption.	Ongoing
Grass Routes Users	Consultation to implement an annual membership fee and advise of proposed changes to the operating model (if this is the option agreed by Members)	Feb – April 23

762. 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 7 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Users are not prepared to pay an annual membership fee for Grass Routes	Operational	Currently users pay a one off £5 membership fee. There are substantially more members than active members	Low	All users will be given significant notice of the changes. If users are in receipt of pension credit or ESA a discounted membership fee will be available (50% discount).
Insufficient users of the service if the proposed operating model changes are implemented	Operational	A proportion of existing journeys are undertaken where an existing bus service already exists. Grass Routes offers a door to door service at the users preferred journey times, therefore they will lose the convenience that they are able to enjoy using the Grass Routes service.	Medium	Promotional campaigns will be undertaken to encourage users of the Grass Routes service in areas without a scheduled bus service. We will work with the Passenger Transport Team to improve communications and available information for public bus travel.
BES funding is ceased at the end of March 2023 and not replaced.	Strategic	BES funding accounts for 58% of the current grant funding received to support the Grass Routes service. If this income is lost without a replacement grant scheme this will significantly increase the level of subsidy that will	High	Continue to work with the CCR to lobby Welsh Government to provide clarity on bus operator grant funding. Identify ways to reduce the service or mitigate costs should the funding be reduced or lost.

		need to be provided by MCC.		
The Traffic Commissioner refuses to grant the Operators Licence	Operational	This would result in the loss of a potential income stream,	Low	We await the decision of the Traffic Commissioner

763. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That the reversion to 6 weekly inspections of the coach fleet is reasonable and maintains safety standards.	The governments Guide to Maintaining Roadworthiness – Commercial Goods and Public Service Vehicles does not prescribe safety inspection intervals but instead provides a range of factors to consider. They do advise that inspection frequencies should be between 4 to 13 weeks. They also indicate that lightly loaded vehicles with easy operating conditions should have an inspection schedule of 6 – 13 weeks. Vehicles 12 years or older should be inspected every 6 weeks.	Gareth Emery
That the Grass Routes service will continue to attract new members to maintain the proposed 500 user base.	If the annual membership proposal is agreed, we will need to retain a consistent membership base to retain the savings indicated. Given that the majority of journeys are undertaken using concessionary bus passes it is reasonable to conclude that the majority of users are in the older demographic.	

764. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	£15k Membership income is achieved or Grass Routes service is terminated and savings of £151k are made.				
Budget	Maintenance costs are not increased as a result of an extended vehicle inspection cycle				
Budget	Increased inspection period results in savings of £17k	17,000			

765. 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	We already work with Newport CC on the provision of New Link Grass Routes service
Will this project benefit from digital intervention?	Y	Currently all bookings are taken via the Contact Centre, if a digital booking form was introduced this would reduce call volumes.

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Savings & Pressures
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Proposal Title	Fleet savings	Senior Responsible Officer:	Debra Hill-Howells
Your Ref No:	TRANSPORT1&2	Operational Lead Officer:	Debbie Jackson
Version No:	V1	Directorate:	Communities & Place
Date:	24 th November 2022	Section:	Decarbonisation, Transport & Support 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.

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

The Council operates a fleet service that provides vehicles for operational use ranging from pool cars to HGV's. The budgets associated with fleet were aggregated into the Transport Service in September of this year which have provided the service with an opportunity to identify both savings and pressures for the forthcoming financial year.

Savings Proposals

Reduction in Councils Operating Fleet (£60K) – The Transport Service has installed tracking devices in all of its fleet and recently implemented a Fleet Tracker Policy following its approval by the Joint Advisory Group (JAG). The trackers will provide utilisation data that will enable the Transport team to identify opportunities for services to share vehicles or for vehicles to be relinquished. It is accepted that there will be a period of transition as decision making relating to vehicle requirements transfers from Services to the Transport Team. The shared use of vehicles will also be planned appropriately to ensure that the vehicles are located in the right locations and accessible to all identified users. It is acknowledged that Services retain spare vehicles to cover inspections and maintenance requirements and the Transport Team will seek to identify and remove these vehicles and instead hire in vehicles as and when needed. Delays with parts supply and resulted in delays for vehicles to be repaired and release, whilst the Transport Team works with all suppliers to identify parts it will continue to identify core parts that will be sourced and kept in the central stores to mitigate delays. In addition, moving forward it will consider the availability of parts when determining vehicle purchases and leasing arrangements. Additional vehicles were acquired by Services during Covid to ensure compliance with prevailing legislation and guidance. As occupancy levels have reverted to pre-Covid levels the Transport Team will work with Services to reduce and remove additional vehicles.

Reduction in Business Mileage Expenditure (£100K 23/24 and a further £50k 24/25) – Current business mileage is largely undertaken by staff using their own vehicles, which is referred to as the grey fleet. Whilst business mileage dropped during the pandemic, mileage levels have continued to increase following the easing of restrictions as illustrated in the table below:

Year	Cost	Miles travelled
2018 -19	£775,016	1,722,257
2019 -20	£759,379	1,687,508
2020 - 21	£414,417	920,927
2021-22	£560,312	1,245,138
2022 - 23	£739,770	1,643,993

The business mileage projections for the current financial year indicate that costs will exceed available budgets and are broken by Directorate in the following table.

2022-2023

Directorate	Actual Upto Sept £	Forecast £	Number of Miles	Weekly Miles (based on 44 weeks)	Annual Budget £	Variance to budget £
RESOURCES	£5,921	£11,841	26,314	598	£10,494	£1,347
COMMUNITIES & PLACE	£44,789	£89,579	199,064	4,524	£75,873	£13,706
MONLIFE	£11,877	£23,754	52,787	1,200	£21,676	£2,078
SOCIAL SERVICES	£270,989	£541,978	1,204,395	27,373	£308,167	£233,811
CEO	£1,836	£3,672	8,160	185	£4,476	-£804
PG	£7,034	£14,068	31,261	710	£5,161	£8,907
CYP	£19,905	£39,809	88,465	2,011	£8,955	£30,854
SCHOOLS	£7,529	£15,059	33,464	761	£22,900	-£7,841
CORP	£5	£10	22	1	£500	-£490
	£369,885	£739,770	1,643,933	37,362	£458,202	£281,568

Given that predicted costs are £285,568 in excess of available budgets, reducing mileage and the use of the grey fleet is a key priority of the Transport Team. It is proposed that the Council will provide a pool car fleet which will replace the use of personal vehicles. The team have been working with Enterprise who offer a managed service with three service options:

- **Dedicated Pool Fleet** – Enterprise will provide vehicles at specified locations that are only available for MCC employees. All of the vehicles will be based in Monmouthshire and can be booked through a dedicated portal. Vehicle access is via a keyless entry system and insurance and fuel costs will be funded by MCC in the normal way. The Transport Team will be able to install our trackers to monitor usage and the booking system will also provide monthly reports for the Transport Team to enable them to re-charge usage to the appropriate Departments.
- **Virtual Vehicles** – Enterprise operate a number of car clubs where vehicles are located on residential streets and these can be booked by any Enterprise member. There is no guarantee these vehicles will be available, and they are currently limited to large urban areas such as Cardiff and Bristol. The use of these vehicles is charged on an hourly or daily rate dependent on the time that the vehicle has been used. Fuel cards are provided with the vehicles and the cost of fuel is included in the hire charge.
- **Daily Rental** – For areas that do not have a car club, MCC employees are able to access vehicles located at Enterprise car rental garages. Vehicles are rented on a daily rate and available through the booking portal.

The cost of the service varies dependent on which service is accessed; however indicative rates are as follows:

	Dedicated Pool Vehicle			Virtual Vehicles			Daily Rental	
	Monthly Rental Charge	Daily Cost	Business mileage equivalent (50p mile)	Hourly Charge			Daily Cost	Business mileage equivalent (50p mile)
Toyota Argo	£606	£19.92	38	£6.53	£47.48	95		
Peugeot 107							£27.02	54
Nissan Leaf							£79.49	159
Toyota Yaris	£706	£23.21	46	£8.50	£59.78	119		

The costs are inclusive of access to the booking portal. It is evident that the most cost effective option is the provision of a dedicated pool fleet, feedback from staff however is that given colleagues work in a different way which includes home working driving from their home to a location in Monmouthshire creates additional mileage and the cars are not available in appropriate locations. The availability of virtual and daily rental vehicles ensures that vehicles are available in proximity to

where colleagues live, however should these options be available the Council will be funding the cost of travel from the individuals home to Monmouthshire. This option would not be available for colleagues travelling to their normal work base. Discussions with Enterprise suggest that experience elsewhere yields a minimum of 10% savings on business mileage costs as colleagues become more effective in planning site visits and there is no financial incentive to undertake business mileage. For the system to be effective a new business mileage claims system will need to be introduced so that claims will only be successful if the claimant can evidence that a pool car was not available.

The Transport Team will work with Enterprise to ensure that only hybrid and electric dedicated pool vehicles are available to support the Councils net zero transition. It is proposed that a pilot is undertaken with a small number of vehicles to trial the system and support colleagues to transition across from their personal vehicles to the dedicated pool fleet.

The Transport Team will work with high mileage colleagues to identify the most cost-effective options such as a dedicated pool or leased vehicle.

Budget Pressures

Increased Cost of Fuel (£171,668) – The costs of diesel have increased by 48% in the current financial year and the use of red diesel is no longer permitted these have combined to increased fuel costs as illustrated in the table below:

Year	Cost
2019 - 20	£853,742
2020 - 21	£721,512
2021 - 22	£830,362
2022 - 23	£1,144,452

Our fuel suppliers have indicated that they anticipate fuel costs will increase by a further 15% in the financial year 23-24, which will result in an additional pressure of **£171,668** based on predicted fuel costs in 22-23.

767. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure, or investment. Append any further information as necessary.

- Existing fuel costs
- Business mileage claims
- Vehicle acquisition costs
- Fuel supplier forecasts and guidance
- Supplier costs and market forces
- Framework supplier costs for Enterprise pool fleet
- Tracker data
- Fleet data including vehicle age, utilisation rates, locations

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Fleet Maint - Reduced operating Fleet	4,197		(60)	(60)				(60)
Fleet Maint - Increased cost of Fuel		172		172				172

MCC Wide - Net reduction in business mileage expenditure	458		(150)	(100)	(50)			(150)
Total	4,655	172	(210)	12	(50)			(38)

769. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

770. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Budget Saving

It is not anticipated that there will be any reduction in the service delivery. The Transport Team will use utilisation data to identify opportunities to reduce the fleet. We will seek to remove vehicles that are held just in case other fleet is unavailable due to inspections, repairs, and maintenance. Instead, vehicles will be hired in to cover any short-term fleet needs. Where vehicle requirements are seasonal in nature, the service will move away from acquisitions and instead undertake hire or lease agreements for the duration of the requirement. This will reduce inspection and maintenance costs and release vehicle parking spaces at depots.

Transitioning colleagues from using their personal vehicles to undertake business travel to a pool car fleet will need to be planned and a pilot is proposed to identify any learning in terms of preferred locations for pool cars and the expected level of demand. This will enable us to determine the preferred dedicated pool fleet to avoid incurring costs on a fleet that is too large or not providing sufficient vehicles to meet demand. Reducing business mileage will support the Councils net zero transition and realise financial savings. A new claims process will need to be implemented to ensure that the use of the pool fleet is prioritised over private vehicles.

Budget Pressures

The increasing cost of diesel will continue to create financial pressures for the Council. Fleet transition to ULEV alternatives will support a reduction in diesel consumption, however the transition process is a long-term commitment and without additional revenue to support prudential borrowing transition is unlikely to happen in the short to medium term. There are legal obligations imposed by Welsh Government on the acquisition of new vehicles by the public sector. From 2025 all new car and light goods vehicles must be ULEV, from 2028 new public service vehicles must be ULEV and from 2030 all new

HGVs must be ULEV. The Council will be unable to meet these targets unless additional funding is forthcoming due to the purchase price of ULEV equivalents.

771. 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)
Waste circular economy funding	Welsh Government	An application has been made which has requested grant funding towards the transition of the waste fleet to ULEV equivalents

772. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	The proposal supports the decarbonisation of the Councils fleet in line with Welsh Governments Route Map to Net Zero and the Climate and Nature emergency priorities set out in the Corporate and Community Plan
Has an initial Integrated Impact Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	Y	Changes to business mileage reimbursement, the use of the grey fleet and a prioritised hierarchy for business travel with the dedicated pool fleet being the preferred option.

773. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

As this mandate is internally focussed and is not expected to have any impact on service users no impact assessment has been undertaken.

774.Options Appraisal -

Option	Benefit	Risk	Comment

775. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Reduced control of fleet – Services currently have autonomy on the number of vehicles they require and where they are located	All services who use MCC Fleet	Reducing the Councils fleet through utilisation data will have a positive impact by reducing revenue costs and ensuring the effective use of Council resources
Prudential borrowing budget will support fleet transition to ULEV alternatives. This may require services to redesign routes and operating models to align with vehicle range limitations	All services who use MCC Fleet	Positive – it will support the Council to meet its net zero 2030 target by reducing fleet emissions

776. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Reducing the operating fleet will reduce overheads such as fuel costs which will assist in mitigating the increasing costs of diesel. Transitioning the fleet to ULEV equivalents will also mitigate fuel costs, albeit the energy savings are lower due to the increasing cost of energy, Fleet transition will also be dictated by the availability of Electric vehicle charging infrastructure (EVCI). To date the costs of EVCI have been funded through Welsh Government grants or Salix funding as part of the Re:fit programme. Opportunities to lever in funding will continue to be explored, however a separate application for EVCI funding is included in the Decarbonisation pressure mandate.

As part of the implementation of a pool fleet, colleagues will be encouraged to reduce business mileage where possible undertaking meetings virtually or planning site visits on one day rather than multiple journeys. The Transport Team is also working on a package of measures designed to support colleagues to transition their personal vehicles including a revised Salary Sacrifice scheme and car loans for hybrid and electric vehicles only.

777. Up-front Investment Requirement

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

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

778. 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)

779. 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 7 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 colleagues continue to use their own vehicles to undertake business mileage which results in a failure to meet the savings target.	Strategic	A behaviour change process will need to support a policy change that prioritises the use of pool vehicles	High	The implementation of an agreed hierarchy of actions when considering or undertaking business travel: <ul style="list-style-type: none"> • Don't travel if the meeting can be undertaken remotely • If you need to travel, ensure that you combine multiple visits where possible and use the dedicated pool fleet. • If you need to travel, ensure that you combine multiple visits where possible and use the virtual pool fleet if you do not live in Monmouthshire and a dedicated pool vehicle is not available. • If you need to travel, ensure that you combine multiple visits where possible and use the Enterprise retail solution if you do not live in Monmouthshire and a dedicated pool vehicle is not available • If you need to travel, ensure that you combine multiple visits where possible
The costs of diesel increase in excess of the predicted 15%	Operational	Fuel costs are a significant Council overhead	Medium	Reducing the fleet and transitioning to ULEV vehicles
The costs of ULEVs continues to increase	Strategic	Delays in the supply chain have increased	High	A proposed collaborative procurement process with the wider Welsh public

resulting in MCC being unable to meet WG new vehicle guidelines		vehicle costs and the availability of ULEVs		sector is being led by the Welsh Energy Service
Service Areas refuse to share or relinquish vehicles	Operational	Services are resistant to the loss of autonomy over fleet decisions and are concerned that their service will be detrimentally impacted if vehicles are not available when required	Medium	The Transport Team will use vehicle tracker data to support any decisions relating to the release or sharing of vehicles. Services will be consulted on the proposals and provided with the data to evidence the preferred strategy. The Transport Team will ensure that they have arrangements in place to facilitate rapid hire arrangements as required.

780. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That MCC is able to enter into a contractual arrangement with Enterprise and realise the anticipated savings	MCC are able to access the Enterprise solution through a number of procurement frameworks. Enterprises experience is that by adopting a pool car model business mileage will reduce as Officers will undertake additional planning if they have to book a vehicle.	Chief Officer / Head of Service
Utilisation data will support the release of operational vehicles to realise hire/lease and fuel savings	The operational fleet increased during the pandemic and whilst a number of these vehicles have been released other services have now incorporated these vehicles in their day to day operations. Services are reluctant to release spare vehicles in case it will be required to cover a vehicle that is undergoing an inspection or repairs	Transport Manager

781. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Saving target of £60k by reducing the operating fleet	£60			
Budget	Reducing Business Mileage Claims through the introduction of a pool car fleet	£100	£50		
Process	Acquisition of ULEV equivalents to support fleet transition – target to be confirmed as it will be determined by budget availability, the cost of vehicles and debt repayments				

782. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	Acquisition of ULEV fleet and the procurement of the Enterprise managed pool car service
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	Y	We would like to work with Enterprise to increase car club provision in other Local Authority areas. This would need LA consents for vehicles to be located on streets or in car parks, but the vehicles would then be available to their community members.
Will this project benefit from digital intervention?	N	

MonLife

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Pressure
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Proposal Title	Leisure Income	Senior Responsible Officer:	Ian Saunders
Your Ref No:	MLPM1	Operational Lead Officer:	Stacey Jones
Version No:	V1	Directorate:	MONLIFE
Date:	24.11.2022	Section:	FINBUS - LYOA

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.

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

As part of the 2022/23 budget setting process, a decision was made not to reduce the income target against leisure centres which would of mitigate the pressure identified in year, this pressure is due to an inability to achieve the full growth expected in the MTFP.

The COVID-19 pandemic has significantly impacted income in the leisure industry, and this has been further compounded by the cost-of-living crisis.

Leisure income targets continue to be impacted and will continue to be volatile in 23-24, some of the most vulnerable members of our community have chosen not to return to the busy leisure environment, the shift to exercising in different ways walking, cycling and the move to utilising home gyms, along with people reassessing their outgoings and having less disposable income all of these have a negative impact on our ability to generate the levels of income currently budgeted.

The widespread shortage of staff in the leisure and hospitality industry restricts our ability to react to demand and therefore stifles our ability to generate income, in particular a shortage of swimming instructors stops us from responding to the full waiting lists and restricts our ability to generate additional income.

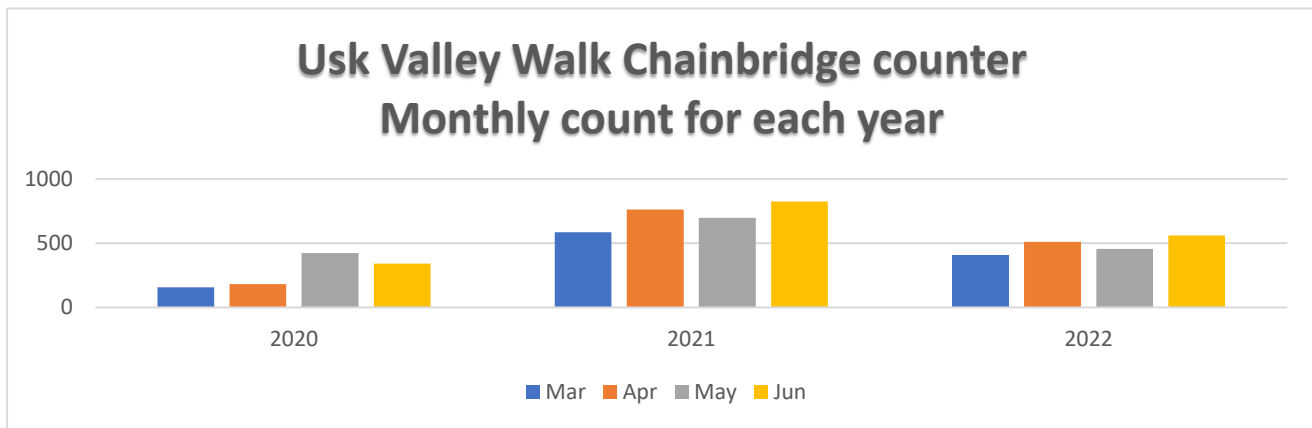
A lack of investment in Caldicot Leisure centre has left the site outdated and less efficient to operate than our newer facilities impacting both on our income generation and increased utility costs. The outcome of our LUF bid for Caldicot Leisure Centre could have further impact on the service.

King Henry School build is detrimental on our income site access continues to be an ongoing issue and we expect this to continue to cause a pressure on our income in 23-24.

A lack of maintenance and remedial works to our ATP at Monmouth and Caldicot have left the facilities unusable again reducing our ability to generate income from these facilities, the current financial situation facing the council in 23-24 means there will be limited capital investment any improvement to these facilities will rely on the successful grant bids.

784. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Statistics illustrate a change in our exercise habits since the COVID-19 pandemic.



Our Toning and F4LIFE memberships have reduced significantly since the Covid-19 pandemic a reduction of 46%(Toning) 27%(F4LIFE). In comparison to other memberships, the recovery has been particularly weak in these areas. Toning and F4LIFE memberships feature power assisted exercise equipment for seniors, people with long term medical conditions and doctor referrals, the slow recovery illustrates some reluctance of the vulnerable to return to busy fitness environments.

Toning Memberships

	Pre - Pandemic		Recovery May 2021		Current	
	No	£	No	£	No	£
Annual Membership	41	10,619	30	7,770	34	8,806
Direct Debit	282	87,646	146	45,377	140	43,512
Total	323	98,265	176	53,147	174	52,318

Toning Income Budget 22-23	
£	Deficit £
73,100	20,782

F4LIFE

	Pre - Pandemic		Recovery May 2021		Current	
	No	£	No	£	No	£
Direct Debit	977	187,584	654	125,568	717	141,966
Total	977	187,584	654	125,568	717	141,966

Toning Income Budget 22-23	
£	Deficit £
183,100	41,134

Swimming lessons continue to recover but the current shortage of staff constricts our ability to maximise our income opportunities with a current waiting list running at over **100 children per site**.

Aqua Junior

	Pre - Pandemic		Recovery May 2021		Current	
	No	£	No	£	No	£
Direct Debit	2009	482,160	2253	554,238	2719	685,188
Total	2009	482,160	2253	554,238	2719	685,188

Toning Income Budget 22-23	
£	Surplus £
558,650	(126,538)

Fitness membership have fully recovered and outperformed pre pandemic levels however the growth is still lower than the levels expected in the MTFP.

Fitness Memberships

	Pre - Pandemic		Recovery May 2021		Current		Toning Income Budget 22-23		Deficit
	No	£	No	£	No	£	£	£	
Direct Debit	3725	1,248,648	3516	1,165,424	3882	1,302,186			
Total	3725	1,248,648	3516	1,165,424	3882	1,302,186	1,395,940	93,754	

Our core health and welling being activities are recovering, we notice the more significant pressure showing in a lack of secondary spend in our Café's, beauty treatments and play centre, this is likely to further reduce as the cost-of-living crisis impacts on spending priorities.

	Budget £	Forecast £	Deficit £
Café	290,350	139,858	150,492
Beauty Treatments	52,500	9,513	42,987
Playcentre	52,600	31,605	20,995
Resale	45,750	25,952	19,798
Total	441,200	206,928	234,272

Current Pressure Summary

	£
Toning	20,782
F4Life	41,134
Fitness Membership	93,754
Aqua	- 126,538
Additional Services	234,272
	263,404
23-24 Target Aqua 25% Waiting List	- 25,200
Total Pressure	238,204

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

Identified Service Area	Current Budget £'000	Proposed Cash Increase £'000	Proposed Cash Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
FINBUS - LYOA	£1,040	£238		£238				£238

786. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

787. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

From the data you can see that there have been improvements in most services, the teams are motivated to ensure we continue this growth a continued budget target that is unrealistic in the current economic conditions is demotivating to managers and especially in areas where we have limited or no control.

If the proposal is not agreed the service would need to look at closure of buildings and staff reduction this would lead to a reduction in the services on offer to our communities, removing access to key preventative services at a time where a health and wellbeing is key.

Potential risk that the reduction in income from partial closures would outweigh the reduction in expenditure still leaving an underling pressure and a vacant asset within a combined school site.

788. 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		

789. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

790. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

N/A

791. Options Appraisal -

Option	Benefit	Risk	Comment

792. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

793. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

The service has promoted and successfully increased the number of children attending swimming lessons, there has been a 35% increase in uptake resulting in £203k gross increase in income since pre pandemic levels.

Increasing fitness memberships by 5% resulting in a gross increase in income of £53,358

Recovering membership retention to an average 13.9 months industry standards average at 8-10 months.

Working closely with industry leaders such as Technogym and The Retentions People to ensure our produce offer is of a high standard to encourage full utilisation of our sites.

The service is looking at work force development and will aim to generate additional income through swimming lessons a target of 25% has been included.

794. 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		

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

Consultee	Description	Date (delivered/planned)
Chief Officer & Service Manager	Extended DMT	Sep – Nov 2022

796. 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 7 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
Removal or Reduction of CYP SLA	Operational	Will increase the income deficit in leisure current SLA £370K	Medium	Continues communication and engagement with CYP

Cost of Living Crisis	Operational	Potential reduction to number of people using our facilities as inflation causes more strain on people and disposable income reduces	High	Continue to market our services offer promotion and look to adapt our service where possible to match the change in activity
King Henry School Development	Operational	Risk of reduced income due to the impact of the school build on the shared site and the lack of facilities which have been removed to allow the school build to be delivered	High	
Reduced maintenance and investment in sites	Operational	Risk that more facilities will become unusable reducing our income generation	Medium	

797. Assumptions

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

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

798. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget monitoring	Income Forecast	238,204			

799. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Pressure
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Proposal Title	Outdoor Adventure Centre Gilwern	Senior Responsible Officer:	Ian Saunders
Your Ref No:	MLPM2	Operational Lead Officer:	Stacey Jones
Version No:	V1	Directorate:	MONLIFE
Date:	24.11.2022	Section:	FINBUS - LYOA

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.

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

As part of the cabinet decision to close Hilston Outdoor Adventure Centre a decision was made to transfer part of the Hilston income target to Gilwern, alongside creating a three-year delivery plan, this increased the income target from £390,000 to £579,800 an increase of £189,800.

This decision was made pre-pandemic and the delivery plan looked to increase business from internal and external schools alongside also creating a commercial model.

The Covid 19 pandemic significantly impacted on the planned services delivery model closing the site for use and limiting our interaction with schools our core income generators.

Post pandemic the section has worked hard to re-develop relationships with MCC schools, whilst there has still been some hesitation to return to residential placements day visits have become a common theme in 22-23, whilst this helps re-establish our relationships with schools and ensuring pupils access the outdoor provision, our site and income targets rely on residential placements.

The cost-of-living crisis is also impacting on the sections ability to generate income from residential stays, school budget pressures and constraints on family's disposable income, which we expect to continue in 23-24 reduces our income potentials and cause strain on the sustainability of the site.

801. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Income Performance

The section is looking to increase pre pandemic income levels by 15%

	Budget	Actuals	Forecast
2019	390,000	375,913	
2020	390,000	109,871	
2021	579,800	204,304	
2022	579,800		429,800

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

Identified Service Area	Current Budget £'000	Proposed Cash Increase £'000	Proposed Cash Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
FINBUS - LYOA	£177	£150		£150				£150

803. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

804. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

From the data supplies above you can see that without the investment requested the service will not be sustainable in 23-24, marketing and hard work engaging with school can look to control the impact but the cost-of-living crisis and its impact on the service will mean the section will not be able to deliver the levels of income required to balance the budget.

Without the additional funding we would need to look to close the site for some months of the year in particular the winter months, this would impact on our ability to deliver the re-engage program which assists with some of our most vulnerable pupils. It would also impact on our Duke of Edinburgh delivery increasing the cost of delivering this service.

Impact on staff moving the workforce to term time only employment, this would lead to some of our highly skilled workforce looking at alternative employment leaving the business vulnerable and unable to react to service delivery requests from CYP and SCH.

The aim is that as the service developed a more sustainable working model with both CYP and SCH that this pressure moves away and also provides some costs avoidance for these other service areas but still providing a reliable high-level service for our vulnerable young people.

805. 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		

806. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

807. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

808. Options Appraisal -

Option	Benefit	Risk	Comment

809. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

810. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

The service has produced brochure marketing the site both internally and externally.

The sections service manage has re-engaged with all schools and attending meeting with head teachers look at the future of the outdoor educational provision.

Monlife have engaged in a winter promotional campaign offering discounts to internal schools who can utilise the site in our winter months when access has been limited previously.

Engaging with both CYP and SCH to identify any cost avoidance and different ways of delivering services works, this work is still on-going and will develop over the next few months.

All the above have allowed us to mitigate the overspend in 22-23 and reduce the pressure being requested for 23-24.

811. 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		

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

Consultee	Description	Date (delivered/planned)

Chief Officer & Service Manager	DMT/ Project Meetings	Sep – Nov 2022

813. 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 7 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
Schools Funding	Operational			

814. Assumptions

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

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

815. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget monitoring	Income Forecast	150,000			

816. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	MonLife Increased Income Green Infrastructure Grants	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML 1	Operational Lead Officer:	Matthew Lewis
Version No:	V2	Directorate:	MONLIFE
Date:	22.11.2022	Section:	CSC – Green Infrastructure

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.

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

To fully utilise Shared Prosperity Fund (SPF), Local Places for Nature and related grants / project funding, using these grants to maintain service delivery at a reduced net core cost increasing reliance on external grant provision.

818. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Provisional approval of SPF bids – Full cabinet approved on 9th November, awaiting UK Government decision. Local Places for Nature programme agreed, subject to annual bid. Related funding application in preparation.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
CSC	959		(45)	(45)				(45)
								(45)

820. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

4

Total number of full-time equivalent (fte) staff in budget area affected	14.1
Total number of posts in budget area affected	15
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

821. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Increased grant support will be based on specific outputs and therefore prioritisation of tasks will need to ensure delivery of these outputs. This will impact on the section's ability to flexibly response to increased workload.

Saving is premised on support for Development Management reducing back to core levels (not the enhanced / flexible support that has been given in previous years).

822. 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)
SPF Grant	SPF Grant	Provisional Approval – Cabinet Approval 9 th Nov, UK Govt approval awaited
Local Nature Partnership / Nature Networks Fund	WG/WCVA/Heritage Fund	Applications pending

823. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
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Does this proposal align with the MCC Corporate & Community plan?	Y	Maintains contribution to addressing the climate and nature emergency
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

824. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

n/a

825. Options Appraisal -

Option	Benefit	Risk	Comment
n/a			

826. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Reduced flexibility to respond to increased demands	Development Management	Negative

827. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Ongoing prioritisation of responses with Development Management

828. 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)

829. 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)

830. 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 7 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
Grant Funding	Operational	Uncertainty over long term grant support	Low	Continue to pursue grant opportunities

831. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Approval of SPF and related funding	Based on cabinet approval of SPF and scheme development, agreed programme on Local Places for Nature, past grant and anticipated future projects.	UK Govt/ grant bodies

832. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Grant Income	(44,532)			

833. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	MonLife Increased Income Countryside Access Grants	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML 2	Operational Lead Officer:	Matthew Lewis
Version No:	V2	Directorate:	MONLIFE
Date:	22.11.2022	Section:	CSC – Countryside Access

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.

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

To fully utilise the full cost recover model when recovering project management costs, ensuring our recovery rates maximise the rate allowed by grant providers.

835. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Review of our current full cost recovery model and the impact of inflating internal costs has identified a gap between our current recovery levels and potential recovery rates from grants to cover core staff costs

New Full Cost Recovery Model

Staff Enhancement Daily Rates 22-23

	Band A SCP 3	Band B SCP 5	Band C SCP 8	Band D SCP 13	Band E SCP 18	Band F SCP 23	Band G SCP 27	Band H SCP 31	Band I SCP 35	Band J SCP 39	Band K SCP 43	Band L SCP 47	Band M SCP 51
Grants													
Daily Rate (Weekday)	£ 17.00	£ 17.67	£ 18.68	£ 20.52	£ 22.56	£ 24.95	£ 28.07	£ 30.99	£ 34.59	£ 37.98	£ 41.46	£ 44.93	£ 48.70
Daily Rate (Saturday)	£ 21.25	£ 22.08	£ 23.35	£ 25.65	£ 28.20	£ 31.18	£ 35.08	£ 38.74	£ 43.24	£ 47.47	£ 51.82	£ 56.16	£ 60.88
Daily Rate (Sunday)	£ 25.50	£ 26.50	£ 28.02	£ 30.78	£ 33.84	£ 37.42	£ 42.10	£ 46.48	£ 51.88	£ 56.97	£ 62.19	£ 67.39	£ 73.05
Daily Rate (Bank Holidays)	£ 34.00	£ 35.33	£ 37.36	£ 41.04	£ 45.11	£ 49.89	£ 56.13	£ 61.98	£ 69.18	£ 75.96	£ 82.91	£ 89.86	£ 97.40

	Band A SCP 3	Band B SCP 5	Band C SCP 8	Band D SCP 13	Band E SCP 18	Band F SCP 23	Band G SCP 27	Band H SCP 31	Band I SCP 35	Band J SCP 39	Band K SCP 43	Band L SCP 47	Band M SCP 51
Internal													
Daily Rate (Weekday)	£ 17.40	£ 18.08	£ 19.11	£ 21.00	£ 23.08	£ 25.53	£ 28.72	£ 31.71	£ 35.39	£ 38.86	£ 42.42	£ 45.97	£ 49.83
Daily Rate (Saturday)	£ 21.75	£ 22.60	£ 23.89	£ 26.25	£ 28.85	£ 31.91	£ 35.90	£ 39.64	£ 44.24	£ 48.58	£ 53.03	£ 57.47	£ 62.29
Daily Rate (Sunday)	£ 26.10	£ 27.11	£ 28.67	£ 31.49	£ 34.62	£ 38.29	£ 43.08	£ 47.57	£ 53.09	£ 58.29	£ 63.63	£ 68.96	£ 74.75
Daily Rate (Bank Holidays)	£ 34.80	£ 36.15	£ 38.22	£ 41.99	£ 46.16	£ 51.05	£ 57.44	£ 63.42	£ 70.79	£ 77.72	£ 84.84	£ 91.95	£ 99.67

	Band A SCP 3	Band B SCP 5	Band C SCP 8	Band D SCP 13	Band E SCP 18	Band F SCP 23	Band G SCP 27	Band H SCP 31	Band I SCP 35	Band J SCP 39	Band K SCP 43	Band L SCP 47	Band M SCP 51
External Town Councils etc													
Daily Rate (Weekday)	£ 21.75	£ 22.60	£ 23.89	£ 26.25	£ 28.85	£ 31.91	£ 35.90	£ 39.64	£ 44.24	£ 48.58	£ 53.03	£ 57.47	£ 62.29
Daily Rate (Saturday)	£ 27.18	£ 28.24	£ 29.86	£ 32.81	£ 36.07	£ 39.89	£ 44.87	£ 49.55	£ 55.30	£ 60.72	£ 66.28	£ 71.84	£ 77.87
Daily Rate (Sunday)	£ 32.62	£ 33.89	£ 35.84	£ 39.37	£ 43.28	£ 47.86	£ 53.85	£ 59.46	£ 66.36	£ 72.86	£ 79.54	£ 86.20	£ 93.44
Daily Rate (Bank Holidays)	£ 43.49	£ 45.19	£ 47.78	£ 52.49	£ 57.70	£ 63.82	£ 71.80	£ 79.28	£ 88.48	£ 97.15	£ 106.05	£ 114.94	£ 124.59

	Band A SCP 3	Band B SCP 5	Band C SCP 8	Band D SCP 13	Band E SCP 18	Band F SCP 23	Band G SCP 27	Band H SCP 31	Band I SCP 35	Band J SCP 39	Band K SCP 43	Band L SCP 47	Band M SCP 51
Commercial													
Daily Rate (Weekday)	£ 25.26	£ 26.24	£ 27.74	£ 30.48	£ 33.51	£ 37.06	£ 41.69	£ 46.03	£ 51.38	£ 56.41	£ 61.58	£ 66.74	£ 72.34
Daily Rate (Saturday)	£ 31.57	£ 32.80	£ 34.68	£ 38.10	£ 41.88	£ 46.32	£ 52.11	£ 57.54	£ 64.22	£ 70.51	£ 76.98	£ 83.42	£ 90.43
Daily Rate (Sunday)	£ 37.88	£ 39.36	£ 41.62	£ 45.72	£ 50.26	£ 55.58	£ 62.53	£ 69.05	£ 77.07	£ 84.62	£ 92.37	£ 100.11	£ 108.51
Daily Rate (Bank Holidays)	£ 50.51	£ 52.48	£ 55.49	£ 60.96	£ 67.01	£ 74.11	£ 83.38	£ 92.06	£ 102.76	£ 112.82	£ 123.16	£ 133.48	£ 144.68

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
CSC	959	0	(20)	(20)				(20)
								(20)

837. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	12.1
Total number of posts in budget area affected	16
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

838. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

No impact upon service delivery a change to financial modelling only.

839. 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)
Countryside Access Grants	Welsh Government	Programme confirmed, annual bids required

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840. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	Maintains countryside access contributing to support healthy lives and tourism economy
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

841. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

n/a

842. Options Appraisal -

Option	Benefit	Risk	Comment
n/a			

843. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

844. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Change to financial modelling only

845.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)

846. 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)

847. 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 7 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
Grant Funding	Operational	Long term uncertainty over future grant support	Low	Continue to pursue grant opportunities

848.Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Continuation of grant income / ability to recover costs as part of applications	Based on current grant and grant conditions	Grant bodies

849. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Grant Income	(20,000)			

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850. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Monlife Finance & Business Support Restructure	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML 3 & 4	Operational Lead Officer:	Stacey Jones
Version No:	V1	Directorate:	MONLIFE
Date:	22.11.2022	Section:	FINBUS

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.

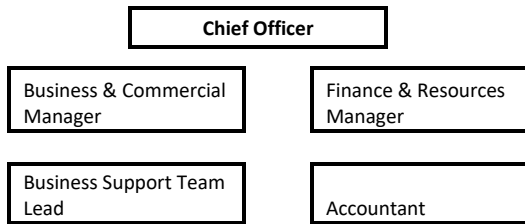
851. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Monlife have implemented a new EPOS system across all its service areas, providing improved quality and many automated functions within the new system. The benefits of the new system have allowed us to identify service efficiencies which are reflected in the proposed restructure of the business and support section. It is vital that we use this restructure to capture system efficiencies, in capturing these efficiencies we would look to delete two posts from the current structure.

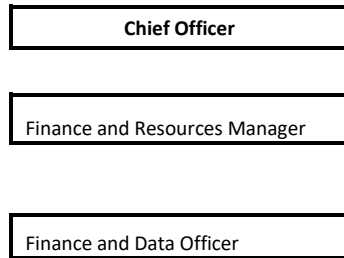
1. Business & Commercial Manager
2. Business Support Team Lead

852. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Current Structure



Proposed Structure



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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
FINBUS	933		(60)	(60)				(60)
FINBUS	160		(44)	(44)				(44)
								(104)

854. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

4

Total number of full-time equivalent (fte) staff in budget area affected	9
Total number of posts in budget area affected	2
Total increase or decrease in the number of posts from this proposal	(2)

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	1
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	1

855. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Impact of these changes on service delivery are low, we would expect minimal impact on operational services the business & support team lead is currently a vacant post and the movement of services around within the senior management team allows for the removal of the Business and Commercial manager posts which in turn provides opportunity for development within existing teams.

856. 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)

857. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

858. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

Yes

859. Options Appraisal -

Option	Benefit	Risk	Comment
n/a			

860. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

861. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

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862.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)
Redundancy Payment £37,185.60		

863. 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)

864. 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 7 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

865.Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Restructure is in place from 1 st April 2022	Full year savings assumed	Cabinet

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866. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Staff Manpower/Forecast	(104,306)			

867. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Deletion Project Officer	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML 5	Operational Lead Officer:	Stacey Jones
Version No:	V1	Directorate:	MONLIFE
Date:	22.11.2022	Section:	FINBUS

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.

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

The current economic climate and the limited investment opportunities along with increased borrowing costs, all impact on the sections ability to undertake large investments in our sites outside of any specific grants. Previously we have developed both Monmouth, Abergavenny and Chepstow leisure centre this post was key to the successful delivery of these projects. The post has recently become vacant this has provided us the opportunity to understand the currents needs of the business. Due to the factors described above it would be sensible to delete this post.

869. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
FINBUS	160		(45)	(45)				(45)
								(45)

871. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

4

Total number of full-time equivalent (fte) staff in budget area affected	4
Total number of posts in budget area affected	1
Total increase or decrease in the number of posts from this proposal	(1)

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	1
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

872. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

The impact of these changes on service delivery are minimal, current projects are complete.

873. 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)

874. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	Maintains contribution to addressing the climate and nature emergency
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

875. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

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876. Options Appraisal -

Option	Benefit	Risk	Comment
n/a			

877. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

878. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

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879. 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)

880. 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)
Monlife DMT	Budget Mandate Discussions	Oct 2022

881. 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 7 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

882. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Restructure is in place from 1 st April 2023	Full year savings included	Cabinet

883. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Staff Forecast	(44,532)			

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884. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Budget Saving
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Proposal Title	Reducing Supplies & Services Budget (Marketing)	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML 6	Operational Lead Officer:	Richard Simpkins
Version No:	V1	Directorate:	MONLIFE
Date:	22.11.2022	Section:	FINBUS

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.

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

Reducing the Marketing supplies and services budget, the team will need to make sure their external resources are used efficiently in serving the business needs of MonLife and ensure we maximise usage of our internal skills.

886. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

	Current £	Proposal £	Saving £
Supplies & Services	26,000	21,000	- 5,000

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

Identified Service Area	Current Budget £'000	Proposed Cash Increase £'000	Proposed Cash Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
FINBUS	299	0	(5)	(5)				(5)
								(5)

888. Service Impact For a budget saving, what is the impact upon service delivery of the proposed reduction in budget? For a budget pressure or investment, what would be the impact upon service delivery if the proposal was not agreed?

Limited impact on service delivery

889. 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)

890. Corporate Alignment: How does this proposal contribute and align with the current Corporate and Community 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 & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

891. 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?

892. 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?

893. 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	

894. 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)

895. 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)
Marketing and Sales Manager		Oct 2022

896. 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 7 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
Inflation	Operational	Inflation on external contracts may remove our ability to reduce expenditure	Low	Align spend to key priorities

897. Assumptions

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

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

898. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27

Budget Monitoring	Reduced Supplies and Services Expenditure	(5,000)			

899. 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	

2023/24 Budget Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Attractions Restructure	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML 7,8 9 & 21	Operational Lead Officer:	Tracey Thomas
Version No:	V1	Directorate:	MONLIFE
Date:	14.11.2022	Section:	Attractions

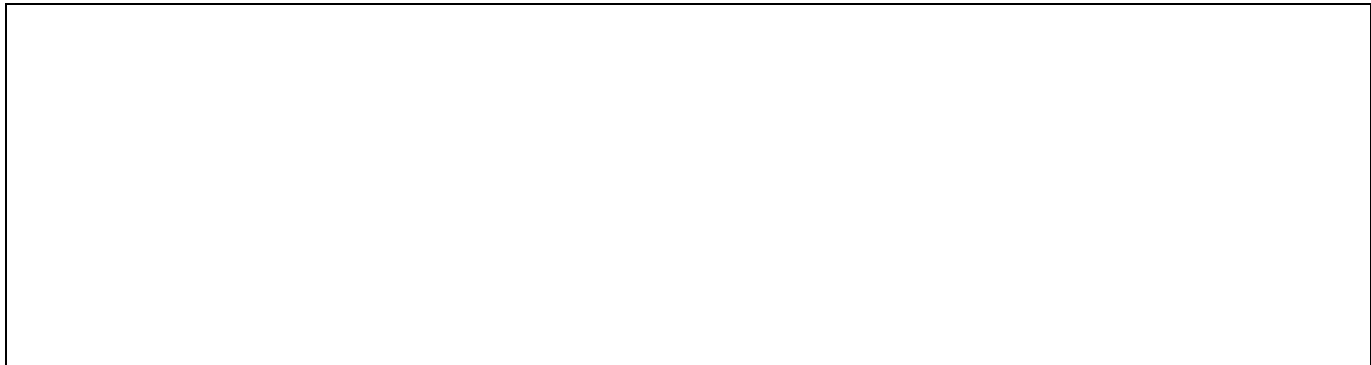
Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

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

Heritage services realignment will look to remove two site leads from the existing structure - one from Tourist Information Centre and one at Shire Hall, in doing so we would also look to close the Chepstow Tourist Information Centre for one day a week in line with the majority of other heritage and attraction sites.

The removal of site lead at the TIC is achievable with both TIC and Chepstow Museum being supported by a senior member of staff and the service managers. Closure of the TIC for one day on a weekend would allow us to make savings on weekend enhancements.

The removal of site lead at Shire Hall is achievable by combining the museums and existing Shire Hall staff creating a healthy staffing team. The overall support to the site will be provided by the Museums and Arts Manager. There is also an increase in staffing at the site for the next 2-3 years funded through external grants.



901. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

As part of the Attractions restructure and appointment of the Heritage Visitor Attractions Manager in November 2021, opportunities were created for staff to apply for vacant posts on a temporary contract until March 2023. During this time, consideration has been given to the sites and their individual staffing requirements to reduce expenditure and maximise income generation. We are also combining the Museums and Attractions staffing structure to have one Heritage service across MonLife. The combined structure includes two managers these changes will allow for a reduction in site leads across the two sites with additional support being given by the two managers.

Currently the TIC operates 7 days a week on a summer and winter opening schedule (10.00am-5.00pm and 10.00am – 3.00pm). Chepstow is the gateway to Wales and the TIC is a key welcome centre with many coaches choosing to use this area as the first port of call when visiting Chepstow and the surrounding areas.

The TIC offers services for

- booking accommodation & provide information on places to visit, things to do, places to eat, route planning, national and local events
- National Express & Theatre ticket sales
- luggage storage allowing people to explore our historic town and gate
- promotes and sells locally produced craft and aperitifs; artwork; china and tea towels; postcards and memorabilia
- There is also a retail offer selling locally produced crafts, and refreshments with sit in tea room although self service

Footfall

2021-22	2022-23 (April -Nov)	2022-23 Total (Est)
17,746	28,009	33,000

Footfall for 2021-22 was impacted by the Covid – 19 Pandemic including closures, single access and one-way systems.

Monday is the busiest day, followed by Wednesday, with Sunday being our quietest day – this is due to most coach trips/visits happening Monday-Friday and most weekend visitors arriving on a Friday and staying the weekend. We would consider Sunday being the day to close the TIC based upon the data shared.

To continue to ensure that a limited tourism offer is still available on a Sunday, we would offer information and signposting via the museum.

Current Structure

Scale		Job Title		F.T.E
Points	Band		Hours	

			Worked	
19-23	F	Site Lead	37.0	1.00
9-13	D	Visitor Assistant	19.0	0.51
9-13	D	Visitor Assistant	19.0	0.51

Closing one day a week on a Sunday will save on enhanced pay for staff which will save us £6,469 over a 12-month period.

We will increase visitor assistant to ensure that we have adequate staffing for events and activities to support income generation in future years. These hours will be made available to existing staff or those having hours reduced.

We have also recently been successful in securing monies through the SPF Grant which will provide a part time member of staff to continue with the implementation of play activities, Interpretation and engagement with stakeholders and visitors – this if for a period of 2 years. The Shire Hall will be supported by existing staff and 4 externally funded posts from National lottery and Welsh Government grants (grant funded posts until 2025)

The two site lead posts are currently filled by staff on short term secondments which offered staff the opportunity to upskill and work in different areas/post levels. Both staff will revert to their substantive post so will not be disadvantaged and will be aligned to their previous salary and post level.

Savings Proposal

	£	£
Deletion Site Lead TIC	- 39,235	
Deletion Sunday Enhancements TIC	- 6,469	
Reduction in TIC Overtime	- 578	
Total TIC Saving		- 46,282
Deletion Site Lead Shire Hall	- 39,235	
Total Shire Hall Saving		- 39,235
Additional Visitor Assistant Caldicot Castle	20,671	
Total Investment Caldicot Castle		20,671
Total Attraction Saving		- 64,846

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
FINBUS – Attractions			(65)	(65)				(65)
								(65)

903. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	4.03
Total number of posts in budget area affected	2
Total increase or decrease in the number of posts from this proposal	(2)

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	2
Redundancy	

904. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

There will be limited impact on the standards of service for visitors and local communities. There is no impact on statutory or legal duties.

We will offer a basic provision of tourist information for the one day the TIC is closed at the museum.

Increased footfall could put a pressure on the current and future staffing structures if the current trend continues across tourism and attractions. We will monitor and adjust our offer accordingly to ensure our priorities of clean, safe and welcoming sites are adhered to and peripheral offers may be reduced at busy times.

905. 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)
CCCP	SPF	Confirmed
Shire Hall	National Lottery and Welsh Government	Confirmed

906. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

907. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

We are realigning our resources to make better use of roles at the sites. There will be additional hours available at CCCP to support day to day running of the site. Sites will be supported by externally grant funded posts and assistance from the service managers. As part of our long-term strategy, we are seeking external grant support as well as increasing our engagement with sponsorship and donations for our heritage sites which will create a more resilient and sustainable future for the service.

By increasing operational hours at visitor assistant level at CCCP and additional support from externally grant funded posts for both Shire Hall and CCCP, we are putting more resource into operational delivery to ensure that the services are safe, clean and welcoming for our visitors.

There will be no disproportionate outcomes for the post of site lead at the TIC and the Shire Hall. These posts affected are currently filled on a temporary basis and staff will return to their substantive posts. Creation of a new additional visitor assistant post at CCCP will ensure that staffing can support the additional events and activities provided

We will ensure that sufficient tourism offer is provided at Chepstow Museum on the closure day of the TIC

The two site lead posts are currently filled by staff on short term secondments which offered staff the opportunity to upskill and work in different areas/post levels. Both staff will revert to their substantive post so will not be disadvantaged and will be aligned to their previous salary and post level

908. Options Appraisal -

Option	Benefit	Risk	Comment
Closure of TIC on day a week	Releases Asset for 1 day a week	Losing potential customers, income and tourism for Chepstow and surrounding areas	Closure of TIC for one day a week could be mitigated by offering a limited tourist information offer at the museum reception.
Deletion of Site Lead post at TIC	Releases budget savings	Current staff may leave and not return to substantive post	Support from visitor assistants across both TIC and museums, senior staff and service managers will ensure the service operates as normal
Deletion of Site lead post at Shire Hall	Releases budget savings	Current staff may leave and not return to substantive post	Support from service manager and 4 externally funded posts will ensure continuation of service

909. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

910. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

The creation of the additional heritage visitor assistants at CCCP will mitigate the impact on front line service delivery.

Both CCCP and Shire Hall will benefit in the next 2 years by support from externally funded staffing posts to continue to support and enhance the provisions.

An offer of tourist information will be made available at the museum on the day that the TIC in Chepstow is closed with clear signage and signposting on our website and social media channels

911.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)

912. 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)
Current staff in temporary posts	To advise that the posts will be deleted and that they revert to their substantive posts from 1 st April 2023	Dec 22

913. 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 7 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

914.Assumptions

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

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

Full Year Savings	Budget process allows the time necessary for consultation	Cabinet

915. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Manpower budget against forecast	(64,846)			
Customer Satisfaction	Surveys				

916. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Collections Management	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML 10	Operational Lead Officer:	Tracey Thomas
Version No:	V1	Directorate:	MONLIFE
Date:	14.11.2022	Section:	Attractions

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

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

This proposal looks to delete 0.40 FTE from the Collections Management Post. The budget currently allows for 1 full time post, we are looking to reduce this to 0.60 FTE, 0.40 FTE is currently vacant within the structure.

918. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Current Structure

Scale Points	Band	Job Title	Hours	F.T.E	Sal Total £	N.I £	Supn Service 24.1% £	Total £
35-39	J	Museums & Arts Manager	37.0	1.00	47,420	5,690	11,428	64,539
31-35	I	Community Museum's Curator	37.0	1.00	43,421	5,080	10,464	58,966
31-35	I	Collections Management Officer	22.0	0.59	24,068	2,214	5,800	32,083
31-35	I	Collections Management Officer	15.0	0.41	16,410	1,034	3,955	21,399
9-13	D	Business Support Assistant	18.5	0.50	14,399	734	3,470	18,604

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
FINBUS – Museums			(21)	(21)				(21)
								(21)

920. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	3.50
Total number of posts in budget area affected	1

Total increase or decrease in the number of posts from this proposal	(0.40)
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Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	0.4
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

921. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Pressure on current post holder to undertake full role, to ensure and maintain the collections in safe, moral and legal processes. Reduction in resources could have an impact on museums in future, if collections need sudden care/interpretation there would be a shortage in staff resources to undertake this work.

922. **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)

923. **Corporate Alignment:** How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

924. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

N/A

925. Options Appraisal -

Option	Benefit	Risk	Comment

926. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

927. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

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928. 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)

929. 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)

930. 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 7 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

931. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Full Year Savings	Vacant Post	Cabinet

932. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Manpower budget against forecast	(21,399)			

933. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Visitor charging at some heritage exhibitions/activities and events	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML 11	Operational Lead Officer:	Tracey Thomas
Version No:	V1	Directorate:	MONLIFE
Date:	14.11.2022	Section:	Attractions

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

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

To charge a nominal fee to visitors attending special collection exhibitions/activities and events at our museums and attractions– potentially fees of £2.00.

Generation of this additional income will be used to help keep our sites open allowing communities and visitors to continue to enjoy these sites. We will also be able to offer a wider range of exhibitions/activities/events that previously we have to pay a charge for, in the current economic climate these would become unaffordable options introducing these charges allow us to deliver these events at a cost neutral price.

Looking at our competitors locally and across neighbouring authorities, charges are in place for attractions activities and entry from £4.00 upwards (museums are no charge in Wales)

935. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Our heritage attractions and museums are free entry for all. We will maintain this offer however for some additional activities/exhibitions/events we provide over the season we are proposing to charge a nominal fee that will cover the cost of materials /hire costs and resources required. We are passionate about providing low/no costs activities to our visitors however with the rising costs of materials and resources, we cannot maintain the quality and variety of our programmed activities to the extent we have previously offered.

We will charge nominal fees of £2.00 per person that are appropriate and fair to the activities/exhibition/event being provided.

Our local competitors charge a range between £6.50 - £8.50 for entry and access to activities (Raglan Castle; Chepstow Castle; Blaenavon railway) whilst some others charge for what you use (Ladybird Craft Centre Caldicot; Go Pottery Abergavenny) We aim to ensure that activities/exhibitions/events are accessible to all whilst ensuring that we can provide quality experiences for our visitors at low cost.

As part of our CRF funded engagement process with visitors to our heritage attractions and museums, out of 600+ interviewed or completed surveys, 79% said they would be happy to pay a fee for activities/events/exhibitions if below £5. We would maintain a charge appropriate to the activity between £1.00 and £5.00

Footfall combined across our heritage attractions and museums was 136, 777 for 2021-22 so a third of users accessing charged activities in future years will support our proposal for increased income to sustain services.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
FINBUS – Attractions	852		(20)	(20)				(20)
								(20)

937. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	

Redeployment	
Redundancy	

938. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

No impact on standard of service delivery. A small charge will enable us to maintain the range of activities/exhibitions and events we provide during our seasonal programmes.

939. 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)

940. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

941. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

942. Options Appraisal -

Option	Benefit	Risk	Comment

943. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

944. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

No service or organisational impact

945. 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)

946. 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 Member	Budget Proposals	Oct – Nov 22

947. 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 7 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
Footfall	Operational	Income generation is based on a consistent level of footfall attending activities, events and exhibitions.	Medium	Reduce delivery program

948. Assumptions

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

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

949. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Income Forecast	(20,000)			

950. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Sale of Caterpod	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML 12	Operational Lead Officer:	Tracey Thomas
Version No:	V1	Directorate:	MONLIFE
Date:	14.11.2022	Section:	

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

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

Sale of caterpod that is not currently utilised and no longer required.
One off saving.

952. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
FINBUS – Attractions			(10)	(10)	10			0
								0

954. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

955. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

No impact on standard of service delivery.

956. 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)

957. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

958. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

N/A

959. Options Appraisal -

Option	Benefit	Risk	Comment

960. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

961. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

No service or organisational impact

962. 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)

963. 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)

964. 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 7 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

965. Assumptions

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

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

966. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Sales Income	(10,000)	0	0	0

967. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Sports Development	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML 13	Operational Lead Officer:	Nicholas John
Version No:	V1	Directorate:	MONLIFE
Date:	14.11.2022	Section:	LYOA

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.

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

To increase income generation through external grants, seeking to maintain service delivery at reduced core costs but increase service reliance on alternative external grants.

The sport development team are very lean and year on year have developed opportunities, where they have secured additional resources, through external funding and commissioned partners, stakeholders and the wider MonLife teams to deliver their outcomes.

The team has continuously exceeded their outcomes set annually through their sports delivery plan, mainly funded through Sport Wales, the team have a targeted delivery plan that feeds into Monmouthshire wider outcomes.

969. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

The core sport development staff, community and sport development officers are fully funded through their Sport Wales annual grant and partnership. The team has year on year, successfully secured external grants to fund wider initiatives, deliver bespoke programmes and provide support to partners.

The sport development team plan their delivery on the data from several sources, including the National Survey for Wales – School Sport Survey. The latest data SSS 2022, enables the team to build their delivery plan based on local needs.

The data also supports the team in preparing applications for capital funding, i.e., Chepstow outdoor pitches redevelopment, where the team secured more than £400,000 in capital funding 2021/22.

These external grants are through collaboration, through Active Gwent partnerships and regional working. Additionally, grants have been received from the Police & Crime Commissioners office. Joint delivery of projects within MonLife has included grants through the Home Office, tackling crime and anti-social behaviour.

More than £20,000 of grant funding in 2021/22 has been administered by the sport development team, however, the delivery of those programmes has been commissioned to other services, include MonLife leisure centres, and the wider teams.

In 2023/4, Disability Sport Wales will withdraw a longstanding funding grant to all LA, which has contributed to the proposals to increase additional external grants. The insport programme within Monmouthshire will continue to be supported by the sport development team, however, the management and administration of the National insport programme will be the responsibility of a newly appointed regional officer. There will be opportunities to apply for funding, for inclusion, based on local need and outcomes.

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
FINBUS – LYOA	693		(20)	(20)				(20)
								(20)

971. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

972. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Limited impact on standard of service delivery, a different way of financing these services.

More than 70% of the sport development budgets are grant funded, year on year.

973. 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)
£50,000	Active Gwent Regional partnership fund	Final amounts confirmed in December 2022, with potential in year further opportunities where some projects fail to deliver or sport Wales presents further funding opportunities.
£9,000	Police and Crime Commissioner	Final amounts confirmed in December 2022, with potential in year further opportunities where some projects fail to deliver or sport Wales presents further funding opportunities.
£5,000	MCC Internal	In year grant opportunities to delivery on specific outcomes – throughout 2023/24
£3,000	Disability Sport Wales	Discussions will take place post April 2023

974. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

975. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

N/A

976. Options Appraisal -

Option	Benefit	Risk	Comment

977. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

978. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

979.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)

980. 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)

981. 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 7 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
Additional Grant Funding	Operational	Requires additional grant funding to allow for core budget savings	Medium	Reduce scope of delivery plan to match resources and level of funding

982.Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Full Year Saving		Cabinet

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983. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Grant Income/ grant returns	(20,345)			

984. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	Y	The teams success is reliant on good collaboration, the regional partnership will continue to thrive
Will this project benefit from digital intervention?	N	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Youth Service	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML 14	Operational Lead Officer:	Nicholas John
Version No:	V1	Directorate:	MONLIFE
Date:	14.11.2022	Section:	LYOA

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.

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

Seeking to maintain service delivery at reduced core costs by increases reliance on external grants, an internal restructure of priorities, programmes and delivery. A greater reliance on achieving grant funded income and a commercial training offer to deliver core services.

Youth work provides and facilitates an environment within which young people, mainly age 11 to 25, can relax, have fun, and feel secure, supported, and valued. It is intended that through non-formal and informal educational opportunities and experiences youth workers challenge young people to enhance their life chances.

There are three main elements to the cost savings proposal, includes.

1. Six-week transition programme for Primary schools – curriculum based, year 6 pupils, as a cost,
2. SHIFT – a 1:1 support intervention for ages 11-25 years, additional resources through grant funded projects,
3. Youth Work Training – deliver youth work qualifications, QA qualifications for providers.

986. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

In Monmouthshire we have actively supported our year 6 school pupils, age 10+ through transition events, activities and extending our youth club offer, in some communities and settings. Through the pandemic, where young people transitioning from primary school into secondary school, were denied many opportunities to meet their peers face to face, share some of their concerns and generally learn about their next stages in their school life, as a youth services, beyond the secondary school support, we extended our support to this group of young people.

One of the more successful interventions we piloted and continued to pilot throughout 2021/2 is our 'primary school transition project'. Officers are going into primary school, within the school day, to deliver a series of key topics relevant to supporting that young person with their transition into secondary school and teenage years. The pilot is a six-week programme being delivered FOC to 11 primary schools in Monmouthshire. The proposal is for primary schools, wishing to take-up the six-week programme, to contribute to the delivery costs. As detailed below.

Duration	Costs
Six-weeks, 2 hours per session	£250 per course, £41.66 per week/ 2-hour session
Target 2023/4	Total Target Contribution
12 Primary schools	£3,000

The service is very successful on applying for and delivering external grants. Like most service areas, more work has been undertaken to ensure full costs are recovered through external grants. The team are continuing to ensure staffing levels are maximised to achieve core service delivery, whilst gaining the opportunity to upskill officers, volunteers and provide workplace opportunities. The proposal is to draw in further grant funding to deliver on the outcome of those external grant funders. As detailed below.

Target 2023/4	Total Target Contribution
SHIFT project additional resources	£5,000
Pupil referrals – 1:1 intervention	
Re-engage – 1:1 intervention	
Equality and diversity	

For more than 10 years Monmouthshire Youth services has successfully delivered accredited in-house training. More recently a training package in conjunction with Cardiff Met, has meant Monmouthshire have played a role in supporting the next generation of youth workers in Wales through supporting the delivery and quality assurance of their Level 3 Certificate in Youth work practice qualification. There are limited accredited training providers in Wales delivering quality, accredited youth work qualifications. The proposal is to capitalise on this opportunity and scale up our accredited training and qualifications in youth work and work towards become an established course provider. As detailed below.

Target 2023/4	Total Target Contribution
Cardiff Met partnership	£17,000
LA Youth Services across Wales	
Advertising of qualifications open to everyone	

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

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
FINBUS – LYOA	490		(25)	(25)				(25)
								(25)

988. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	N/A
Voluntary Severance	N/A
Retirement	N/A
Redeployment	N/A
Redundancy	N/A

989. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Limited impact on standard of service delivery, a different way of financing these services.

990. 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)
£3,000	Internal education and social service directorates	Elements of the funding confirmed, where they span over the academic year – 2022/3.

£5,000	Town Council's	November 2022 – agreed funding.
£8,000	Cardiff Met agreement Local Authority Youth Services and partners	Academic commitments will be made in the spring/summer term to enable the commitments to start and be delivered in the autumn term September 2023. LA Youth services and open courses, ongoing discussions, and training calendar to be confirmed by February 2023

991. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

992. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

N/A.

993. Options Appraisal -

Option	Benefit	Risk	Comment

994. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Charge to services that are currently FOC	Schools x 11 primary	Negative, where schools have received the pilot FOC. Positive - School is looking for wider engagement with external providers to deliver the opportunities of the new Curriculum for Wales

995. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Where the service incurs staff vacancies, the service will continue to look at different ways of working, and therefore, in year, if this does occur, there would be additional savings.

If income generation opportunities do not provide the necessary, level of funding we will look at reducing the deliver plan to reflect the funding available.

996.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		

997. 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)

998. 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 7 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
Additional grant funding	Operational	Requires additional grant funding to allow for core budget savings	Medium	Secure commitments to the delivery of training before the start of the new financial year. Commitments to delivery plans, without secured funding needs to be quarterly

999.Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Full Year Saving		Cabinet

1000. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Grant Income	(25,000)			

1001. 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	Working with higher education provider, and developing opportunities with LA across Wales
Will this project benefit from digital intervention?	N	

2023/24 Budget Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Fitness Equipment Maintenance and Online Streaming	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML 15	Operational Lead Officer:	Nicholas John
Version No:	V1	Directorate:	MONLIFE
Date:	14.11.2022	Section:	LYOA

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.

1002. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

<p>Caldicot Leisure Centre Technogym fitness equipment, whilst still functional, is beyond, 'shelf-life'. Therefore, we will reduce the global maintenance contract with Technogym UK LTD, to reflect the ageing equipment and seek a local accredited supplier to maintain and in the event of a breakdown, repair the equipment.</p> <p>Through the redevelopment of our leisure centres, where we have retained surplus fitness equipment, by developing pilot projects in our secondary, primary and outdoor activities site. We have sourced a local accredited fitness equipment supplier, maintenance, and repair company to support the smaller pilot schemes, Gym Systems.</p> <p>Through the pandemic, where leisure centres were closed and there were no face-to-face exercise classes, we explored several channels to continue to engage with our members including, zoom, youtube and Technogym online streaming platform. We have been able to condense some of our content, turn-off several platforms, whilst centralising our Technogym online streaming option. Therefore, we will switch-off the function at Caldicot LC saving the costs of an annual subscription.</p>

1003. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure, or investment. Append any further information as necessary.

Our current maintenance and repair contract is with Technogym UK LTD Global Service Contract for Caldicot leisure centre and expires on 31st March 2023.

We will work with Gym Systems to provide an annual maintenance programme, support, and where we incur a breakdown, repair of our fitness equipment at Caldicot LC, for 12 months.

Our Technogym online streaming subscription expires on 31st March, we will not renew the license.

Target 2023/4	Total Target Saving
Gym Systems maintenance contract	£10,000
Terminate online streaming license	

1004. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
FINBUS – LYOA	1.040		(10)	(10)				(10)
								(10)

1005. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	N/A
Total number of posts in budget area affected	N/A
Total increase or decrease in the number of posts from this proposal	N/A

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	N/A
Voluntary Severance	N/A

Retirement	N/A
Redeployment	N/A
Redundancy	N/A

1006. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

No impact on service or standard of delivery, procuring more cost-effective maintenance contract for ageing equipment.
Our online streaming offer will still be available through our central platform.

1007. 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		

1008. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

1009. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

N/A.

1010. Options Appraisal -

Option	Benefit	Risk	Comment

1011. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
N/A		

1012. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Limited organisational impact.

1013. 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		

1014. 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)

1015. 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 7 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
National shortage of fitness equipment parts, third-party (Gym Systems) would not be a priority to Technogym to supply	Operational	The current climate, of manufacturing	Low	There will be the option to restart the contract with Technogym at any time, if the global picture changes

1016. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Full Year Saving		Cabinet

1017. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Reduced Maintenance and Fitness Expenditure	(10,000)			

1018. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Commercial Contributions and Sponsorships	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML17	Operational Lead Officer:	Stacey Jones
Version No:	V1	Directorate:	MONLIFE
Date:	22.11.2022	Section:	FINBUS

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.

1019. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The recent service report for MonLife demonstrates real opportunity for raising this income, whilst creating more longer-term local partnerships with our Town Councils etc.

With more successful engagement our services are essential to the community and attract contributions to ensure these service provisions are still available, we will look to maximise these opportunities and use this income to make these services more sustainable.

1020. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

1021. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
FINBUS	£4,494		(10)	(10)				(10)
								(10)

1022. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

1023. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

No impact on service delivery.

1024. 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)

1025. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	Maintains contribution to addressing the climate and nature emergency
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

1026. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

1027. Options Appraisal -

Option	Benefit	Risk	Comment
n/a			

1028. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

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1029. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

1030. 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)

1031. 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)
Monlife DMT	Budget Mandate Discussions	Oct 2022

1032. 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 7 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
Lack of external funding	Operational	Unquantified	Medium	Reduce services if required and income is not available to make services sustainable

1033. Assumptions

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

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

1034. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Income Forecast	(10,000)			

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1035. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Project Officer charges against external Grants	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML18	Operational Lead Officer:	Stacey Jones
Version No:	V1	Directorate:	MONLIFE
Date:	22.11.2022	Section:	FINBUS

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.

1036. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

<p>Monlife will be looking to utilise a new recharging model ensuring full cost recover of officer's time against grants. This income will be used to partially fund core staff.</p>
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1037. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Staff Recharge Rates 22-23													
	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Band I	Band J	Band K	Band L	Band M
	SCP 3	SCP 5	SCP 8	SCP 13	SCP 18	SCP 23	SCP 27	SCP 31	SCP 35	SCP 39	SCP 43	SCP 47	SCP 51
Grants													

Basic Hourly Rate	£ 17.00	£ 17.67	£ 18.68	£ 20.52	£ 22.56	£ 24.95	£ 28.07	£ 30.99	£ 34.59	£ 37.98	£ 41.46	£ 44.93	£ 48.70
Daily Rate (Weekday)	£ 125.82	£ 130.72	£ 138.21	£ 151.84	£ 166.92	£ 184.61	£ 207.69	£ 229.32	£ 255.95	£ 281.04	£ 306.78	£ 332.48	£ 360.40
Half Day Rate	£ 62.91	£ 65.36	£ 69.11	£ 75.92	£ 83.46	£ 92.30	£ 103.84	£ 114.66	£ 127.98	£ 140.52	£ 153.39	£ 166.24	£ 180.20
Weekly Rate	£ 629.09	£ 653.62	£ 691.07	£ 759.21	£ 834.61	£ 923.03	£ 1,038.43	£ 1,146.62	£ 1,279.77	£ 1,405.18	£ 1,533.91	£ 1,662.40	£ 1,801.99

Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Band I	Band J	Band K	Band L	Band M
SCP 3	SCP 5	SCP 8	SCP 13	SCP 18	SCP 23	SCP 27	SCP 31	SCP 35	SCP 39	SCP 43	SCP 47	SCP 51

Internal													
Basic Hourly Rate	£ 17.40	£ 18.08	£ 19.11	£ 21.00	£ 23.08	£ 25.53	£ 28.72	£ 31.71	£ 35.39	£ 38.86	£ 42.42	£ 45.97	£ 49.83
Daily Rate (Weekday)	£ 128.74	£ 133.77	£ 141.43	£ 155.37	£ 170.80	£ 188.90	£ 212.52	£ 234.66	£ 261.91	£ 287.57	£ 313.92	£ 340.21	£ 368.78
Half Day Rate	£ 64.37	£ 66.88	£ 70.71	£ 77.69	£ 85.40	£ 94.45	£ 106.26	£ 117.33	£ 130.95	£ 143.79	£ 156.96	£ 170.11	£ 184.39
Weekly Rate	£ 643.72	£ 668.83	£ 707.15	£ 776.87	£ 854.02	£ 944.50	£ 1,062.58	£ 1,173.29	£ 1,309.54	£ 1,437.85	£ 1,569.58	£ 1,701.06	£ 1,843.89

Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Band I	Band J	Band K	Band L	Band M
SCP 3	SCP 5	SCP 8	SCP 13	SCP 18	SCP 23	SCP 27	SCP 31	SCP 35	SCP 39	SCP 43	SCP 47	SCP 51

External (Town Councils etc)													
Basic Hourly Rate	£ 21.75	£ 22.60	£ 23.89	£ 26.25	£ 28.85	£ 31.91	£ 35.90	£ 39.64	£ 44.24	£ 48.58	£ 53.03	£ 57.47	£ 62.29
Daily Rate (Weekday)	£ 160.93	£ 167.21	£ 176.79	£ 194.22	£ 213.51	£ 236.12	£ 265.64	£ 293.32	£ 327.38	£ 359.46	£ 392.40	£ 425.26	£ 460.97
Half Day Rate	£ 80.47	£ 83.60	£ 88.39	£ 97.11	£ 106.75	£ 118.06	£ 132.82	£ 146.66	£ 163.69	£ 179.73	£ 196.20	£ 212.63	£ 230.49
Weekly Rate	£ 804.65	£ 836.03	£ 883.93	£ 971.09	£ 1,067.53	£ 1,180.62	£ 1,328.22	£ 1,466.61	£ 1,636.92	£ 1,797.32	£ 1,961.98	£ 2,126.32	£ 2,304.87

Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Band I	Band J	Band K	Band L	Band M
SCP 3	SCP 5	SCP 8	SCP 13	SCP 18	SCP 23	SCP 27	SCP 31	SCP 35	SCP 39	SCP 43	SCP 47	SCP 51

Commercial													
Basic Hourly Rate	£ 25.26	£ 26.24	£ 27.74	£ 30.48	£ 33.51	£ 37.06	£ 41.69	£ 46.03	£ 51.38	£ 56.41	£ 61.58	£ 66.74	£ 72.34
Daily Rate (Weekday)	£ 176.79	£ 183.68	£ 194.21	£ 213.35	£ 234.54	£ 259.39	£ 291.82	£ 322.22	£ 359.64	£ 394.88	£ 431.06	£ 467.17	£ 506.40
Half Day Rate	£ 88.39	£ 91.84	£ 97.10	£ 106.68	£ 117.27	£ 129.70	£ 145.91	£ 161.11	£ 179.82	£ 197.44	£ 215.53	£ 233.58	£ 253.20

Weekly Rate	£ 882.65	£ 917.08	£ 969.62	£ 1,065.22	£ 1,171.01	£ 1,295.07	£ 1,456.98	£ 1,608.78	£ 1,795.60	£ 1,971.55	£ 2,152.17	£ 2,332.44	£ 2,528.30
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1038. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
FINBUS	£4,494		(20)	(20)				(20)
								(20)

1039. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

1040. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

No impact on service delivery.

1041. 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)

1042. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	Maintains contribution to addressing the climate and nature emergency
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

1043. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

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1044. Options Appraisal -

Option	Benefit	Risk	Comment
n/a			

1045. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

1046. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

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1047. 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)

1048. 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)
Monlife DMT	Budget Mandate Discussions	Oct 2022

1049. 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 7 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
Lack of external funding	Operational	Unquantified	Medium	Reduce services if required and income is not available to make services sustainable

1050. Assumptions

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

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

1051. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Income Forecast	(20,000)			

1052. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Old Station Tintern Railway Train	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML 19	Operational Lead Officer:	Tracey Thomas
Version No:	V1	Directorate:	MONLIFE
Date:	14.11.2022	Section:	Attractions

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

1053. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Complete the necessary repair and maintenance on the miniature train track through an initial one-off capital investment of £45k, this will allow us to re-open this much-loved attraction and increase our income generation.

1054. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

The miniature train at Old Station Tintern is one of the key attractions for visitors. The train and track have not been in use since our 2019 season. With covid limiting our operation, changes to staffing and losing some volunteers, the track has not been operational or maintained.

The track is now unsafe and requires a major refurbishment. Refurbishment consists of removing the existing track and replacing with a new low maintenance track laid at ground level which makes it more accessible for wheelchair users and those less mobile.

The current railway is just under 300m long, running from the original signal box to the viewing area adjacent to the missing bridge over the River Wye, south of the station. The proposal is to remove the existing railway and make good the ground, before commencing on the build of the new railway. The new railway will only be 200m long, ending where the site begins to narrow at the far end of the current car park. This will improve the available width of the path for walkers and cyclists at its narrowest point. We will increase the track gauge from 7¼ to 10¼. This is far more common on commercial railways as it offers much greater stability and the potential to accommodate more passengers in a single train. Crucially, it allows the railway in the future to consider carrying wheelchair bound passengers.

There is a big shift from “sit on” to “sit in” trains – with greater stability and a far safer feel to the ride for the passengers. It will allow those passengers not so physically able, but not wheelchair bound to consider taking a ride as well, with a more conventional seating position.

The track will be built in a traditional manner, with sleepers and rails bedded in crushed stone ballast. This differs from the concreted in track of the existing railway. The concrete does not allow for any adjustments or maintenance in the future and is susceptible to damage from tree roots.

In addition, safety barriers will be installed along the full length of the track, and clear signage for visiting walkers/users.

Having this much-loved attraction available to visitors will see an increase in footfall and income generated which will enable us to maintain the site to the standards expected and have the full range of activities available for visitors to enjoy.

Footfall

2021	2022 (April-Nov)
31,441	37,103

There has been a steady increase in footfall year on year. We anticipate a 10% increase on these figures when the train reopens.

We will operate the train on a regular advertised basis, with clear running times for visitors to plan their visits around. Train rides will be operated by paid staff and volunteers who are trained to operate the engine. We anticipate charging £1.50 per person for the train ride which takes approximately 5 minutes from start to end (this is in line with our competitors with a similar offer). We anticipate that the train will operate 100 days a year for an average of 6 hours a day. The maximum passengers per day could be 360. However, assuming two thirds occupancy, therefore, suggest 240 people a day seems realistic. This would assume a revenue therefore of around £36,000 per year (Gross)

1055. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
FINBUS – Attractions			(25)	(25)		(5)		(30)

1056. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	

Redeployment	
Redundancy	

1057. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

No impact on standard of service delivery - Income Generation

1058. 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)
£40,000.00	GWR Community Investment Fund	Unsuccessful

1059. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

1060. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

N/A

1061. Options Appraisal -

Option	Benefit	Risk	Comment

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1062. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

1063. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

<p>No service or organisational impact</p> <p>Income Generation</p>

1064. 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)
	Budget Investment MTFP (Capitalisation)	£45,000 - Investment

1065. 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)

1066. 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 7 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	Mitigating Actions

			assessing the probability & impact	
One Investment	Off	Strategic/Operational	Without investment the income generation is not achievable	High

1067. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
One off Investment		Cabinet
Footfall	Based on previous data	

1068. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Income Analysis	(25,000)	(25,000)	(30,000)	(30,000)

1069. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	Maintenance – Framework 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Leisure Centre Summer Opening Hours	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML 20	Operational Lead Officer:	Nicholas John
Version No:	V1	Directorate:	MONLIFE

Date:	14.11.2022	Section:	LYOA
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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.

1070. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

To reduce opening hours in our leisure centres during the summer months across all four sites. Reducing hours during the summer months impacts on the least number of sports clubs but allows our leisure centres to be more sustainable services.

It is vital that we ensure future sustainability of our services leisure plays a vital role in improving the health and wellbeing of local communities.

The opportunity to reduce utility costs where we can, will be demonstrated in this proposal.

1071. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Our four leisure centres are based on secondary school sites and operate as a 'dual-use facility. Traditionally, this entails a large proportion of facilities are taken up by the secondary school through the daytime, within the school term, accommodating the curriculum. The leisure centres also deliver primary school swimming for our feeder primary schools, throughout the school term.

Our affiliated community sport club's seasons, where the most facilities are booked, on a block booking, takes place between September and May. In Monmouthshire, the larger sporting clubs, apart from swimming and hockey clubs, but including football and rugby clubs have their own facilities. These sports clubs mainly use the leisure centres for winter training facilities only, between the months of October to March, where we see the largest uptake of indoor and outdoor bookings of facilities, in many cases there isn't sufficient facilities to accommodate all clubs and sessions.

Block Bookings Average % Summer compared to Winter

	Winter Block Bookings %	Summer Block Bookings %
Average Uptake	75	55

Where we see less demand from our sports clubs, in the spring and summer months, we can more than accommodate, those clubs and members of the public who wish to participate in sport and physical activity all year round. In many cases, we can accommodate more flexible spaces, times and opportunities.

Through spring and summer, we see more demand earlier in the daytime through our provisions, than we see later evenings. The swimming pool timetable offers much more flexibility and adult swim sessions in the daytime, as traditionally the schools do not swim in the spring and summer school terms. There are a maximum of 5 weekly adult swimming sessions through the autumn and winter, beyond 9pm. In the spring and summer these adult swim sessions can be accommodated throughout the day, including extended adult lunchtime swims.

Impact Swimming – Closure 9pm

A closure of 1 hour per day from 9pm during summer months will affect less than 1% of our total monthly visits.

	Total Numbers	Past 9pm	%
June	9,699	46	0.47%
July	12,403	64	0.52%
August	13028	57	0.44%
	35,130	167	0.48%

The weekend provision is consistent throughout the year, however, there are some measures we can look at further to condense our opening hours, provision and maximise space, through advanced planning and spring/summer campaigns.

In school holidays, we continue to deliver our learn to swim programme, and we deliver the Monmouthshire Games, where demands are the daytime and early evening. Staff shift rotas can be planned in advance to accommodate the demand in service delivery.

Our fitness campaigns and challenges set for customers, to encourage adherence to exercise, through the spring and summer months are tailored towards, 'in club' and 'do it yourself'. This is to enable flexibility to the member, allow for holiday breaks, outdoor activities including walking, running, and cycling, and to maximise the opportunities of our tracking tools, to continue to engage with the member. We have seen success in that our average length of membership, for our main fitness memberships, has increased year on year, at more than 12 months, well above the national average for fitness memberships.

The fitness suites are open from 6:15am to 10pm Monday to Friday and 8:15 to 6pm at weekends. We will continue to monitor usage after 9pm and at weekends. Fitness classes are not affected by this proposal.

Impact Fitness Suite – Closure 9pm

A closure of 1 hour per day from 9pm during summer months will affects less than 1% of our total monthly visits.

	Total Numbers	Post 9pm	%
June	10,500	77	0.73%
July	11,747	60	0.51%
August	11745	64	0.54%
	33,992	201	0.59%

1072. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
FINBUS – LYOA			(20)	(20)				(20)
								(20)

1073. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

1074. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

No impact on standard of service we will still fully meet legal and statutory duties.

There will be a change to staffing rotas and a reduction in overtime, and staff will be allocated to times where the programme has the greatest demand. Through the summer months we increase our staffing levels to accommodate the Monmouthshire Games, therefore, there will be no impact on the loss of staff or staff hours.

Planning for staff rotas, and commitments of programmes will be critical. Member engagement, and selling of memberships and products, will require further consideration.

Stacey – average utility costs.

1075. 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)

1076. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

1077. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

1078. Options Appraisal -

Option	Benefit	Risk	Comment
Close 1 Leisure Centre	Increased savings	Removing access to preventative services, which may see a higher rise in social care and NHS costs and massively impact community conclusion with around 60-70 clubs and society using each of our sites.	Closure of one leisure centre unfairly impacts on one area limiting their access to facilities that are essential to improving health and wellbeing. Implementation of service closure is a timely process delaying the saving opportunities until potential 25-26.

1079. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

1080. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Limited organisational impact.
The potential sessions lost for casual swimming can be accommodated with more daytime adult public sessions, including extended lunchtime sessions.
The fitness suites are open from 6:15am weekdays and 8:15am at the weekends. There is sufficient opening hours to accommodate any reductions, however usage is continuity being monitored.

1081. 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)

1082. 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)
Sport Club information	Providing information to all clubs for their AGM's where they discuss arrangements for the season 2023/4	Following winter bookings, May 2023
Existing Members	All member communication around opening times	March 2023

1083. 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 7 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
Loss of income	Operational	Memberships are sold on current opening hours	Low	Campaigns throughout the year and updated terms and conditions when selling memberships and products.

1084. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Full Year Saving		Cabinet

1085. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Reduced Staffing Costs during summer months	(20,000)	(20,000)	(20,000)	(20,000)
	Reduced utility costs				

1086. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Service Redesign Outdoor Adventure	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ML 22	Operational Lead Officer:	Nicholas John
Version No:	V1	Directorate:	MONLIFE
Date:	14.11.2022	Section:	LYOA

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.

1087. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Gilwern outdoor adventure delivers outdoor activities and outdoor learning mainly for schools. The main income generation of the service is residential outdoor education visits.

The proposal is to increase income through new business, new ways of working and engaging further with Monmouthshire internal services to provide cost avoidance for CYP and Social Services.

1088. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

The service has a three-year business plan which has been developed to deliver the outcomes of the service and more importantly delivery the income targets. Unfortunately, because of the impact of the pandemic on this service, for more than two years, seeing no or very limited visits from schools, our income targets are below where we expected to be in our delivery plan.

However, 2021/22 has seen growth and whilst the service isn't predicted to achieve its full income target for 2022/23, the signs are more positive. At month four, the service predicted a loss of £170,000, this figure has been reduced at month six to £150,000, with more work to be achieved before the end of the financial year.

The service delivers the Duke of Edinburgh Award for Monmouthshire schools and year on year, participation and enrolments has been high, and this academic year, initial enrolments for each award has been exceeded. More work needs to be undertaken to make the delivery of the award more sustainable, including the use of virtual delivery and on-site delivery at Gilwern.

A further opportunity created has been the Re-engage programme, working with education colleagues and PRS, the service has developed a product to support students who are not currently in school and at risk of exclusion. The pupils continue to be enrolled at their school, whilst attending Gilwern to participate in an enriched programme of activities including educational qualifications. The programme has seen more than 20 pupils in the past three years, including supporting pupils through the pandemic. The programme is very flexible and tailored to the pupils needs, the only commitment to the school or PRS is a term, enabling the department to use flexible funding and not have the burden of long-term commitments in the event the pupil doesn't engage – the ultimate outcome of the programme is to re-engage the pupil back into the school. This is a great example of cost avoidance for MCC internal services and something we will continue to scale up.

The school holidays offer has been limited, however, this year the site has hosted several external providers through the delivery of inclusive outdoor activities. These sessions have been very popular with targeted groups and third sector charities, who have been able to seek grant funding to deliver doorstep opportunities for children, young people, and their families, including residential visits. The sessions have been part of the Summer of Fun, a programme funded by Welsh Government, for the delivery of play, the delivery of these unique sessions has contributed to Monmouthshire Play Sufficiency action plan.

There are five different inclusive adventure activities available at Gilwern and this is where we see this proposal creating an unique offer for families with children with disabilities and complex needs, also SEN schools who participate in outdoor activities.

A recent survey undertaken as part of an external grant CRF, captured the feedback of more than 1000 centre users, teachers and local businesses. More than 85% of children said, 'this was the first time that they had stayed away from their parents', and 100% enjoyed their time at Gilwern. For those who completed the survey and wish to be kept update with progress we will continue to engage with them as we make changes and develop our offer.

A winter campaign was launched recently offering MCC schools as discount to attend in the winter months, outside traditional peak periods in the spring and summer. The uptake was minimal, however the opportunity to reengage with some headteachers who hasn't accessed the service has been vital and although the winter campaign for this season was low, the provisional bookings we have taken for the new season has been very positive and has been demonstrated in the increase in income projection between month for and month six.

1089. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
FINBUS – LYOA			(100)	(100)				(100)
								(100)

1090. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

1091. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

No impact on standard of service we will still fully meet legal and statutory duties.

1092. 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)

1093. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?		If Yes please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

1094. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

1095. Options Appraisal -

Option	Benefit	Risk	Comment
Closure of site in autumn and winter months	Reduction in costs and reduction in utility costs	High	Empty site for several months No venue for re-engage programme Annualised contracts of staff, may result in shortage of suitably qualified staff

1096. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

New ways of working through cost avoidance	SS & CYP	Positive – discussions ahs taken place with Chief Officers and cabinet members, November 2023. A piece of work is to be commissioned to look at future use of the site, with CYP and SS.
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1097. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Limited organisational impact. We need to monitor income and bookings closely to allow us to be in the best position to react if required and switch to reduced service delivery if we do not achieve the levels of additional income required.

1098. 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)

1099. 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)
Social services & CYP	CO and Member discussions on further of service delivery and opportunities	Initial discussions November 2022 Planned further discussions and options appraisal

1100. 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 7 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
Unable to generate level income	Operational	Schools limited off site visits and residentials, due to staffing and parents not being able to afford trips and visits	Medium	The costs of services will increase, therefore if we were to provide further discounts for MCC schools, we will see our income decline or targets not being met
Inflation	Operational	Energy and food Inflation is continuously rising, but the cost-of-	High	To make difference choices where possible to try and mitigate the impact of these rises.

		living crisis squeeze family's incomes limiting our ability to raise prices inline with inflation		

1101. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Full Year Saving		Cabinet

1102. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Income Forecast	(100,000)	(100,000)	(100,000)	(100,000)

1103. 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	

Chief Executives

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Pressure
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Proposal Title	Community Safety, Violence Against Women, Domestic Abuse & Sexual Violence (VAWDASV) & CCTV	Senior Responsible Officer:	Matthew Gatehouse
Your Ref No:	CEOPM1	Operational Lead Officer:	Sharran Lloyd
Version No:	1	Directorate:	Chief Executives
Date:	24/11/22	Section:	Strategic Partnerships

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.

1104. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Across Monmouthshire we are seeing rising levels of crime, in particular rape, sexual assault, and domestic abuse offences. Antisocial behaviour is also increasing, to the extent that Caldicot made the national press, with residents reporting that they do not feel safe. As technology costs have fallen, there are more and more cameras and CCTV across the authority, but these are not being used efficiently or effectively, and in the worst-case scenario, they are not being managed in a way that would allow footage to be used as evidence in court.

Monmouthshire lacks the capacity required to be intelligence led in terms of community safety & VAWDASV. We are we maximising the CCTV functionality across the county, which is a key tool in detecting and disrupting crime. We only have 1 x grant funded FTE post, which does not have scope or capacity to dedicate time to all areas of community safety, VAWDASV & CCTV to address the concerns of our citizens.

We require additional officer capacity in these areas from 2023/24 onwards and are seeking additional funds for salary costs of £84,323 which would increase our capacity from 1 x FTE to 3 x FTE posts to tackle all areas.

The funding requested will enable us to:

- Tackle ASB and issues impacting the wellbeing of our communities & citizens, such as substance misuse, sexual violence, and exploitation; ensuring we are tasking resources and support efficiently & effectively
- Identify risks & threats to citizens at an earlier point and prevent people from falling victim to crime or engaging in criminal activity
- Raise awareness of and education around criminal/sexual exploitation, VAWADSV and coercive control so more citizens would be able to spot the signs & know what to do & who to contact
- Provide a clear mechanism for the community voice to come through to the Community Safety Partnership (CSP) function and ensure communities & citizens in Monmouthshire have the confidence to report
- Ensure our CCTV functions are fit for purpose, efficient and support crime reduction/safeguarding

The additional capacity will also enable the team to work in a more targeted way allowing for dedicate time and attention to specific elements of the community safety portfolio that we are not currently able to do, these include;

- Embedding early intervention & prevention in practice, focussing on crime prevention & public health approaches

- Improving & strengthening relationships with citizens across our county, ensuring they have mechanisms to engage with us and feel supported/protected
- Strengthening our CCTV function to ensure it is robust and fit for purpose
- Establish savings in CCTV systems by reviewing current CCTV provision & spend across the authority, agree more cost-effective contracts, increase scalability, and negotiate proportionate contributions from partners

The key objectives for the community safety portfolio are:

- People feel safe (CSP measure/data)
- 6 x Objectives of the regional VAWADSV Strategy [Gov Wales Local Strategy](#)
- Domestic Abuse Act: <https://www.gov.uk/government/publications/domestic-abuse-bill-2020-factsheets/domestic-abuse-bill-2020-overarching-factsheet>
- Serious Violence Duty: [Gov UK police & crime sentencing & courts bill 2021 draft-guidance/serious-violence guidance](#)

1105. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Despite Monmouthshire's reputation as a 'safe' county, crime rates have been increasing steadily in recent years. In the 2016 Wellbeing Assessment there were 4117 recorded crimes. Data in 2021 shows crimes have increased by 1024 to 5141, with increases across 10 crime categories. Most notably is the increase in rape and sexual violence across the county, with Monmouthshire numbers placing us the 2nd highest county in Gwent, ahead of Newport & Caerphilly with 1579 cases in a 12mth period. And, worryingly, through Operation Quartz, Monmouthshire consistently appears to have higher numbers than Newport for C&YP identified as at risk of Child Criminal & Sexual Exploitation across the East Policing division.

Monmouthshire has also been a target for Organised Crime Gangs (OCG) and related crime, such as county lines gangs, which have been identified and disrupted.

Most recently the incidence of ASB in the Caldicot area has highlighted the issues in relation to ASB, substance misuse and lack of youth engagement and activity across the county. The lack of police presence is notable and a consistently reported issue by the community.

There is no longer any dedicated resource to coordinate the approach to tackling VAWADSV, and in comparison, to other counties across Gwent with similar population size, Monmouthshire has the lowest number of dedicated officers and resources to tackle and coordinate the responses to community safety & VAWDASV, with increased demand on the Community Safety Coordinator.

We know that traumatic events (ACEs) significantly affect the health and wellbeing of people who experience them. ACEs range from suffering verbal, mental, sexual, and physical abuse, to being raised in a household where domestic violence, alcohol abuse, parental separation or drug abuse is present. We know that children and young people who experience ACEs are more likely to adopt health-harming behaviours during adolescence and are more likely to be involved in crime both as victims and perpetrators. ACEs also affect people of all ages and not exclusively children. They can affect people across every social boundary, not just those in poverty.

In addition to ACEs, crime and disorder, serious organised crime, and domestic abuse has a devastating impact on communities, business, and individuals. Domestic abuse often involves multiple agencies, at a huge cost to public sector. Both survivors and witnesses of domestic abuse tend to suffer from long term physical and mental health problems.

Crime does not just affect individuals. Communities that experience higher levels of crime (or perception of crime) are also adversely affected. Substance misuse and crime are issues which also affect communities, as often it

links to violent crime, dealing and exploitation, domestic incidents, driving and road incidents, theft and robberies and it destroys cohesion.

Crime has a detrimental impact on, society, community, and individuals, with the huge costs of crime and safeguarding falling to public sector bodies.

Data & Context for Monmouthshire

Crime Data Monmouthshire:

Reviewing crime figures (to July 2022) and comparing these with the last 12mths to July 2021 and the 12mths to July 2020, demonstrates increase in eight categories of crime – Criminal Damage & Arson, Homicide, Other Sexual Offences, Public Order Offences, Rape, Robbery, Violence with Injury and Violence without injury. These Offences are arguably the ones that have the most impact on people's lives. Significant short-term increases were observed in Thefts (53 offences against an average of 37), Sexual Offences (21 against 11.3) Violence with injury (61 against 44.3), and Violence without injury (175 against 123.6).

We are seeing an upward trajectory in crime across the county. The lack of police has diminished community confidence in public bodies' ability to tackle issues, there is an apathy amongst the community, which impacts on crime data as residents no longer bother to report crime. This in turn has a detrimental impact on our ability in Monmouthshire to access any additional resources or funding as the data and formulae for crime indicates that Monmouthshire has the low level of crime rate and therefore struggles to make the case for additional resources and funding.

Domestic Abuse in Monmouthshire: (Source DA Report December 2021 from Gwent Police)

- Common Assault & Battery has risen by 40% in 2020 compared to 2019
- Assault occasioning actual bodily harm and Harassment reports have decreased year on year over the last three years.
- Controlling and Coercive behaviour has increased by 40% in 2021 comparing it to 2020, this is a worrying trend we have seen since the Covid pandemic, and it is anticipated that this may continue in the county

Domestic Abuse Numbers in Monmouthshire- Source Gwent Police June 2022

- For the year 2021/22 Monmouthshire had 1,851 DA related incidents
- 1491 Standard Risk 321 Medium Risk 39 High Risk
- Daily that amounts to an average of 5.07 incidents EVERY day

Solved rates of Sexual offences & Rape have both decreased. In 2020/21 there was a solved rate of 16% for rape and 25% for other sexual offences, this reduced in 2021/22 to 5% for rape and 5.4% for sexual offences. The first 6 months of 22/23 indicate these rates will be lower again, with only 3.9% solved for rape and 1.5% for other sexual offences. More opportunities for early intervention & prevention work could be undertaken to minimise the numbers of people experiencing rape & sexual violence and to ensure they are fully supported enabling them to have the confidence to report, seek help & support and pursue charges against perpetrators.

The Welsh government education programme (Spectrum) is wholly inadequate at meeting the scale of delivery required across schools, with only 580 pupils receiving training in 2019/20 and 18 schools taking part. More work can be undertaken to ensure that education and awareness of VAWDASV, coercive control & exploitation is delivered across all schools and educational settings across the county.

School children in Monmouthshire took part in the "Everyone Invited" survey and it has been reflected across England & Wales that they are being exposed to sexualised behaviour inappropriate to their understanding and development. Often this behaviour is perpetrated by young men who are peers. Schools in Monmouthshire participated in and provided information for the follow-up ESTYN report

RISKS: There is no dedicated resource for the coordination and management of VAWDASV in the county. The role of the Domestic Abuse Coordinator (DAC) was removed under the pathfinder and regionalisation of the VAWDASV agenda in Gwent. VAWDASV now falls under the remit of the Strategic Partnerships Manager and

Community Safety Coordinator but is not resourced to support the breadth of work previously undertaken by the DAC. This work is crucial to MCC meeting its statutory duties. In addition to this, the only post in Monmouthshire that picks up this range of work, is the Community Safety Coordinator post, which is currently grant funded, therefore there is no scope or capacity to undertake any additional work required to meaningfully address the breadth of the Community Safety & VAWDASV portfolio effectively.

CCTV Context Monmouthshire:

There is no dedicated CCTV officer within Monmouthshire County Council.

The current contract for Town Centre CCTV is funded jointly by MCC and Town Councils to the sum of approx. £140k per year. Town Councils contribute approx. £50k and MCC contributes approx. £80k.

The contract is incredibly rigid and value for money needs to be reviewed, based on the service provided by the SRS in terms of monitoring CCTV across the county

In addition to this the current arrangements in place to manage the CCTV contract with the Town Councils is massively impactful on the Community Safety Officer role and can often warrant 3-4days per week resolving and managing CCTV issues and administration

It is also noteworthy that there is no coordination of all MCC's CCTV functionality across the authority. Each directorate and department have responsibility for its own CCTV acquisition and maintenance, with many areas purchasing CCTV systems with limited training and staff capability in how to use the system in place. There are also incidents where some areas have multiple CCTV systems in locations which have failed to capture incidents of ASB

It is worth noting that the management and controls around data capture, are crucial in terms of court cases where it is required as evidence. This can include crime & disorder, public protection and safeguarding

There is a case for having a dedicated resource to coordinate CCTV across the Authority with a view to streamlining CCTV systems, negotiating more cost-effective agreements through larger contracts, energy efficiency, and to ensure compliance of CCTV minimising breaches of data management for the authority

1106. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
X712 (comm Safety)	Nil (grant funded)	59		59				59
X712 (CCTV)	Nil (external income)	25		25				25
		84		84				84

1107. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	2 FTE
Total number of posts in budget area affected	

Total increase or decrease in the number of posts from this proposal	2 x FTE
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Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	nil
Voluntary Severance	N/A
Retirement	N/A
Redeployment	N/A
Redundancy	N/A

1108. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

If the proposal is agreed, this would enable the team to utilise existing grant monies to find additional capacity within the team to undertake dedicated work to improve our capabilities in relation to community safety and VAWDASV. It would allow Monmouthshire to be responsive to concerns within the community, preventing escalation of community safety & VAWDASV issues, and ensure that we are identifying and addressing some of the most heinous crimes in the county and striving to keep people safe in Monmouthshire.

It would also enable us to address the CCTV function in the authority, ensuring we are compliant with statutory guidance which strengthens the evidence trail for court. It would allow us to establish how effectively we are utilising CCTV across the local authority and identify where we are able to make efficiencies and cost savings, by streamlining and maximising our approach to CCTV. The post would also allow for more effective CCTV technology to be explored and we would also be able, with dedicated resources, renegotiate the contracts we hold with SRS and our Town Councils to ensure it is good value for public money and fit for purpose.

If the proposal is not agreed, the ability to effectively service the whole Community Safety and VAWDASV portfolio will become unmanageable. It is anticipated that levels of crime and VAWDASV will continue to increase, as there is insufficient police resource and minimal community safety officer capacity within the county. Also, with the scale of legislation, amendments of legislation, statutory guidance, national & regional strategies, and the demands of regional collaboration around these agendas means that the current resources are insufficient to be able to fully service the business needs of the county in relation to community safety & VAWDASV and most importantly, to keep people safe in our communities.

In relation to the CCTV, since the withdrawal of the SRS contribution, there is no dedicated resource within the authority to pick up the CCTV role. This will add additional pressure to the small resource in the Strategic Partnerships Team, which will not have the ability to service their full range of duties effectively. There is also a related risk, that if funding is not secured for the Community Safety Coordinator post, their grant conditions will not allow them to fulfil this role going forward.

Both elements carry the risk of lack of compliance and more importantly our ability to serve the community and protect the citizens in our county.

1109. 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		

1110. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Yes	This request aligns to the following: Communities in which everyone feels safe and respects each other: <ul style="list-style-type: none"> • Work with police, partners, and communities to tackle anti-social behaviour • Continue to develop our CCTV network and maintain street lighting • Ensure that schools, police, youth, and social services work together and focus on prevention
Has an initial Integrated Impact Assessment being undertaken?	Yes	If Yes please summarise in Section 8.
Will an option appraisal be required?	No	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	No	

1111. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

.This evaluation has strengthened the need for this proposal as it has highlighted how wide ranging and impactful community safety, crime & disorder and VAWDASV are on communities, services and the general wellbeing of the population.

1112. Options Appraisal -

Option	Benefit	Risk	Comment

1113. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Reduction of children & adults requiring statutory intervention	Social services, YOS	Positive
Improved educational attainment	Education & schools	Positive
Reduced homelessness due to vulnerability	Housing	Positive
May support cost efficiencies across the council if CCTV provision can be streamlined and contracted more efficiently	All departments	Positive

1114. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Due to the lack of resource within the team and specific skills required to undertake the function and roles highlighted in the pressure section, there are no ways identified to mitigate impact to the authority if the anticipated workload and data is to be correct.

1115. 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)
Additional community safety & VAWDASV skills & knowledge required	New appointment	Analytical capacity
Additional CCTV skills & awareness required	New appointment	Cooperation from MCC departments and support from HoS Information, Security & Technology

1116. 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)
SLT	A report was submitted to SLT highlighting the data and evidence of need for additional capacity in the community safety & VAWADSV space, due to the rising levels of crime, ASB, sexual violence, domestic abuse and exploitation in the county	18 th October 2022

Community in Caldicot	A community survey was undertaken in Caldicot in-line with Home Office Safer Streets 4 funding. Approx 400 responses were received in 3days stating the levels of crime, ASB, lack of police & community safety resources, citing drug dealing and taking by youths in the area, abusive behaviours, targeting business and off-road scooters and general ASB. People have reported that they do not feel safe in the area and the town is not accessible from 3pm onwards. There have been a number of Police dispersal orders in place, which have had a short-term impact, as this serves to only push the behaviour out of the town area and into more secluded areas, where vulnerability of youths poses a significant risk and also causes wider ASB and crime issues in the surrounding communities.	25 th -30 th April 2022
Community in Abergavenny	A community survey was undertaken in Abergavenny in-line with the Home Office Safer Streets 3 funding, which was targeting the safety of women & girls. Abergavenny has the highest recorded police data for violence against women, domestic abuse & sexual violence, with Monmouthshire being an outlier across Gwent for repeat victims of domestic abuse. Women & girls who completed the survey highlighted what they felt was needed to help them feel safe in their community, and aside from more police presence, was CCTV, lighting, stopping the drug taking and dealing in hotspot areas, more accessible and well-lit footpaths, self-defence sessions, safe spaces and more awareness raising of women & girls right to feel safe in their community	18 th – 29 th July 2022
Community in Monmouth	Community survey is planned to be undertaken to develop a baseline across the county	January 2023
Community in Chepstow	Community survey is planned to be undertaken to develop a baseline across the county	February 2023
Community in Usk & surrounding areas	Community survey is planned to be undertaken to develop a baseline across the county	March 2023
CCTV discussion	SRS Lead Officer for Commissioning, Head of Information, Security & Technology (MCC) Deputy Chief Executive (MCC) Head of Policy, Performance & Scrutiny have been consulted on the CCTV pressures and options.	June 2022

1117. 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 7 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	Strategic & Operational	May not meet statutory duties which will impact public safety	High	Team Manager will work to avoid any failure to compliance
Risk	Operational	There will be no coordination of CCTV management in the county, this will impact the Town & Community Council, MCC reputationally and also create a vacuum in	High	There are currently no mitigation measures identified for this risk

		ensuring CCTV capability is delivered across the Towns		

1118. Assumptions

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

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

1119. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Process	Compliance with legislation	X	X	X	x
Customer	People feel safe - reduction in ASB data	TBC	TBC	TBC	TBC

1120. 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	<p>This will enable MCC to work closer with partners and ensure there is a multi-agency approach to the needs in the community. It will also enable us to link far more closely with special sector providers and build robust meaningful relationships that will allow for better intelligence and data sharing to understand need and risk in our communities.</p> <p>There is also the potential to seek and bid for additional funding to further enhance delivery and ensure that Monmouthshire is maximising any additional resources it can draw in to support communities of need.</p> <p>The CCTV capacity, could in the later phase seek to collaborate more efficiently with partners who also have a CCTV capability, which could realise potential cost savings or efficiencies</p>
Will this project benefit from digital intervention?	Y	The CCTV capacity would seek to explore technological advances in CCTV capability across the authority

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Community Hubs, Community Education and Libraries	Senior Responsible Officer:	Matthew Gatehouse
Your Ref No:	CEO01-5,CEO8,CEO10	Operational Lead Officer:	Richard Drinkwater / Cheryl Haskell
Version No:	0.1	Directorate:	Chief Executives
Date:	23 November 2022	Section:	Community Hubs

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.

1121. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Reduce staffing levels at community hubs in order to reduce costs (**£135k in 23-24**) and keep all hubs open with reduced service levels. This will affect customer service quality and perceptions of the council but will ensure that the front door to services in all towns remains open maintaining access to information, advice as well as acting as a safety net which can assist people at times of need.

This proposal will also:

- reduce the budget for library books by 50% from £90,000 to £45,000 for one year, **a saving of £45,000** of which £30,000 would be reinstated the following year. This will reduce service quality and key performance indicators within the Welsh Public Library Standards
- increase the income target for community education by **£10,000** from £23,961 to £33,961.

1122. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

MCC operates community hubs in Abergavenny, Monmouth, Usk, Caldicot and Chepstow as well as a small stand-alone library within Gilwern Community Centre. These are access points to council services and house libraries and community education. The Usk site also contains the UKs only local authority operated Post Office (jointly subsidised by Usk Town Council).

Running multiple services under a single roof means building and energy costs are minimised. It also makes services more accessible for people who are vulnerable or approaching crisis. There are some differences however, the 4 largest hubs broadly open Monday to Friday and Saturday mornings for library services. Usk and Gilwern operate shorter hours. Footfall into community hubs is measured by door counters. There has been a fall-off in numbers since the pandemic. There were 200,000 users between April and September 2019 compared to 185,000 for the same period in 2022. This follows steady growth from 2016 up to 2019. This is a crude measure as reasons for visits can vary from returning a library book or picking up some bin bags, to homeless presentations. The better located services, such as Abergavenny, experience higher footfall than services which are on the edge of towns, such as Monmouth.

Staffing at the four larger sites varies from 5.2 FTE to 6.3 FTE which includes a senior officer (Band F), a Library Lead (Band F) and Information Officers (Band E). On each site one of the information officers also works as the community education lead. The proposal will see staffing reduced across all sites, by a total of 4.2 FTE using the latest usage numbers to equalise staffing levels and ensure shifts are matched to the busiest times of the day / week.

1123. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Community Hubs	1,423		(150)	(135)	(15)			(150)
Library Materials	90		(45)	(45)	30			(15)
Community Education	(29)		(10)	(10)				(10)
Total	1,490		(205)	(190)	(15)			(175)

1124. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	31.6 FTE
Total number of posts in budget area affected	21.1 FTE
Total increase or decrease in the number of posts from this proposal	-4.2 FTE

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	1.0 FTE
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	3.2 FTE

1125. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

The changes are expected to lead to an increase in the number of complaints about wait times and service availability

There is increased likelihood of unplanned service closures as a result of sickness/holidays as the services will be operating with lower staffing ratios. A small budget will be retained to enable casual / agency staff cover but this may not always be available at short notice.

Reduced book spending will lead to a lowering of performance against the Welsh Public Library Standards which cover things like staff/opening hours and spending on books

There are no impacts on statutory or legal duties as a result of the proposal

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1126. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
Grant / Franchise funding to increase marketing and promotion of community education courses	Welsh Government (direct grant), Coleg Gwent (Franchise Courses)	Confirmed – but with final sums yet to be finalised

1127. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	N	
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

1128. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

<p>Face-to-Face access points are more likely to be used by older residents or those who are digitally excluded. This group are more likely to be on low incomes. Older people are less likely to use digital channels (Source – Age UK)</p> <p>Maintaining this service has a positive effect on those who are older or on low incomes who will often come in for one service, like bin bags or a library book, and use this as gateway to access advice or preventative services. This means that reductions in the service will have a disproportionate impact on these groups. However, the mitigation is that we are maintaining a service presence in all towns.</p> <p>Staff in the community hubs are predominantly female so any redundancy will impact disproportionately on the female sex.</p> <p>On balance, the service reductions can be justified because they will enable the council to continue to maintain delivery of core services to a wide range of people who are vulnerable or need support at key stages of the life course.</p>

1129. Options Appraisal -

Option	Benefit	Risk	Comment
Reduce costs by closing each hub one day or more days per week	Maintain service levels on the days that remain open	Would mean full time staff being asked to work reduced hours with corresponding reduction in pay – most could not afford to do this	

Reduce costs by maintaining opening hours but reducing the number of staff available to serve customers	Maintain accessibility of service offer	Services will be thinly staffed creating challenges during holiday periods or in the event of sickness – increasing likelihood of service closures at short notice	Possibility to mitigate this risk by having a peripatetic member of staff or using agency staff
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1130. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Reduction in service level will reduce residents' ability to access multiple other services in a timely way.	Service Users Council Departments e.g. waste, highways, housing options, Council Tax	negative

1131. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

<ul style="list-style-type: none"> Continue to develop digital channels and make self-service a more visible options inside the hubs. Maintain the contact centre operation 5 days a week to ensure that telephony access remains available to people who cannot access council services via the community hubs Removal of library fines removes the risk that people who cannot get library books back on time will not incur financial penalties

1132. 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		

1133. 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)
Team Managers, Senior Information Officers, Library Lead and Community Education Lead	Early meetings to engage staff leading these areas for ideas about the most effective ways to reduce costs while maintaining service delivery	Nov 2022
Whole Team	Consultation on proposed changes planned for January 2023	

1134. 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 7 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
Reduction in service level and increase in complaints	operational	Assumption based on reduction in staffing levels	M	Continued development of digital channels to encourage those who are able to self-serve to use them
Vulnerable people will find it harder to access services	operational	Vulnerable people, such as the homeless are more likely to access services face-to-face	M	Continue to promote the wide range of channels available including telephony which will remain available 5 days a week Maintaining all community hubs so no town that currently has a service will lose it
Increased likelihood of unplanned service closures	operational	Lower staffing ratios will make it harder to open in the event of unplanned absence	H	Retain a small budget to pay agency / casual staff to cover holidays at peak times

1135. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That there is a market for more community education	Grant funding will enable courses to be marketed at lower price increasing take-up	n/a

1136. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Customer	Footfall in community hubs	185,000			
Customer	Active Library borrowers	10,500			
Customer	Adult Learning enrolments	250			
Customer	Adult Learning retention	>98%			

1137. Additional considerations:

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

Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	Y	Already working with Digital team on development of online customer channels and updating of telephony system to improve responsiveness and quality of alternative channels

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Contact Centre	Senior Responsible Officer:	Matthew Gatehouse
Your Ref No:	CEO011&13	Operational Lead Officer:	Amanda Southall
Version No:	0.1	Directorate:	Chief Executive's
Date:	20/11/22	Section:	Contact Centre

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.

1138. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Contact Centre – Reduction in Staffing – Net Saving £68k

To reduce staffing levels in the contact centre by 2.5 FTE, with a corresponding reduction in service responsiveness, in order to deliver a financial saving. It's anticipated that average queue times for calls to be answered will increase from 3 minutes 8 4 minutes 10 seconds as a result of this reduction.

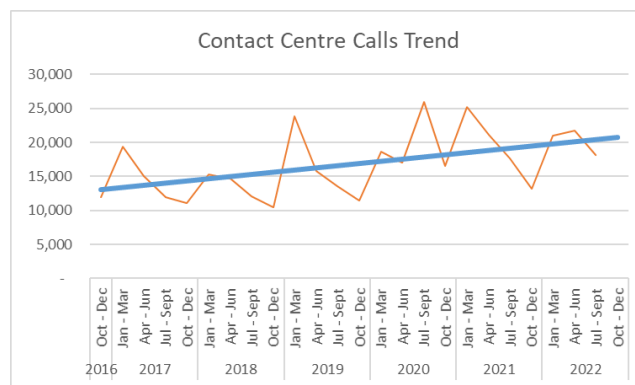
1139. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Staffing Reduction Savings Analysis

Contact Centre Staffing	
FTE 22-23	10.92
FTE 23-24	8.42
FTE Reduction	-2.5
Projected Cost Of Structure 23-24	£ 297,017
Available Budget	408,804
Saving	- 111,787

The rural nature of our county means that we have one of the highest proportion of areas (measured at lower super output area) that have difficulty in accessing physical services. 27% of areas are in the lowest decile. This compares to 0% in neighbouring Blaenau-Gwent and Torfaen and 2% in Newport. (Source: Welsh Index of Multiple Deprivation). As a result of this, more of our residents will be dependent on the telephone to get the things they need

It had been anticipated that increased investment in digital channels, available 24/7 would lead to a higher proportion of residents self-serving. While more people have been using these channels, it is against a backdrop of higher demand overall meaning calls volumes have continued to increase as shown below:



The average time people wait for calls to be answered is 3 minutes 8 seconds (12 months to Oct 22). Modelling shows that reducing staffing by 1.5 FTE staff will increase the average queue time from 3 min 8 sec to 4 min 10 sec.

While the hold time considered to be acceptable varies depending on the research cited and nature of the industry, a wait time of 2 minutes appears to be an acceptable level. It is acknowledged that this mandate will reduce service levels and is expected to result in reduced resident satisfaction and increased complaints as well as making it harder for residents and business to access services such as benefits advice, council tax queries or paying for garden waste service.

1140. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	

Contact Centre	565		(112)	(112)				(112)
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1141. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	10.92
Total number of posts in budget area affected	2.5
Total increase or decrease in the number of posts from this proposal	2.5 decrease

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	1.0
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	1.5

1142. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

The proposal will result in a quantifiable deterioration in service standards:

- The average wait time that people spend queuing for the phone call to be answered will increase
- The number of missed calls will increase

These are expected to lead to an increase in the number of complaints.

A corresponding pressure has been added to recognise that i) a budget pressure agreed by Cabinet for 22-23 was not added to the service budget creating an ongoing shortfall in staffing ii) delays

1143. 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		

1144. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	N	
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

1145. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

Telephone services enable those who do not have a car or who are digitally excluded to access services. These people are more likely to be on low incomes. Telephony is a channel likely to be more popular with older people (Source – [Age UK](#))

Maintaining this service has a positive effect on those who are older or on low incomes who are less likely to access services digitally. This means that reductions in the service will have a disproportionate impact on these groups

Staff in the contact centre are predominantly (93%) female so any redundancy will impact disproportionately on the female sex.

On balance, the service reductions can be justified because they will enable the council to continue to maintain delivery of core services to a wide range of people who are vulnerable or need support at key stages of the life course.

1146. Options Appraisal -

Option	Benefit	Risk	Comment
Merge Contact Centre staffing with community hubs	Economies of scale	Face-to-face customers will be prioritised over telephone callers Negative staff feedback to this proposal e.g. staff have applied for jobs based on type of work involved	Discounted as potential negative impacts on productivity would outweigh marginal gains in staffing numbers
Outsource Contact Centre	Potential for lower cost	Reduced knowledge of local area from call handlers Decreased control e.g. ability to step up contact centre in an emergency such as flooding Wide range and complexity of services handled make this a difficult contract to manage	

1147. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
The change will result in longer wait times for phone calls to be answered and a higher number of callers hanging up before we pick up the phone	This will effect all affect callers requiring access to services equally (e.g. garden waste payments; missed bin reports; homeless queries; benefits claimants)	negative
Removing the position of contact centre manager will enable front-line roles to be protected with the duties being absorbed by one of the community hub managers	Contact centre staff, service users	positive

1148. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

<ul style="list-style-type: none"> • Posts which have become vacant in the latter part of 22-23 have been held vacant to enable budget recovery and anticipating budget shortfall in 23-24. • Investment in digital to enable increased channel choice • Commenced procurement of new telephony system to increase efficiency
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1149. 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)
Nil		

1150. 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)
Staff Consultation	To engage with staff who will potentially be at risk of redundancy as a result of a reduction in headcount	January 2023

1151. 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 7 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
Reduction in service level and increase in complaints	operational	Data modelling carried out on staffing levels and response times	M	Continued development of digital channels to encourage those who are able to self-serve to use them
Vulnerable people will find it harder to access services	operational	Data modelling carried out on staffing levels and response times	M	Continue to promote the wide range of channels available

1152. Assumptions

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

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

1153. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Customer	Average call queue time				
Customer	Average percentage of calls which are answered				

1154. Additional considerations:

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

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Removal of Data Scientist post	Senior Responsible Officer:	Matthew Gatehouse
Your Ref No:	CEO14	Operational Lead Officer:	Richard Jones
Version No:	0.1	Directorate:	Chief Executive's
Date:	17/11/2022	Section:	Performance & Data Insight

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.

1155. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The previous Cabinet agreed an investment in data development to shape preventative services, create operational efficiencies and deliver data-led solutions that will help achieve the purpose and long-term policy priorities of the council.

As part of this a Data Scientist post was created possessing a range of skills which are not currently readily available in the Council, and would work with a range of teams in the Council, using advanced data and analytics to improve service delivery and organisational efficiency.

The post of data scientist was created as part of the decision to develop the Councils' data capacity and capability. It was planned from the outset to be held vacant for an initial 12-month period to undertake the development of the Councils data maturity in order to utilise the skills and maximise the return of investment a data scientists would provide.

This proposal would remove the data scientist post from the Performance and Data Insight Team structure resulting in a budget saving of £39,000.

1156. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

The proposal would result in a salary saving. This will result in an opportunity cost to develop capability and capacity in the data function which in turn would enhance organisational effectiveness. However, the full benefits of the work would take many years to fully materialise with financial payback on the benefits of long-term preventative services unlikely to materialise within the current medium term financial planning period.

As an example the Government [Central Digital and Data Office](#) provide a guide for the role of a data scientist. This includes:

- develop complex solutions using a range of data science techniques, including automation to reduce the need for manual administrative tasks such as data entry and validation
- supporting capability building within the organisation
- prepare and manipulate data, and perform complex analytics to generate actionable insights that could be deployed in service delivery and back office functions

1157. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Performance & Data Insight	133		(39)	(39)				(39)

1158. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	1.0
Total number of posts in budget area affected	1.0
Total increase or decrease in the number of posts from this proposal	(Decrease)

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	1.0 FTE
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

1159. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

The Performance & Data Insight team are meeting statutory and legal duties for data production and reporting. The team are also increasing the use and analysis of data for insight which in turn can help improve decision making and accountability. This is subject to capacity in ensuring statutory and legal duties are met which is an increasing demand for the team. The data scientist role would be solely focussed on generating insight and the main impact in removing the role is a negative effect on the Council's ability to generate advanced insight from the huge datasets we hold to inform predictive and preventive planning in service development and support the efficient and effective delivery of services.

Further development needed in the Council's data maturity. Without development in the Councils in data maturity it would be challenging to gain maximum return on investment from a Data Scientist post. However, the skills set a Data Scientist provides would also support the Councils development of data maturity, particularly by showing the art of the possible with data analysis. The data scientist would also support data science capability building across the team and wider organisation.

1160. 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)

1161. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	N	
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

1162. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

The Data Scientist post is currently vacant; therefore, there is no impact of the proposal on an individual.

The removal of the post may impact on the Council's ability to generate insight from its data to support the delivery of its commitments and legislative requirements in relation to Equality, Socio-economic duty, the Welsh Language and Well-being of Future Generations Act.

1163. Options Appraisal -

Option	Benefit	Risk	Comment
Remove the Data Scientist post from the Performance and Data Insight Team Structure.	This will generate an immediate financial saving for the Council.	Risk of not generating advanced insight from the Councils data to inform predictive and preventive planning in service development and support	To maintain a small data development and training budget

		the efficient and effective delivery of services.	To network with other organisations on data science capabilities.
Maintain the Data scientist post from the Performance and Data Insight Team Structure.	Generating advanced insight from the Councils data to inform predictive and preventive planning in service development and support the efficient and effective delivery of services.	There is still further development needed in the Council's data maturity and risk of service areas capacity to engage. Without these conditions there is a risk of not realising the Return on Investment from a Data Scientist post.	Skills in the Data scientist field are in high demand. Recruiting to the role might be a challenge.

1164. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
To generate advanced insight from data in the Council's service area to inform predictive and preventive planning in service development and support the efficient and effective delivery of services.	All	Negative impact on generating advanced insight for the Council's services

1165. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

To maintain a small data development and training budget. This will:

- Support the development and training of existing roles in the Performance & Data Insight team, and other data roles in the Council as required, to develop analytical skills and keep up to date with latest practice, tools and techniques in the data field.
- To procure data science expertise as and when required on a project-by-project basis

1166. 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		

1167. 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 – post is currently vacant		

1168. 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 7 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Risk of not generating advanced insight from the Councils data to inform predictive and preventive planning in service development and support the efficient and effective delivery of services.	Strategic	Not having the skills set a data scientist would provide to utilise in helping deliver the Council's organisational priorities.	High	To maintain a small data development and training budget

1169. Assumptions

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

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

1170. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27

1171. 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	

People & Governance

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	PG Income	Senior Responsible Officer:	Matt Phillips
Your Ref No:	PG2	Operational Lead Officer:	
Version No:		Directorate:	P&G
Date:	19 Dec 22	Section:	

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

1172. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Very little budget in P&G sits outside employee cost and most supplies and services are covered by whole authority systems like payroll. Flexibility is limited.

The below proposals seek to increase income in Comms and Land Charges and a small software cost reduction in payroll.

Additionally, Comms can act as an income generator for other departments through a growing piece of work around brokering film locations (income through license requests, road closures etc).

1173. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Land Charges fee rates are limited by statute which limits manoeuvrability, and income is intrinsically linked to the economy and housing market.

Comms income target is likely to rely on making effective use of grant funding in other parts of the organisation which brings an inherent risk to the model (the cessation of grant funding being the primary one).

1174. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Communications	241		50	50				50
Land Charges	21		20					20
People (systems) – supplies and services	210		10					10
Total			80	80				80

The only identified **pressure** currently not absorbed by the actions set out in this mandate is the increase in pay for Councillors – pending the IRPW decision.

1175. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	7
Total number of posts in budget area affected	8
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

1176. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

For comms, when combined with a post deletion, it is going to fix a degree of capacity that will result in a diminished ability to service other need across the organisation.

1177. 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)

1178. Corporate Alignment: How does this proposal contribute and align with the draft Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	Y	Fee charging

1179. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

An IIA has been completed given there is a change to charges for services and it is felt to be negligible.

1180. Options Appraisal

Option	Benefit	Risk	Comment

1181. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
As per the risk section, a reduction in capacity in comms to support other services	Whole organisation	Negative

1182. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

1183. 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)

1184. 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)
SLT		Nov/Dec
Cabinet		Nov/Dec
Public		Jan/Feb

1185. 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 7 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

1186. Assumptions

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

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

1187. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27

1188. Additional considerations:

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

Resources

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Pressure
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Proposal Title	Commercial Investment – Service Pressure	Senior Responsible Officer:	Peter Davies
Your Ref No:	RESPM3	Operational Lead Officer:	Nicholas Keyse
Version No:	1	Directorate:	Resources
Date:	21/10/22	Section:	Landlord 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.

1189. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Commercial Investments – Service Pressure £150,000

For the financial year 22/23, it was known that the Commercial Investments portfolio would carry a significant pressure as a consequence of Mitel vacating Castlegate Business Park as well as vacant units or tenants benefiting from rental incentives (rent free) at Newport Leisure Park.. To help mitigate the impact, the authority agreed to provide budget and reserve funding of £742k as part of the 22-23 budget build. This was to provide a short-term solution in allowing us to reduce the required 22-23 budget target whilst new tenants were secured for the vacant units.

MTFP Budget Adjustments

Site	2022-23			2023-24	
	Budget 21-22	MTFP Budget Adj	Budget 22-23	23-24 Budget Reversals	Net Budget 23-24
Newport Leisure Park	-400	288	-112	-188	-300
Castlegate	-209	454	245	-312	-67

	-609	742	133	-500	-367

The 23-24 MTFP model assumes that £500k of reserve funding will be reversed out, and as a consequence and in light of continued (albeit reduced) voids, the net budget has changed from a £133k deficit to a £367k surplus across both sites.

Since Mitel vacated in March 2022, new tenants have been secured at both Castlegate Business Park and Newport Leisure Park resulting in an increase in rent roll and improved performance of both assets, therefore a £150,000 under-recovery has been applied against budget for next year as per the table below. There remains a reasonable prospect of securing additional tenants to further reduce voids and therefore the surplus.

1190. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Commercial Investments – Service Pressure £150,000

As a consequence of the reversing out the £500k reserve contribution, early projections for 23-24 indicate that there will be a £150,000 shortfall of the income target. This can be attributed to 3 main factors:-

- Having secured new tenants at Castlegate Business Park and Newport Leisure Park, we have a number of tenants across the portfolio benefitting from a rent-free period and therefore full rental will not be received until 24-25. This will however result in an improved position in 24-25.
- Whilst a significant new letting to Wunda Group has improved the position for Castlegate Business Park, there remains 45,000 sqft of vacant office space – resulting in a reduced rent roll and liability to MCC via service charge/business rates.
- Two tenants at Newport Leisure Park are in arrears and, subject to the outcome of debt recovery efforts being undertaken by Landlord Services, this will likely result in voids being created. Given rental incentives will likely be required to secure new tenants, a potential reduction in rental income has been assumed and forecast as £55k for 23-24.

Despite these challenges, the commercial portfolio's rent roll has increased through recent lettings at both assets, and there remains a reasonable prospect of securing new tenants for our remaining vacant spaces. Unit 6 at Newport Leisure Park is under offer and expressions of interest have already been received relating to space occupied by one of the tenants currently in arrears (and indicating they seek to close the business). Castlegate Business Park continues to receive interest in smaller lettings, including for repurposing of the catering provision which will result in a rental income whilst creating a more attractive and modern food/drink offering on site.

A breakdown of the financial projection is detailed below, note that due to the receipt of full year rentals in 24-25 that the portfolio is forecasting £58k saving against budget.

Combined	23-24	24-25
Service Charge Voids	202,056	202,056
Rates	186,118	186,118
Current Loan Repayment	1,340,044	1,340,044
Total Expenditure	1,728,218	1,728,218
Rental Income	- 1,945,660	- 2,153,160
Total Income	- 1,945,660	- 2,153,160
Net Investment Position	- 217,442	- 424,942
MTFP Surplus	- 367,000	- 367,000
Net MTFP Position	149,558	- 57,942

1191. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Landlord Services – Investment Portfolio	133	150		150	(208)			(58)

1192. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	N/A
Total number of posts in budget area affected	-
Total increase or decrease in the number of posts from this proposal	-

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

1193. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Minimal impact on service delivery. Estates will continue to support the marketing and letting of the property, in accordance with the requirements of the Asset Investment Policy and alongside that of the wider portfolio.

1194. 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	Dilapidations funding will support investment required to secure new lettings	

1195. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

1196. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

The investment portfolio derives a net return which enables the council to deliver services and remain vigilant of the wider economic context, responding to a fast-changing economy. The investment portfolio not only contributes to job retention in county but supports people who are looking to establish businesses and encourages investment in county, contributing towards a thriving, well connected and fair local economy.

The goal which will have the biggest impact here is 'a thriving and ambitious place' that aims to redevelop town centres and facilitate investment to attract more people to the towns. Castlegate Business Park is a well-connected site within it's local community.

1197. Options Appraisal -

Option	Benefit	Risk	Comment

1198. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Resource required from the Estates Department to monitor and ensure marketing and letting opportunities are dealt with at speed and efficiently.	Estates Department	Neither

1199. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

1200. 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)
Potential financial consequence in the form of rental incentives or capital contribution towards improvements.	Prudential borrowing	No

1201. 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)
Landlord Services	Internal consultation around realistic prospects of reletting, with input from managing commercial agents.	Oct 2022
Finance	Verification of budget savings proposed.	Oct 2022

1202. 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 7 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
Failing to attract a new tenants / the space remains vacant	Strategic	Commercial property and the ever-changing office environment	Medium	The Estates Department continue to progress a marketing strategy in order to attract new occupiers. It is anticipated that smaller lettings will be required as a consequence of the changing office environment.
Further voids, creating additional holding costs for the council	Strategic	Commercial property and the ever-changing office environment	Medium	Actively market void units and engage in ongoing communications with tenants whose leases are due to expire or have break clauses.

1203. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That market value will be paid by prospective tenants	Reasonable to assume that market value will be paid based on comparables, on the understanding that incentives may be required to secure the letting.	Chief Officer for Resources / Delegation tbc by Investment Committee
That the asset will be retained	It is the recommendation of officers that the Investment Assets (Castlegate Business Park / Newport Leisure Park) are retained, however this is subject to IC and, subject to recommendation, Full Council decision	Investment Committee

1204. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget/Staff	Performance Review / ROI based on Asset Investment Policy				

1205. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	No new procurement. TBC as to whether the managing agent role will be renewed or reproced.
Will this proposal impact on the authorities built assets?	Y	Investment Assets of Castlegate Business Park / Newport Leisure Park
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Pressure
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Proposal Title	Pay pressures for the Revenues & Benefits Shared Service	Senior Responsible Officer:	Peter Davies
Your Ref No:	RESPM4	Operational Lead Officer:	Ruth Donovan
Version No:	1	Directorate:	Resources
Date:	31 st October 2022	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.

1206. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The Shared Revenues and Benefits Service is 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 the annual pay award for these costs, as our budgeted contributions are recorded against the non-pay budget. The figures shown in table 3 below include annual increments, the full impact of the 2022/23 pay award, an assumed pay award for 2023/24 of 4% and an assumed increase in pension contributions of 0.5%. The increase in the contribution also includes MCC's proportion of two additional posts that were appointed in 2022/23, previously funded from the Shared Service Reserve.

1207. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Email confirmation and budget breakdown from Sharon Lear (Accountant for TCBC) of the estimated increase in Monmouthshire's contribution to the Shared Service for 2023/24.

1208. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget	Proposed Cash Increase £'000	Proposed Cash Reduction	Target year				Total Budget Change Proposed
				2023/24	2024/25	2025/26	2026/27	

	£'000		£'000	£'000	£'000	£'000	£'000	£'000
Revenues, Systems & Exchequer - Benefits Shared service (F011)	437	46		46				46
Revenues, Systems & Exchequer - Revenues Shared service (F012)	321	66		66				66
	758	112		112				112

1209. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	N/A
Total number of posts in budget area affected	N/A
Total increase or decrease in the number of posts from this proposal	N/A

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	N/A
Voluntary Severance	N/A
Retirement	N/A
Redeployment	N/A
Redundancy	N/A

1210. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

These costs will be incurred by the Shared Service, as they reflect the current agreed structure for running the service. It isn't possible to absorb these costs from the wider Revenues and Systems budget. Therefore this would be result in an overspend in 2023/24.

1211. 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		

1212. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

1213. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

Not applicable

1214. Options Appraisal -

Option	Benefit	Risk	Comment
Not applicable			

1215. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

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

1216. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

In the past these pressures have been managed across the Revenues, Systems and Exchequer budget through contract savings and service reconfiguration. However this isn't sustainable in the long term, especially as pay awards are now running at a much higher rate. Prior to the creation of the Shared Revenues and Benefits Service these annual salary uplifts would have automatically increased under the MTFP.

1217. 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		

1218. 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)
Deborah Smith – Head of Revenues & Benefits Service	Teams meetings and email	October 2022
Sharon Lear – Lead Finance Officer (TCBC)	Teams meetings and email	October 2022

1219. 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 7 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 the 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. It will also put into question the services' ability to respond to any future Welsh Government support schemes. This will put vulnerable citizens at risk and potentially have an impact on our council tax collection.	Medium	Service redesign and automation is ongoing and will help but won't be able to fill the gaps.

1220. 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 their budget setting.	Shared Revenues and Benefits Board

1221. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27

Ongoing service monitoring through Service Business Plans and Shared Service Board Meetings	n/a				

1222. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Pressure
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Proposal Title	Reinstate Cashiers budget and review previous decision to move away from accepting cheque payments	Senior Responsible Officer:	Peter Davies
Your Ref No:	RESPM5	Operational Lead Officer:	Ruth Donovan
Version No:	1	Directorate:	Resources
Date:	31st October 2022	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.

1223. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

As part of the 2020/21 budget setting, a decision was made to reduce the number of cashiers by 0.5 FTE, saving £20,000. This reduction was made following a decision to move away from cheque payments towards digital self-service. Following the decision work has progressed in reducing the number of cheques received and increasing digital payments. However as a significant number of cheque payments remain, we have been unable to release the 0.5 FTE post in cashiers and have carried this as an overspend against the Revenues, Systems & Exchequer budget.

1224. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Statistics show a decline in cheque payments made and an increase in automation. This is in part due to customers changing habits during the pandemic. We have also improved online/telephone payment facilities and run some targeted letter campaigns.

2019/20: number of cheques processed 13,473 (17% of all transactions). Online payments – 53% of all transactions

2020/21: number of cheques processed 5,932 (8% of all transactions). Online payments – 73% of all transactions

2021/22: number of cheques processed 4,618 (6% of all transactions). Online payments – 73% of all transactions

1225. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Cash Increase £'000	Proposed Cash Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Cashiers (F010)	177	20		20	0	0	0	20

1226. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	1.5
Total number of posts in budget area affected	4
Total increase or decrease in the number of posts from this proposal	+0.5

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts

Post(s) already vacant	n/a
Voluntary Severance	n/a
Retirement	n/a
Redeployment	n/a
Redundancy	n/a

1227. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

The cost of retaining this 0.5 FTE has been reported as an overspend in each of the subsequent financial years. It has not been possible to release the post as despite various letter campaigns etc a significant number of our citizens still wish to pay by cheque. There is a certain amount of administration that comes with these cheque payments that has therefore needed to be maintained. The cashiers also work closely with the banking team, who have seen their workload and demand pressures increase over recent years. It is therefore not possible to achieve this historic saving under the current conditions.

1228. 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		

1229. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

1230. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

Positive:

- Provides certainty for officers working in the cashiers section as some appointments are temporary.
- Will provide clarification about the future of cheques to both ourselves and our customers (many of which still want to pay us this way).
- Removes an in year budget pressure that has to be managed by the Division

Negative:

- Outdated and costly payment method will remain

1231. Options Appraisal -

Option	Benefit	Risk	Comment
Remain the same – continue to accept cheques and manage this with the reduced resources	Provides continuity for our customers but creates an extra work pressure for an already busy team.	Unable to meet key deadlines and responsibilities. Officers are on temporary contracts which makes retaining staff difficult	
Fully enforce the decision to remove cheques from all our business	Would result in the previous budget saving being achieved through the release of temporary appointment	Would alienate some of our customers and possibly result in a loss of income to the council The scarcity of resources within the cashiers team would make the service difficult to retain normal service patterns of 9 to 5, 5 days per week.	
Reverse the decision to stop taking cheque payments and reinstate the cashiers post	Customers would be happy as they like this payment method. Doesn't disadvantage some of our most vulnerable customers. Ensures the cashiers team is put back on a firmer footing.		

	Takes away an in year budget pressure which has to be managed.		
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1232. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Potential to address an ongoing budget shortfall and to give the team the continuity that it requires in what remains a challenging environment.	Cashers and Banking Team	Positive

1233. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Continue to work with services to design new payment solutions which build out cheque payments. We continue to ensure that we no longer promote cheque payments for council tax, business rates, debtor invoices etc. Over time cheques will continue to diminish. At which point the resources involved in processing these payments can be revisited.

1234. 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		

1235. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
Chief Officer & Service Manager	Teams conversations/Budget meeting	September/October 2022

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1236. 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 7 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
Continued reluctance of citizens to move away from cheque payments	Operational	Unable to deliver budget saving as a result	Medium	Continue to promote alternative payment methods

1237. Assumptions

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

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

1238. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget monitoring					
Cashier and banking activity data					

1239. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Pressure
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Proposal Title	Markets Service Pressure	Senior Responsible Officer:	Peter Davies
Your Ref No:	RESPM9	Operational Lead Officer:	Nicola Howells
Version No:	1	Directorate:	Resources
Date:	23/11/22	Section:	Landlord 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.

1240. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Markets – Service Pressure – £21,000

Request to fund a net shortfall in Markets budget of £21,000 due to :-

- A projected shortfall in income in 23-24 of £77,505.
Offset by :-
- An increase in stall fees of 15% generating £26,000 additional income.
- A managed reduction in waste disposal costs of £30,000.

1241. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Markets – Service Pressure – £21,000

Markets have historically struggled to hit income budgets, particularly post pandemic, the table below provides a breakdown of income received over the past 4 years with a forecast and projection for 22-23 and 23-24 respectively.

Period (Yr)	Actual	Budget	Variance	Notes
2018-19	-373,277	-359,651	-13,626	
2019-20	-244,562	-359,651	115,089	
2020-21	-73,146	-327,505	254,359	Income affected by Covid lockdowns
2021-22	-177,315	-327,505	150,190	Income affected by Covid lockdowns
2022-23 Forecast	-192,000	-327,505	135,505	
2023-24 Estimate	-250,000	-327,505	77,505	<i>Assumption of more events to increase income</i>

Current projections indicate a shortfall in income in 23-24 of **£77k**. It has been a slow recovery following the pandemic in the rental of market stalls. However, the hall layout in Abergavenny has now returned to pre-covid layout and bookings are increasing, this has been reflected in the projection along with additional income generated by the running of events at the market Hall throughout the year.

Pressure Mitigation

In order to mitigate this pressure an increase of 15% in stall rental fees for Abergavenny is proposed, if we assume a 75% uptake across 23-24 then that will generate an additional **£26k** pa.

In addition it is the intention to bring in a policy to make tenants responsible for their own waste and utilities, this will potentially offset costs by **£30k**.

All exclusive Areas have now been let on lease agreements, with an uplift in income of £10k pa

1242. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Markets service pressure	18	21		21				21

1243. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	N/A
Total number of posts in budget area affected	
Total increase or decrease in the number of posts from this proposal	

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

1244. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

If the Budget Pressure was not agreed then the Income Target will not be reached, resulting in a larger deficit, which would be at a detriment to overall Budget Forecasting

This Service provision however would continue. but with added pressure on the Team to reach an unachievable Income level during a period where the Retail Market and small Businesses are recovering Post Pandemic.

1245. 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		

1246. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	y	
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

1247. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

- The Market is recovering along with many other retail enterprises from the impact of COVID. Which has resulted in reduced trader numbers, and having to implement a COVID layout resulting in less stalls for Hire.
- Most Traders are small local businesses who work for themselves and have been unable to 'Make a Living' during the Pandemic. This contributes to the local economy and growth
- Abergavenny Market is at the Heart of the Market Town and helps generate Tourist Interest and Revenue for the Town.
- There are already positive signs of Improvement with stall bookings increasing in the run up to Christmas.
- The Pandemic has restricted the ability to forward plan events, but there is now the appetite from Traders to offer different Markets across the County in 2023
- The Budget Deficit would need to be offset against other Budgets whilst the Market Service is able to regenerate demand and establish itself Post Pandemic

1248. Options Appraisal -

Option	Benefit	Risk	Comment

1249. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
N/a		

1250. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

- A new Payment system has been put in place , with card readers and payments through the Hub, to make it easier for Traders to make payments and save operational time.
- Enquiries are underway to agree best way to recharge for Utilities to different tenants within Markets to recoup energy cost, by means of sub meters or a per unit charge.
- Marketing/Promotions/signage has been secured via grant funding to publicise Markets and generate interest for bookings
- Abergavenny Market Hall layout has been altered to facilitate more tables for increased bookings.
- Evening Events are being scheduled for 2023
- Programme of Markets being agreed for Monmouth Outdoor Market

1251. 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)
No additional Resources required.		

1252. 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)
Markets Manager/Deputy Manager	To advise on current changes in demand for Market Stalls, and potential for new events to generate income. Practicalities around recharging utility costs to existing tenants	April 2023
Finance	Verification of Budget and Income across the different Market Income Streams	Dec 2022

1253. 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 7 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
Failure to attract Trader Bookings	Strategic	Market Trends can alter with demand and influenced by Cost of Living and changes in buying patterns	Low	Marketing/Promotions to generate new interest
Staff Resources	Operational	Previous staffing issues have impacted service	Medium	Staff Training, Monitoring.

1254. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Interest from Traders	Demand to make bookings, market traders willingness to contribute towards running costs	

1255. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Bookings for Tables/Events	Income Received	21			

1256. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	Digital Booking System would assist Traders with Booking tables remotely and making payments, Currently under review
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?		

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Alternative funding model for Surveyor Post	Senior Responsible Officer:	Peter Davies
Your Ref No:	RES2	Operational Lead Officer:	Nicholas Keyse
Version No:	1	Directorate:	Resources
Date:	22/11/22	Section:	Landlord 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.

1257. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Budget Saving – Funding of Surveyor Post from Capital/External funding - £45,000

Saving will be generated by releasing core staff budget as from 23-24 the intention is to pay for the post via the capital programme or other funding sources.

The surveyor post is currently vacant but once recruited will be able to assist with supporting the development team to deliver the Council's capital receipt programme and support the Council's policy objectives including the sourcing and development/acquisition of accommodation to meet County's wider homelessness and housing needs. Utilising the development team to complete acquisitions/sales will deliver a saving to the authority, as well as generate savings as a result of a reduction in reliance on B&B accommodation and subsequent fees. Disposal or redevelopment of Council assets will reduce property holding costs and facilitate capital/revenue generating opportunities.

1258. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Housing Objectives

The Local Housing Market Assessment carried out in 2020 highlighted a growing disparity in the affordability of housing, as well as an increasing demand for the provision of affordable housing across the county. There is an estimated a shortfall of 468 affordable homes per year between 2020,2025, and as of September 2022, 2,220 households with a recognized housing need registered on the housing waiting list. Levels of homelessness continue to be a major concern for the Council and Monmouthshire has continued to see a steep increase in the demand for temporary accommodation. As of September 2022, there were 183 households in temporary accommodation, including 98 households in bed and breakfast accommodation.

Strengthening the available resource within the Development Team will enable further projects to be delivered to support the provision of affordable accommodation, including provision for homelessness. The use of bed and breakfast accommodation is extensive at present with gross expenditure of approximately £1million forecast pa. The development surveyor role will support the accelerated delivery of 100% affordable schemes, including at Caldicot Comprehensive School and Tudor Street (subject to ICMD), which will create a provision of minimum 20 units suitable for supporting homelessness. Both developments will accommodate a blend of single person and two bed families, the average yearly cost to MCC of which is £8,760 and £10,944 pa respectively. Therefore, it is anticipated the two developments will generate an annual saving of £183,936 for MCC (16 x 1 bed, 4 x 2 bed) as well generate a capital receipt for disposal of the assets. Subject to the property rationalisation mandate, policy objectives around disposal/development of increased levels of affordable housing, and an acquisition strategy which will generate a net benefit despite refurbishment/acquisition costs, the appointment to the development surveyor post will continue to derive savings to the authority.

Capital Receipts

Disposal and redevelopment of Council assets by the Estates Development Team results in savings through the avoidance of disposal fees that would otherwise be incurred via selling agents. Whilst specialist assets would require additional support, the vacant development surveyor post will support the generation of capital receipts and maximising value achieved (social and financial).

In the past four years the Estates Development Team has generated nearly £30,000,000 of capital receipts. The breakdown of financial year and therefore forecasted savings achieved, as a consequence of undertaking the agency role in-house, is listed below:

Financial Year	Receipts	Savings (avoided costs @ 1.25% + actual fees charged to purchaser)
2019/20	£3,108,500	£40,356
2020/21	£11,279,492	£141,473
2021/22	£8,407,484	£109,593
2022/23	£7,047,312	£88,841

Whilst the existing LDP allocations have been sold and therefore the majority of capital programme has been achieved, it is anticipated that further allocations will be available following the adoption of the Local Development Plan. It is also proposed that property rationalisation of the estate will derive further opportunities for the generation of receipts, which will result in savings achieved by the Development Team and appointment of the Development Surveyor post. Other service areas (e.g. Active Travel) equally rely upon support from the Development Team to deliver objectives. Fees will be charged and recovered via grant to cover the cost of supporting the proposals.

1259. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Cash Increase £'000	Proposed Cash Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Landlord Services - Estates	352		(45)	(45)				(45)

1260. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	N/A
Total number of posts in budget area affected	
Total increase or decrease in the number of posts from this proposal	

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	

Redundancy	
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1261. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Failure to secure and appoint to this post would impact ability of the service to commit sufficient resource to the review, acquisition and/or development of affordable housing. It would also restrict our ability to deliver the Council's ambitions around housing supply and tackling homelessness, therefore continue to result in significant costs for housing those individuals in B&B accommodation. This may also result in additional costs if selling agents are required, given limited capacity of the team, to support the disposal of any assets considered surplus.

1262. 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		

1263. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	The Community and Corporate Plan directly outlines the ambition to deliver a safe place to live, through the increased supply of good quality affordable housing and commitment to reduce the number of people who become homeless.
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

1264. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

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1265. Options Appraisal -

Option	Benefit	Risk	Comment

1266. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Greater resource to target opportunities for income and capital generation	Landlord Services	Positive if achieved

1267. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

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1268. 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)
Staff budget	Recharge onto the capital programme	

1269. 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)
Housing	Engagement to establish avoided B&B costs	22/11/22

1270. 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 7 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	Strategic	Failure to appoint will restrict ability to procure and invest in property at speed, as the housing market requires	High	Appoint external resource

1271. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That the post will be successfully filled.		

1272. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget Monitoring	Income target of £45k will be set and monitored.	(45)			

1273. 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?	Y	Indirectly, given the purpose of the role
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

2023/24 Budget Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Customer Services Redesign	Senior Responsible Officer:	Peter Davies
Your Ref No:	RES7	Operational Lead Officer:	Joanne Howard
Version No:	1	Directorate:	Resources
Date:	23.11.22	Section:	Integrated Landlord 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.

1274. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Property Services – Customer Services Redesign – Saving £18,500

Staff saving generated by the redesign of our front of office services removing 0.61 FTE resulting in a £18.5k budget saving. The proposal includes deletion of 3 existing posts and replacing them with 2 x 3 day week Business Support Officers.

The redesign will eliminate the segregation of Reception versus Mailroom with further resilience for cover provided through our Helpdesk Officers in the Property Services section.

1275. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Property Services – Customer Services Redesign – Saving £18,500

Structure changes are listed in the table below.

Current Structure			Proposed Structure		
Post	FTE	Cost	Post	FTE	Cost
Receptionist	1.00	34,664	Business Support Assistant	0.60	20,269
Clerical Assistant	0.41	11,289	Business Support Assistant	0.60	20,269
Clerical Assistant	0.41	13,264	Courier	0.49	15,201
Courier	0.49	15,201	Customer Services Team Leader	1.00	42,018
Customer Services Team Leader	1.00	42,018			
	3.30	116,436		2.69	97,757
				-0.61	- 18,679

1276. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Cash Increase £'000	Proposed Cash Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Office Services	158	0	(18.5)	(18.5)				(18.5)

1277. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	3.3
Total number of posts in budget area affected	5

Total increase or decrease in the number of posts from this proposal	-0.62
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Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	1

1278. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

By reducing the number of staff within Office Services from 9 days to 6 days, this will impact on the current service by reducing the amount of waste demand on them and making their contribution to the organisation more value added. This will influence the current culture within the service and future developments to further digitise the front of house service could impact on other service delivery areas where ownership of visitors to site will become the individual's responsibility.

1279. 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		

1280. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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 & Community plan?	N	
Has an initial Integrated Impact 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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1281. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

1282. Options Appraisal -

Option	Benefit	Risk	Comment

1283. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
N/A		

1284. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

N/A

1285. 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		

1286. 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)
HR Business Partner	Consultation on steps required for redesign of OS/Request for redundancy and pension costs	Delivered Sept 2022
Finance	Verification of budget implications	Delivered Sept 2022

1287. 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 7 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

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

1288. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
None		

1289. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget Monitoring		(18.5)			

1290. 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	
Will this project benefit from digital intervention?	Y	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Reduction of Maintenance Works Budget	Senior Responsible Officer:	Peter Davies
Your Ref No:	RES8	Operational Lead Officer:	Nick Perry
Version No:	1	Directorate:	Landlord Services
Date:	30.11.2022	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.

1291. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Budget Saving – Reduction in Reactive Maintenance across Authority Buildings - £300,000

To remove £300k from the authority's revenue reactive maintenance budget, this will be achieved by :-

- Releasing underspend already built into budget.
- Removal of non-critical or low risk works.
- Postponement of works that can be delayed until future years.
- The use of capital or grant funding for qualifying spend.

There will be no savings taken from the revenue budget for Cyclical maintenance so expenditure on all our critical health & Safety testing will remain unaffected.

1292. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Budget Saving – Reduction in Reactive Maintenance across Authority Buildings - £300,000

The authority has consistently underspent the revenue budget on corporate building maintenance over the last 4 years, the intention is to release an element of the reactive repair budget and offer up a managed saving for 23-24 :-

Yr	Actual	Budget	Variance
2018-19	656,350	713,413	- 57,063
2019-20	536,837	713,413	- 176,576
2020-21	661,396	713,413	- 52,017
2021-22	578,200	713,413	- 135,213
2022-23	413,413	713,413	- 300,000

Forecast (incl as M6 budget recovery)

**In recent years we have benefitted from grant funding streams that paid for repairs (mainly school refurbishment), there is an assumption that this funding will need to continue for us to realise the full saving.

On average we spend £190,000 a year on cyclical maintenance and testing, this is essential health & safety works and we will not be reducing this spend, the reduction will come from our ad-hoc reactive repair budget.

The budgets for 23-24 will be split as follows :-

	Projected 23-24 Budget
Cyclical Maintenance	190,000
Reactive Maintenance	223,413
	413,413

The average spend for reactive repairs over the 4 years upto end of 21-22 was £431k, with the service budget now reduced to £223k this leaves a potential shortfall of £208k to be managed, the intention is to manage this through :-

- Removal of non-critical or low risk works – a more stringent assessment should remove a number of jobs off the programme.
- Postponement of works that can be delayed until future years – improved review and risk management will allow for jobs to be better profiled allowing costs to be spread over a wider timeframe.
- The use of capital or grant funding for qualifying spend – improved management of our capital maintenance programme will allow for spare funding to be used to fund qualifying repairs. In addition we will ensure any repair grants are utilised in full.

NOTE : All safety critical repairs will be completed regardless of budget position.

1293. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Cash Increase £'000	Proposed Cash Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Corporate Building Maintenance	713		(300)	(300)	300			0

1294. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	N/A
Total number of posts in budget area affected	
Total increase or decrease in the number of posts from this proposal	

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	N/A
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

1295. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

All critical Health & Safety testing will not be affected.

A long term reduction in spend on maintenance will have an impact on the fabric of our buildings – timely and regular maintenance ensures that our assets are fit for purpose and reduces the requirement for more high cost repair intervention. Property services follow a pro-active replacement model where essential systems (such as fire alarms) are replaced at end of life before they fail. A reduction in budget means we will have to potentially run systems (that are still operational) for longer and only changed when they actually fail causing building closure and increased expense.

1296. 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)
Potential for WG repair grant	WG	Not confirmed

1297. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

1298. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

1299. Options Appraisal -

Option	Benefit	Risk	Comment

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1300. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Authority Wide Impact as repairs to buildings will be reduced.	Authority Wide	Negative

1301. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

1302. 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		

1303. 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		

1304. 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 7 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

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

1305. Assumptions

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

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

1306. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Maintenance programme & budget monitoring	PS Staff continue to monitor maintenance requirements and will progress works as required reactively	(300)			

1307. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Automate starters, leavers & movers process	Senior Responsible Officer:	Pete Davies
Your Ref No:	RES11	Operational Lead Officer:	Emma Jackson
Version No:	0.1	Directorate:	Resources
Date:	25/10/22	Section:	Digital Design & Innovation

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.

1308. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

To automate the IT processes that stem from the HR starter, leaver and mover (SLAM).

- Remove manager responsibility for confirming that an individual has started/left or moved and any subsequent changes to our core systems.
- Remove administrative tasks to add/remove or change access to core data systems e.g. Active Directory.
- This is to ensure that we are not paying for Microsoft EA licenses and any other that we identify during the exploration of the problem we are trying to solve.
- It will also ensure that our core data systems are secure

1309. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

We have data from a product called Quantum which identifies unused Microsoft EA licenses, the data has been reviewed for the past 6 months and on average we could save £1,966 per month if we just removed the inactive accounts, but more work will be required to work out which licenses and costs this equates to.

There are also staff savings relating to:

- Time spent to fill in IT SLAM forms
- Time spent to review inactive accounts each month to release licenses
- Time spent to assign/unassign licenses from core data systems e.g. Active Directory.

1310. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget	Proposed Budget Increase £'000	Proposed Budget Reduction	Target year				Total Budget Change Proposed
				2023/24	2024/25	2025/26	2026/27	

	£'000		£'000	£'000	£'000	£'000	£'000	£'000
Whole Authority Cost			(13)	(13)				

1311. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	n/a
Total number of posts in budget area affected	n/a
Total increase or decrease in the number of posts from this proposal	n/a

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

1312. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

If we continue to rely on managers to fill in the SLAM forms we will still have licenses allocated where staff have left. This will not have a large impact on standards of service delivery.

1313. 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		
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1314. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	N	
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

1315. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

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1316. Options Appraisal -

Option	Benefit	Risk	Comment

1317. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Changes to existing SLAM forms	Systems & Data Team	Negative
Changes to existing SLAM forms	Managers	Positive

1318. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

N/A

1319. 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)
Additional skills to automate processes	SRS/Systems & Data Team	
Resource to integration to core HR system	Zellis	

1320. 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)
Matt Phillips	To agree that resource will be made available from the Systems & Data team	TBC

1321. 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 7 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
Internal resource not available to assist with the changes required	Operational	The system/data team already have other priorities	High	Consultation with Matt Philips and the team and data/evidence to support the work.

External resource not available to assist with the changes required	Operational	The SRS already have other priorities	Medium	Some of the resource is already seconded to the Digital Design & Innovation Team. I am already discussing the use of the technology
Zellis availability/guidance	Operational	We already have lack of technical support from the provider	High	May need to escalate to Zellis management (prior to contract award their Chief Exec met with Paul).

1322. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
The Digital solution is possible	Other similar projects are already underway	Emma Jackson

1323. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Reduction in unused in MS licenses	13,000			
Staff/Process	Reduction in unused IT accounts	200	50	50	50

1324. Additional considerations:

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

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Mobile Telephone contract Saving	Senior Responsible Officer:	Peter Davies
Your Ref No:	RES12	Operational Lead Officer:	Sian Hayward
Version No:	1	Directorate:	RES
Date:	25/11/2022	Section:	ICT

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

1325. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Potential Annual Contract Savings Against Current Spend :-

Supplier	EE
Length of contract	3 Years
Data	1.283TB
Monthly Contract	4,826
Annual contract	57,912
Budget	125,817
22-23 Forecast	205,875
Saving Against Budget	-67,905
Saving Against Actual	-147,963

Responsibility for the mobile phone function transferred to the Information Security and Technology Team in May 2022. From that date the mobile phone estate was reviewed to reduce the number of dormant and unnecessary accounts in conjunction with the introduction of Teams calling. Some 200 accounts were deleted with an in-year saving of £17,000

Following this review the Mobile Telephone and Contract Officer reviewed the costs of renewing the contracts across the market. Quotes were obtained for both EE and VMO2 and a business case was undertaken to evaluate the costs and benefits of a new contract.

Both EE and VMO2 will result in very similar costs savings, though the resource effort and disruption to the telephone service from move to a different provider affected the decision.

At this time, it was discovered that the available budget for mobile telephony across the service areas had been exceeded for several years but was not highlighted until the contract review was undertaken. Much of this overspend was due to exceeding the data allowances on individual accounts and receiving penalties for doing so.

The new contracts have a total data allowance instead of an individual allowance, requiring us to monitor data usage and educate the mobile phone account holders in appropriate use of data.

The cost savings are in the table above.

1326. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

As in the table in 1. above, which was taken from the actual budget and compared with the costs quoted by the contractor. The mobile telephony contract business case

1327. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
ICT – Mobile Phones	126		(149)	(149)				(149)

1328. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	1
Total number of posts in budget area affected	1
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

1329. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

There are no impacts on the standards of service delivery as a result of this proposal.

1330. 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)
Not applicable		

1331. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	y	
Has an initial Integrated Impact Assessment being undertaken?	n	If Yes please summarise in Section 8.
Will an option appraisal be required?	n	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	n	

1332. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

Not Applicable

1333. Options Appraisal -

Option	Benefit	Risk	Comment
Not applicable			

1334. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
No impact on other service areas		

1335. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

There is an impact on service budgets related to this saving but not because of it. There is a requirement to increase the contributions of services to the overall budget where they have used the mobile phone service

1336. Up-front Investment Requirement

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

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

1337. Consultation Describe any initial consultation that has been or needs to be undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
Chief officer Resources	To agree the business case for the current supplier	
The Digital Projects Team	To agree the likely level of data usage across the teams using the devices	

1338. 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 7 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 the total data allowance is exceeded resulting in an increase in charges across the estate	Operational	The data allowance was breached when users inadvertently misused their mobile phones to tether to their laptops	Probability Low Impact on finances high	Monitor the overall data usage Educate mobile phone users on the consequences and impact of inappropriate use Change the mobile phone policy to prohibit personal use of data Implement In-Tune to devices to prevent unauthorised use of

				applications not included in the In-Tune stack

1339. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
None		

1340. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27

1341. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	Y	By evaluating who should benefit from a mobile phone against the implementation of Teams calling By installation of In-Tune

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving and pressure
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Proposal Title	SRS Contribution Pressure & PSBA Line Savings	Senior Responsible Officer:	Peter Davies
Your Ref No:	RES14	Operational Lead Officer:	Sian Hayward
Version No:	1	Directorate:	RES

Date:	25/11/2022	Section:	ICT
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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.

1342. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The SRS (shared resource service) are the council's technology providers operating under a shared partnership arrangement across Gwent Police, Torfaen CBC, Newport City and Blaenau Gwent CBC. This collaborative project enables economies of scale over the central provision of a communications network infrastructure called 'One Wales.'

The costs of the service consist of both employee and third-party contracts, with contracts being 33% of staff costs. It has been recognised that there is a need to increase digitisation to be able to reduce costs and increase effectiveness through automation and digitisation. This is an expectation from our service areas and from the public who increasingly seek digital access to services and information. This being the case, there is an increase in the number of digital projects being implemented through the SRS as well as a need for a greater input into protection against cyber-attacks. The SRS has managed this current increase in throughput without the need for a significant increase in staff or contract costs. The current estimated increase in costs after providing for pay inflation (staff costs are currently 66% of non-staff costs) there is now an estimated residual pressure of £53,490 out of a total budget of £2,437,832.

1). SRS Contribution Pressure - £54k

	£
2023-2024 Projected MCC Base	2,384,342
2023-2024 SRS Contribution (Estimate)	2,459,183
SRS Savings Green/Amber (Estimate)	- 21,351
SRS Savings Red	
Total SRS Contribution 23-24	2,437,832
Total Pressure	53,490

2). PSBA Line Savings - £20k

The council pays for its broadband infrastructure through the PSBA (public sector broadband aggregation) which is a secure, managed service operated by Welsh Government and BT offering greater security, priority fault resolution and a bigger download/upload ratio than that operated by a standard domestic provision.

The current forecast for this service is -

PSBA Expenditure	£
2023-24 Estimate	143,837
2022-23 Forecast	143,837
2021-22 Actual	138,316

As telecoms companies roll out superfast fibre via FTTC (fibre to the cabinet) and FTTP (fibre to the premises) across the county the costs of providing PSBA connectivity decreases, especially in rural areas. Capitalising upon FTTP and FTTC requires a review of the PSBA estate and the re-assessment of the costs of providing the line. This review is undertaken by the PSBA who provide a quote for the new costs plus the installation costs of refixing the line itself. The SRS has estimated that a review of the 89 connections of the PSBA estate will achieve a net reduction of £20,000 after installation costs have been paid.

1343. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure, or investment. Append any further information, as necessary.

SRS PROVISIONAL BUDGET CALCULATION FOR 23/24

1344. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
ICT – SRS Contribution Increase	2,279	54		54				54
ICT – PSBA Line savings			(20)	(20)				(20)
Total	2,279	54	(20)	34				34

1345. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	42
Total number of posts in budget area affected	49
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	N/A
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

1346. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Should the budget pressure not be agreed it would have a significant impact on the ability of the council to-

1. Progress digital projects -
There are currently 60 projects in the pipeline that can deliver service efficiencies through automation of business process e.g., with the progression of the Enterprise Architecture suite of products, including SharePoint Online, Power Automate, Teams and Teams Calling as well as the upgrade and implementation of line-of-business computer systems.

2. Support and maintain infrastructure & security -
The SRS supports the network infrastructure and security as well as implementing digital projects and systems. Should the pressure not be accommodated it could impact on the ability of the SRS to maintain the infrastructure as securely and robustly as it currently does.

1347. 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)
Not applicable		

1348. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	The MCC Corporate and Community Plan is met in the areas of- Goal B -Thriving and well-connected – A digital network infrastructure helps the council and community to share information and communications speedily and accurately. Goal C – maintaining a digital communications infrastructure reduces our reliance on travel as well as reducing waste.
Has an initial Integrated Impact Assessment being undertaken?	N	
Will an option appraisal be required?	N	If yes, please complete section 8
Will this proposal require any amendments to MCC policy?	N	

1349. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

Not applicable

1350. Options Appraisal -

Option	Benefit	Risk	Comment
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NOT APPLICABLE			
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1351. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
No impact upon other services if the proposal is accepted, but potential detrimental impact on all services if the effectiveness of the councils' digitisation agenda is compromised		

1352. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

The SRS contracts are continuously reviewed and evaluated. The PSBA contract has not had an overall review in 4 years, and progress with FFTP and FTTC there is potential for a reduction in line rentals if the old infrastructure is replaced in key remote locations. The savings are a prudent estimate at this point as the review plus quotes has yet to be completed.

1353. Up-front Investment Requirement

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

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

1354. 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)
THE SRS FINANCE AND GOVERNANCE BOARD	COMPLETE	
MCC FINANCE & CHIEF OFFICER RESOURCES	COMPLETE	

1355. 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 7 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 SAVINGS ARENT ABLE TO BE ACHIEVED IN PSBA	OPERATIONAL	BECAUSE ITS A PRUDENT ESTIMATED SAVING AT THIS POINT	LOW	UNDERTAKE THE REVIEW AND RECEIVE THE QUOTES FOR INSTALLATION AND REDUCTION AND LINE RENTAL

1356. Assumptions

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

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

1357. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
BUDGET MONITORING FOR THE EFFECT OF THE PRESSURES AND SAVINGS					

1358. 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	
Will this project benefit from digital intervention?	Y	IT IS IN ITSELF PART OF A DIGITAL INTERVENTION

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Take 1 x Senior Auditor out of the Internal Audit Team	Senior Responsible Officer:	Peter Davies
Your Ref No:	RES18	Operational Lead Officer:	Andrew Wathan
Version No:	1	Directorate:	Resources
Date:	24-11-22	Section:	Internal Audit

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.

1359. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The IA team currently has an establishment of 5.3 FTEs which includes the Chief Internal Auditor as the 0.5 as he has shared responsibility with a neighbouring L3. In a normal year the team's plan is to deliver 908 days of audits across all service areas of the Council to provide assurance to senior managers and the Governance & Audit Committee on the adequacy of the internal control, governance and risk management arrangements in place.

The Audit plan is risk assessed every year to try and prioritise audit work and ensure all directorates receive some audit coverage as the resources don't allow full coverage annually; audit work is therefore done on a cyclical basis. As audit resources have been reduced over the years, the cycle of coverage and the time between audits has increased. Eg schools used to be audited once every 4/5 years now it's more like 8/9 years. This increases the risk of identifying poor financial stewardship, non compliance with Council policy and procedure and potential error and fraud.

It is a statutory requirement to have an internal audit provision within the Council.

The team comprises of Chief Internal Auditor / Audit Manager / Principal Auditor / Senior Auditor (x2) / Auditor

For many years there has been stability within the team but following the pandemic there has been more turnover resulting in 2 current vacancies; Audit Manager & Senior Auditor. These posts have been advertised but we were not successful in filling them to date.

It is not an easy option to reduce the team even further and offer another post up for budget savings.

My contribution to the Council's request to fill the significant budget gap would be to offer up 1 x Senior Auditor post which is currently vacant. The gross cost of this post is £44k pa.

1360. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

As per budget info Senior Audit gross costs = £44,500

1361. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Internal Audit	279		(44)	(44)				

1362. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	5.3
Total number of posts in budget area affected	6
Total increase or decrease in the number of posts from this proposal	(1)

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	1
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

1363. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Noted at section 8

1364. 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)

1365. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?		
Has an initial Integrated Impact Assessment being undertaken?		If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

1366. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

The Senior Auditor (SA) inputs approx. 180 productive audit days into the plan pa, which equates to approx. 12 opinion related audit jobs pa. these would be lost if this post is taken out of the team.

The IA team has to work in line with the Public Sector Internal Audit Standards and the Chief Internal Auditor (CIA) has to ensure the team is adequately resourced to undertake the work and audit service expected. If the SA post is taken out of the team the CIA may have to report into the Governance & Audit Committee that audit resources are insufficient to undertake the work required.

The CIA has to provide an overall opinion in his annual report, on the adequacy of the internal control environment, governance arrangements and risk management processes operated within the Council. This will be based on less opinion related audit work if the SA is taken out of the team due to less audit coverage.

Some audit work will not get done and some will be pushed back further on the cyclical audit plan

Additional pressure will be put on remaining staff to deal with ongoing audit work and provide financial advice across a greater number of services. Remaining staff will need to broaden their knowledge and experience across a wider range of services – some of which will be very unfamiliar to them.

Less provision in the team to respond to and investigate allegations of fraud, corruption, error, non compliance with Council policy and procedure.

Less resource in the team to audit proactively, providing training on sound financial management, fraud prevention

A smaller team is more difficult to recruit into and limits development opportunities for those remaining; also impacts negatively on the morale of the staff remaining.

No positives of reducing the team by 1

1367. Options Appraisal -

Option	Benefit	Risk	Comment

1368. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Less audit coverage Less assurance that the public pound is being spent effectively, efficiently & economically Less assurance on proper financial stewardship of public funds Reduced capability to respond to allegations of fraud Less flexibility in being able to respond to new or changing priorities	All services provided by the Council SLT Audit & Governance Committee	negative

1369. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

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1370. 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)

1371. 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)

1372. 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 7 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

1373. Assumptions

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

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

1374. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27

1375. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Remove budget earmarked for a discretionary business rate relief scheme	Senior Responsible Officer:	Peter Davies
Your Ref No:	RES19	Operational Lead Officer:	Ruth Donovan
Version No:	1	Directorate:	Resources
Date:	31 st October 2022	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.

1376. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The final Welsh Government budget settlement for 2019/20 included the transfer of £2.4m across Wales to support councils with a discretionary business rate relief scheme. Monmouthshire's share of this funding was £63,000. A further allocation was also made in the 2020/21 budget settlement which took the total budget to £126,000.

For reasons described in section 2 below this money has not been utilised and has instead been released as in year savings, contributing to the overall bottom line of the budget. The proposal is therefore to offer this budget as a saving for 2023/24.

1377. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

In reality the sum awarded to Monmouthshire was too small to provide any meaningful relief to business rate bills without significant additional funding.

For some context, previous Retail Relief Schemes funded by the Welsh Government provided relief in the region of £900,000 to Monmouthshire's businesses

For specific local reasons, this year, Newport City Council decided to introduce an additional relief scheme for retail businesses in a small geographical area which is estimated to cost between £700,000 to £900,000.

1378. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Revenue (F016)	126		(126)	(126)				(126)

1379. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	N/A
Total number of posts in budget area affected	N/A
Total increase or decrease in the number of posts from this proposal	N/A

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	N/A
Voluntary Severance	N/A
Retirement	N/A
Redeployment	N/A
Redundancy	N/A

1380. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

There is no direct impact to service delivery. Also, as this money was provided to Local Authorities to use their discretionary powers to develop a local rate relief scheme, there are no statutory or legal duties either.

1381. 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		

1382. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	N	
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

1383. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

<p>Positive:</p> <ul style="list-style-type: none"> releases budget that has been unused in previous financial years <p>Negative:</p> <ul style="list-style-type: none"> potentially deprives local businesses of much needed support (although as noted above the amount that would be available to each business would be minimal and administration time high). previously this budget has been used to offset in year budget pressures across the Division

1384. Options Appraisal -

Option	Benefit	Risk	Comment
Retain budget and use for its original purpose of a rate relief scheme for local businesses	Support is given to local businesses to help them weather the current economic crisis	Budget is not sufficient to provide a viable scheme that provides meaningful support.	Unless the budget is topped up this will provide only minimal support for businesses whilst creating an administrative burden to the Revenues Team.
Retain budget	Budget could be used to offset any in year pressures across the Division	None	
Release budget	Budget could be used to close budget gap for 2023/24	None	

1385. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Potential loss of financial support to local businesses at an especially difficult time.	Local businesses	Negative

1386. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

N/A – there is no impact to the organisation

1387. 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		

1388. 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)
Deputy Chief Exec	Teams meeting	14 th October 2022

1389. 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 7 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 local businesses will close as the cost of living crisis deepens	Strategic	Businesses may look to the council for additional support	Medium	Ensure businesses are receiving all eligible reliefs available to them and signpost to other areas of support e.g. Business Wales

1390. Assumptions

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

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

1391. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
N/A					

1392. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Increase the use of purchase cards to increase the e payment rebate	Senior Responsible Officer:	Peter Davies
Your Ref No:	RES20	Operational Lead Officer:	Ruth Donovan
Version No:	1	Directorate:	Resources
Date:	31 st October 2022	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.

1393. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The council currently have some lodged purchase cards with suppliers and cards are available to service departments on request following the completion of an agreed business case (there are currently around 80 of these in use). Purchase cards are operated under the Welsh Government Purchase Card Scheme and attract an annual rebate based on the amount spent in the previous financial year. Monmouthshire is one of the lowest spenders in the scheme. Expanding its use would potentially increase the annual rebate we receive, although it will take a full financial year before the budget benefits from the rebate.

There are a couple of ways that this expansion could be achieved:-

Firstly, we could look to lodge more cards with approved suppliers

Secondly, we could expand the number of cards being used by service departments

Thirdly, we could integrate this as a payment method into our creditor payment process by using a tool called Barclaycard Precision Pay Direct. This is free to us under the scheme, although there will potentially be staff time and implementation costs for us to integrate this into the Business World system.

Barclaycard have offered to work with us to identify the option that would work best for us by undertaking a supplier analysis of where and how we are currently spending our money.

1394. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

- Current spend analysis
- Previous rebates
- Conversation with senior manager at Barclaycard who administer the scheme, issue cards etc

1395. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Cash Increase £'000	Proposed Cash Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Systems & Exchequer (F035)	512	0	-10	-10	tbc	tbc	tbc	-10

1396. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	N/A
Total number of posts in budget area affected	N/A
Total increase or decrease in the number of posts from this proposal	N/A

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	N/A
Voluntary Severance	N/A
Retirement	N/A
Redeployment	N/A
Redundancy	N/A

1397. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

This would increase the amount of income we receive. Depending on the approach taken to roll out the scheme, this could have an impact on the workload of the Revenues, Systems & Exchequer Team. The administration of business cases, training and issuing of cards falls to the Creditors Team and is normally the responsibility of the Creditors Manager. The monitoring of spend to ensure compliance to the original business case and compliance to VAT etc is the responsibility of the Financial Control Accountancy Assistant which is a part time post. Any substantial roll out of cards would also need to consider the additional associated administration, as this cannot be absorbed into existing posts.

1398. 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		

1399. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

1400. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

<p>Positives:</p> <ul style="list-style-type: none"> • Potential to increase the purchase card rebate to the council by increasing the use of these cards • Potentially helps pay our suppliers quicker than other payment methods <p>Negatives:</p> <ul style="list-style-type: none"> • This payment method comes with additional administration which cannot be easily absorbed by the team. • Some suppliers don't accept this as a payment option • Payments made by purchase cards incur costs to the business being paid, which may be a barrier for some.
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1401. Options Appraisal -

Option	Benefit	Risk	Comment
Do nothing, carry on as we are	The administration of the scheme is just about manageable at the current activity levels. Currently generates a small amount of rebate income to the council	Minimal risk of non-compliance etc	
Expand the scheme	Potential to generate more rebate income to the council depending on the scale of use.	Additional administration costs and relationship with our suppliers. Possibility that the Welsh Government Purchase Card Scheme comes to an end	There is a time lag, with the rebate based on the previous years expenditure. Therefore it will take time before the council benefits from any increased usage.

1402. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
There has been a reluctance by service departments to follow the guidelines of the scheme which have been drawn up to protect both the council and the individual card holder. Some consider this to be prohibitive.	Card holders	Negative

1403. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

N/A

1404. 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)
This depends on the approach taken (see point 1 above)		

1405. 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)
Finance Manager	Teams meetings, exchange of emails	October 2022
Creditors Manager	Teams meetings, exchange of emails	October 2022
Senior Development Manager - Barclaycard	Teams meetings, exchange of emails	October 2022

1406. 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 7 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	Mitigating Actions

			assessing the probability & impact	
Not all suppliers accept payments using purchase cards, as they incur a fee of between 1.75% - 2%. There is also a 'gentleman's agreement' between local authorities not to pay each other this way.	Operational	This could potentially affect our contractual relationship with our suppliers. Would need to start building this into future tenders/contracts as the preferred payment method, which could result in the fees being priced into the contract	High	Be selective which suppliers are paid using this method. Roll the cards out over time.

1407. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That our suppliers will accept payments using this method.		

1408. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Card spend					
Compliance to the Purchase Card Policy					

1409. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	Possibly depending on the option chosen
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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Reduce budget allocated for finance system upgrades	Senior Responsible Officer:	Peter Davies
Your Ref No:	RES21	Operational Lead Officer:	Ruth Donovan
Version No:	1	Directorate:	Resources
Date:	31 st October 2022	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.

1410. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The Revenues, Systems & Exchequer budget includes an amount to maintain, develop and keep our core financial systems, e.g. Business World, Civica, Proactis, Northgate and NXG Forensics up to date. Depending on the timing of upgrades and the release of new modules by our software suppliers, this budget may or may not be spent in full each year. The proposal is therefore to reduce this budget.

1411. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Budget underspends in this area in previous years, which have been used to support pressures elsewhere within the Resources Directorate.

1412. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Cash Increase £'000	Proposed Cash Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Systems & Exchequer (F010, F033 & F035)	805		-10	-10	0	0	0	-10

1413. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	N/A
Total number of posts in budget area affected	N/A
Total increase or decrease in the number of posts from this proposal	N/A

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	N/A
Voluntary Severance	N/A
Retirement	N/A
Redeployment	N/A
Redundancy	N/A

1414. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

There would be a direct impact on the service and the council's ability to maintain its core financial systems. These systems are integral to our day to day operations and include taking payments from customers and ratepayers, administering council tax and business rates and paying our suppliers.

The Civica system operates in a hosted environment. We are therefore required to implement certain mandatory upgrades within set timeframes.

Also, operating in a Shared Service environment with Torfaen Council for our Revenues & Benefits service means that sometimes both partners need to invest in their system at the same time.

Most system upgrades are chargeable and are required to either ensure compliance to industry standards (e.g. PCI) or to ensure that the system remains supported, meaning we have to upgrade.

This budget is used to fund annual contract uplifts, which are now running in excess of 10% a year. We also have two key contracts for Civica (income collection) and Northgate (Revenues and Benefits) up for renewal in the next 12 months. It is anticipated that annual costs will increase on renewal.

1415. 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		

1416. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	N	
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	Y	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

1417. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

Positive:

- Helps close the funding gap for 2023/24

Negative:

- Potentially restricts ability to ensure key financial systems remain safe, secure and up to date
- Adhoc requests for funding may be required in the future when mandatory upgrades, contract renewals arise

1418. Options Appraisal -

Option	Benefit	Risk	Comment

Do nothing – retain budget	Retain ability to fund the majority of system developments (with the exception of a major upgrade, system replacement). With any in year underspend being used to support pressures elsewhere		
Release a portion of the system development budget	Helps close the budget gap for 2023/24	Potential that we won't have the funding for key system upgrades, developments putting our core financial systems at risk.	

1419. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
In the past any underspend has been used to offset in year pressures elsewhere in the Division.	Resources Directorate	Negative
Ability to keep systems up to date to ensure we maintain full system support from our providers	All directorates	Negative

1420. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Potential to call on funding held by the Digital Team for core system developments
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1421. 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		

1422. 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)
Revenues, Systems & Exchequer Team	Teams conversation and email	October 2022
Head of Service	Teams conversation and email	October 2022

1423. 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 7 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Risk of not keeping systems up to date means we may not be able to resolve system problems. Ultimately this could lead to services being withdrawn and parts of the system closed down.	Operational	System suppliers are continually updating their platforms and de supporting older versions.	Medium	Divert funding from elsewhere to resolve any critical issues that may arise.

1424. Assumptions

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

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

1425. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
System performance	Number of unresolved system issues				
Budget	In year budget over spend				

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1426. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Shared Revenues and Benefits Service savings through automation	Senior Responsible Officer:	Peter Davies
Your Ref No:	RES 22	Operational Lead Officer:	Ruth Donovan
Version No:	1	Directorate:	Resources
Date:	31 st October 2022	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.

1427. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The Shared Revenues and Benefits Service, run by Torfaen County Borough Council, have implemented a number of new IT initiatives over the year to help automate systems and processes. One such initiative, the introduction of something called Email Connect will release a post from the Shared Service. The saving shown in table 3 represents Monmouthshire's proportion of the saving based on our 50% contribution to the Revenues Shared Service.

1428. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Email confirmation and budget breakdown from officers at Torfaen.

1429. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Cash Increase £'000	Proposed Cash Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Revenues, Systems & Exchequer - Revenues Shared service (F012)	321		-10	-10	0	0	0	-10

1430. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0.68
Total number of posts in budget area affected	0.68
Total increase or decrease in the number of posts from this proposal	-0.68

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	Y
Redundancy	

1431. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

There is not expected to be any impact on service delivery from this proposal

1432. 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		

1433. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	Y	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	N	

1434. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

Positives:

- The introduction of software will change how mail is handled at the shared service, releasing a post.
- The postholder will be redeployed elsewhere within Torfaen County Borough Council

Negatives:

- If this post were retained it would help to address demand pressures with the Shared Service.

1435. Options Appraisal -

Option	Benefit	Risk	Comment
n/a			

1436. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
N/A		

1437. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

N/A

1438. 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		

1439. 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)
Deborah Smith – Head of Revenues & Benefits Service	Teams meetings and email	October 2022

Sharon Leah – Lead Finance Officer (TCBC)	Teams meetings and email	October 2022

1440. 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 7 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 is that delays in implementing the technology will result in the need to hold onto manual processing for longer than expected.	Operational	Past experience has shown new technology to be temperamental with time needed for things to bed in.	Low	Service redesign and automation is ongoing

1441. Assumptions

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

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

1442. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Ongoing service monitoring through regular meetings between the AHOF and Revenues Manager	n/a				

1443. 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	

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	Restructure of the Information Security and Technology Team	Senior Responsible Officer:	PETER DAVIES
Your Ref No:	RES23	Operational Lead Officer:	SIAN HAYWARD
Version No:	1	Directorate:	RESOURCES
Date:	28.11.2022	Section:	ICT

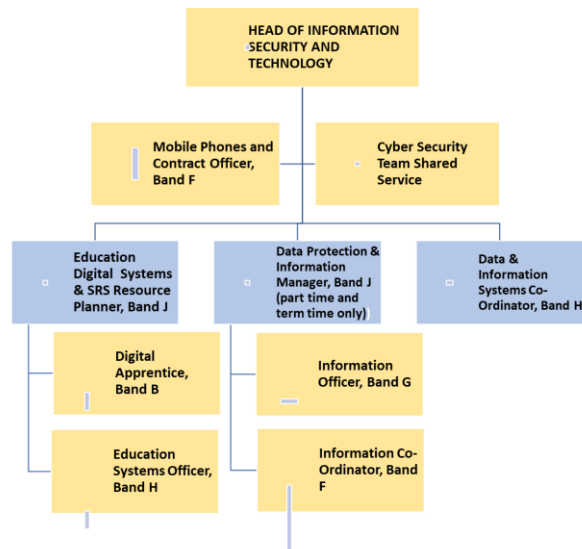
Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

1444. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The Information Security and Technology Team was formed 2 years ago following the split of the Digital Program Office into two separate teams. The current team has grown since then and has brought in responsibility for Cyber Security across Gwent Police, TCBC Blaenau Gwent and MCC. It has also taken on responsibility for mobile telephony making in year operational savings in the number of accounts.

Operationally Since its inception the IST Team has changed the way it processes FOI, Data Protection and Data Breaches, reducing the backlogs caused by Covid and increasing its performance indicator from 64% to 98% in its response to legislative timescales. This has allowed the team to concentrate on the more strategic issues of security and management of data and information.

The current structure is shown below, with the addition of two temporary project management posts in the pipeline to manage the implementation of SharePoint Online and a WG grant funded post to implement a module of Capita One for Sure Start



The IST has recognised that the complexity and volumes of the work has increased even in the last year for the third tier managers (in blue), and in particular the Data Protection and Information Manager with greater emphasis on cyber security and legislation surrounding FOI and Data Protection. The direct reports to the DP Manager are on the lower scales of a Band G and a Band F, meaning there are gaps in the ability to delegate work and increasing the risk that the team isn't resilient.

The Data and Information System Co-ordinator does not have any direct reports, and though the post is inextricably linked with the Data Protection and Information function there is little scope for collaboration between the two functions leaving another gap in resilience should the current postholder not be available.

When the IST was created, much of the basic administrative support for managing basic administration was undertaken by a digital apprentice role. The contract for the current postholder is due to expire in March 2023, and the job purpose has been

reviewed to ensure the needs of the whole team are met as they change and grow. It has been established that much of the current workload can be automated and shared to such a degree that the digital apprentice post can be deleted, enabling a restructure in the tier 4 support of the Data Protection and Information Manager.

An analysis has been undertaken of the current structure of the team with the decision being made to bolster the responsibility levels of two posts allowing greater collaboration between the functions of the second tier. This will serve to:

- Enable greater collaboration and networking between the 3 second tier posts/functions
- Add resilience to the functions with the responsibility levels of the posts reporting to the Data Protection and Information Manager

The financial implications of this are:

Increase the responsibilities of the two posts below the Data Protection and Information Manager to accommodate the delegation of Data Breach management, ROPA's, SharePoint operations, FOI & EIR legislation interpretation

Post	Current Cost (Incl OnCosts)	Proposed Cost (Incl OnCosts)	Variance	
Digital Apprentice Band B - Remove	28,075	0	-28,075	Deleted Post
Information Officer Band G to Band H	45,623	50,414	4,791	
Information Officer Band F to Band H	40,523	50,414	9,891	
Total	114,221	100,828	-13,393	

1445. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure, or investment. Append any further information, as necessary.

AS IN 1. ABOVE

1446. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
ICT – Digital Programme Office	334		(13)	(13)				(13)

1447. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	7.3
Total number of posts in budget area affected	9
Total increase or decrease in the number of posts from this proposal	-1

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant from 1.4.23	1
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

1448. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Impact of the budget saving-

- Funding a re-evaluation of two posts, plugging the gap in existing vulnerabilities in responsibilities, resilience and expertise across the IST.
- Plugging this gap enables the work of higher complexity and responsibility involved in meeting legislative requirements to be met.

The current administrative duties of the digital Apprentice role to be undertaken by-

- Automation of licence administration and responding to group inbox workloads
- Signposting SRS queries to Vfire instead of the digital apprentice dealing with them
- Diverting general ICT queries to the digital champion staff forum
- Incorporating current Ed TEch administration into the new Education Digital and Technology officer role

1449. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Status (i.e. confirmed, in application, etc)
NOT APPLICABLE		

1450. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	

Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

1451. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

NOT APPLICABLE

1452. Options Appraisal -

Option	Benefit	Risk	Comment

1453. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
NONE		

1454. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

NOT APPLICABLE

1455. 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)
NO		

1456. 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)
IST MANAGEMENT TEAM		
CHIEF OFFICER RESOURCES		

1457. 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 7 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 identified (evidence)	Risk Level (High, Medium, or Low) Based on a score assessing the probability & impact	Mitigating Actions
RECRUITMENT INTO RE-GRADED POSTS	OPERATIONAL		LOW	RE-EVALUATE POSTS THROUGH HR PROCESSES AND CONSULT WITH STAFF THROUGHOUT

1458. Assumptions

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

Assumption	Reason assumption is being made (evidence)	Decision Maker

NONE IDENTIFIED		

1459. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
NOT APPLICABLE					

1460. 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	INTERNAL WITHIN THE IST AND EDUCATION
Will this project benefit from digital intervention?	Y	IN AUTOMATION ONLY, ALTHOUGH WE HAVE THE ABILITY TO UNDERTAKE THIS WORK IN HOUSE

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Saving
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Proposal Title	To review the property estate and to explore options for further rationalisation	Senior Responsible Officer:	Peter Davies
Your Ref No:	RES24	Operational Lead Officer:	Nicholas Keyse
Version No:	1	Directorate:	Resources
Date:	21/11/22	Section:	Landlord 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.

1461. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Realise Savings through reduction or repurposing of MCC Assets – Potential 23-24 Saving £215,000

Aligned to the Council looking to reduce its carbon footprint and identify opportunities for savings, a review of MCC assets has been completed with a specific intention to reduce running and energy costs of the portfolio. This proposal identifies a number of opportunities to reduce holding costs through the relinquishing of leases and/or relocation of existing services to unlock income generating opportunities or potential capital receipts. Alongside ongoing financial pressures, good asset management practices require that the property portfolio is regularly reviewed to ensure it is fit for purpose, meets the needs of service providers/users, and income streams are being maximised whilst expenditure is minimised.

The list of assets has been categorised based on an assessment of priority due to availability of property immediately or in near future (priority 1), assets subject to decisions on community use or disposal (priority 2), or more ambitious proposals on the repurposing of strategic assets:

Priority	Asset Name	Savings	Income	Capital Receipt
1	Severn View, Chepstow	Y	Y	Y
	Mounton House, Chepstow	Y	Y	Y
	Tudor Street, Abergavenny	Y	Y	Y
	Thornwell Bungalow, Chepstow	Y	Y	Y
	Agricultural Cottages	Y	Y	Y
	Former Household Waste Recycling Centre, Usk		Y	Y
2	Hanbury House, Chepstow	Y	Y	
	Monmouth Market Hall, Monmouth	Y	Y	
	Former Abergavenny Library, Baker Street, Abergavenny	Y	Y	Y
	Usk Community Education Centre	Y		
	Mamhilad House, Pontypool	Y		
	Disposal of Council Farms		Y	Y
	Drybridge House, Bridges Community Centre, Monmouth	Y	Y	Y
	Melville Theatre, Abergavenny	Y	Y	Y
	Fairfield Depot, Abergavenny		Y	Y
	Overmonnow Family Learning Centre	Y	Y	Y
	ATC HQ, Caldicot		Y	Y
3	Development of Fairfield Car Park, Abergavenny		Y	
	Gilwern Outdoor Education Centre	Y	Y	Y
	Raglan Old School, Chepstow Road, Raglan	Y	Y	Y
	Manor Farm Depot, Crick	Y	Y	Y

1462. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Property operational costs (rates and utilities) provided by MCC's Finance Department and Energy Manager. Potential income and capital receipt forecast by Estates Department:

Vacant/Surplus Property

1. Severn View Care Home

- Service – Social Services Care Home. To be closed as residents are to be relocated to Crick Road Care development.
- Operational Costs (rates and utilities) – 22/23 £56,324. Forecast 23/24 £165,489 (exclusive of utilities)
- Income/Development potential – Already on capital receipt forecast. £750k-£900k.

2. Mounton House, Chepstow

- Service – Vacant Former SEN School.
- Operational Costs (rates and utilities) 22/23 - £8,000. Forecasted 23/24 - £17,907 exclusive of rates.
- Income/Development potential – outside dev boundary. Expressions of interest received for purchase/lease. Repurposing property for MCC use would require significant investment.

3. Tudor Street, Abergavenny

- Service - Operated by Social Services. Subject to service review. Closed since start of pandemic.
- Operational Costs (rates and utilities) 22/23 - £8,060. Forecasted 23/24 - £25,178 (exclusive of rates)
- Income/Development potential – inside development boundary. To be constrained by TAN15. Indicative scheme of 100% affordable 16 flats would generate approximately £750k-£1m.

4. Thornwell Bungalow, Chepstow

- Service – Former Caretakers bungalow at Thornwell Primary School.
- Operational Costs (rates and utilities) – unknown
- Income/Development potential – development potential. Estimated £300k-£400k receipt based on 8 affordable units.

5. Agricultural Cottages (23 Leechpool, 3H Leechpool, Colomendy)

- Service – Within Estates County Farms portfolio. Vacant.
- Operational Costs (rates and utilities) 22/23 – approx. £6000 combined. Forecast 23/24 - £6000 combined
- Income/Development potential – Suitable for affordable accommodation. Combined rental of £21,300 pa. Disposal would generate in the region of £1m.

6. Former Household Waste Recycling Centre, Usk

- Service – Former HWRC. Currently occupied by Usk Town Council for monthly outdoor traders market.
- Operational Costs (rates and utilities) - none
- Income/Development potential – inside development boundary and flood zone. Previous marketing exercise indicated receipt up to £100,000 achievable.

Rationalisation opportunities/surrender of space by MCC services or tenants

7. Hanbury House, Chepstow

- Service – Pupil Referral Service occupy first floor. 3 tenants on ground floor, with a further 2 vacant units.
- Operational Costs (rates and utilities) 22/23 - £29,382 rates. Forecasted 23/24 - £42,805
- Income/Development potential – If PRS can relocate to unlock space to be let, potential to generate rent of £25k pa for flexible co-working opportunity. Residential development potential for affordable flats.

8. Monmouth Market Hall, Monmouth

- Service – MonLife/Museum Service. Site promoted for LUF bid.
- Operational Costs (rates and utilities) 22/23 - £23,422. Forecasted 23/24 - £28,340
- Income/Development potential – Aggressive letting strategy to identify commercial occupier for ground and first floor. Proposals subject to outcome of LUF bid. Residential development delayed until 2025 due to phosphates constraint. Potential market rent of £50k+ for letting of ground and first floor, and renewal at MR of the existing tenant.

9. Former Abergavenny Library, Baker Street, Abergavenny

- Service – Former Library, occupied by Pupil Referral Service.
- Operational Costs (rates and utilities) 22/23 - £8,181. Forecasted 23/24 - £26,247 (exclusive of rates)
- Development potential – listed building subject to covenant that restricts use, however the site has development potential, is in the town centre and is lettable. Reasonable market rent achievable of £20k-£25k. Disposal estimated £350k.

10. Usk Community Education Centre

- Service – Leased in property by Adult Services and ABUHB from Roger Edwards Educational Trust.
- Operational Costs (rates and utilities) - Unknown
- Income/Development potential – lease expires May 2023. Surrendering lease would result in a saving of £20,680 pa (rent and service charge).

11. Mamhilad House, Pontypool

- Service – Leased in. Combined service with Torfaen. Discussions have taken place regarding necessity for service to continue in this location.
- Operational Costs (rates and utilities) - Unknown
- Income/Development potential – Lease ends August 2024. Saving of £20,750 pa rental albeit subject to dilaps claim. Landlord likely to seek rental uplift if renewed.

12. Disposal of Council Farms (Rodge Farm, Mynders Farm)

- Service – County Farms portfolio. Farms that are subject to long tenancy's (retirement/lifetime) and the tenant has expressed an interest in acquiring.
- Operational Costs (rates and utilities) – minimal as let property. Avoidance of maintenance cost for future investment/improvement to infrastructure.
- Income/Development potential – No short to medium term development potential. Disposal directly to sitting tenants conditional upon market value being paid. Estimated capital receipt in region of £2m. Disposal of both assets would forgo £16,813 of rent pa.

13. Drybridge House, Bridges Community Centre, Monmouth

- Service – Let for community use to Bridges Community Centre.
- Operational Costs (rates and utilities) 22/23 – None, paid by tenant. Significant maintenance costs for the property.
- Income/Development potential – Peppercorn Lease agreement expires in 2024. Reletting at market rent would generate a rental uplift to £110,000, albeit the existing occupier would be eligible for rental grant. Development potential for hotel/residential use. Community use (coffee space and meeting rooms) could be relocated to other vacant property (Monmouth Market Hall).

14. Melville Theatre, Abergavenny

- Service – Let as a community asset, occupied by Melville Theatre Group. Gwent Careers Wales. No MCC services currently operate from the site.
- Operational Costs (rates and utilities) 22/23 - £12,715. Forecasted 23/24 - £41,618 (exclusive of rates). Significant maintenance costs anticipated.
- Income/Development potential – Leased to MTG at £1 who support the cost of the caretaker through income. Gwent Careers £4,850 pa. Decision to be taken on longstanding CAT application. Disposal receipt in region of £500k subject to COU residential/business use.

15. Fairfield Depot, Abergavenny

- Service – Grounds maintenance garages. Believed to be used for storage.
- Operational Costs (rates and utilities) - unknown
- Income/Development potential – development plot on footprint of garages.

16. Overmonnow Family Learning Centre, Monmouth

- Service - Currently subject to review of My Day My Life service delivery.
- Operational Costs (rates and utilities) 22/23 - £11,564. Forecasted 23/24 - £25,325
- Income/Development potential – inside development boundary. Partially flood zone. Phosphates constraint. Estimated £300k receipt

17. ATC HQ, Caldicot

- Service – Leased to TA/Air Cadet. Lease to expire in 2025. Air Cadets have confirmed they intend to terminate the agreement, having applied for planning for the development of a new site in Caldicot.
- Operational Costs (rates and utilities) 22/23 – none as tenanted. Forecasted 23/24 – unknown.
- Income/Development potential – inside development boundary. Leased at £1000 pa. Opportunity to unlock residential development site or lease at MR (assumed industrial use)

Long Term Development Opportunities

18. Development of Fairfield Car Park, Abergavenny

- Service – Public car park. Senior Citizens Building (vacant) and Gingers Antiques (tenanted).
- Operational Costs (rates and utilities) - Rates £37,985 pa rates for car park.
- Income/Development potential – Development potential for employment/commercial use. previous proposals forecast an investment opportunity that could achieve £350k pa rental. Would reduce number of available parking spaces and loss of Gingers Antiques rental.

19. Gilwern Outdoor Education Centre

- Service – MonLife.
- Operational Costs (rates and utilities) 22/23 - £60,588. Forecasted 23/24 - £86,931

- Income/Development potential – 12 acres. If any land was identified as surplus then it would have development potential. Inside BBNP so limited short-term potential due to suggested lack of housing demand in this area. Alternative income opportunities.

20. Raglan Old School, Chepstow Road, Raglan

- Service – Vacant building. Subject to legal dispute with Diocesan Trust.
- Operational Costs (rates and utilities) - unknown
- Income/Development potential – Various alternative uses that could generate a receipt or income. Site subject to community interest for development of new hub/hall.

21. Manor Farm Depot, Crick

- Service - Operated by Highways as a depot.
- Operational Costs (rates and utilities) 22/23 - £6,483. 23/24 Forecast - £16,374 (exclusive of rates)
- Income/Development potential – Site has development potential. Believed that Manor Farm will become redundant if development of 'super depot' is successful, as promoted in Replacement Local Development Plan.

P y	Asset Name	2023-24			2024-25			2025-26		
		Revenue Cost Saving	Rental Income Opp	Capital Receipt	Revenue Cost Saving	Rental Income Opp	Capital Receipt	Revenue Cost Saving	Rental Income Opp	Capital Receipt
1	Severn View, Chepstow	165,489		750,000						
	Moun-ton House, Chepstow	17,907		-						
	Tudor Street, Abergavenny	25,178		1,000,000						
	Thornwell Bungalow, Chepstow	-		400,000						
	Agricultural Cottages	6,000	21,300	1,000,000						
	Former Household Waste Recycling Centre, Usk			100,000						
	TOTAL	214,574	21,300	3,250,000	-	-	-	-	-	-
2	Hanbury House, Chepstow				42,805	25,000	-			
	Monmouth Market Hall, Monmouth				28,340	50,000				
	Former Abergavenny Library, Baker Street, Abergavenny				26,247	25,000	350,000			
	Usk Community Education Centre				20,680					
	Mamhilad House, Pontypool				20,750					
	Disposal of Council Farms						2,000,000			
	Drybridge House, Bridges Community Centre, Monmouth					110,000				
	Melville Theatre, Abergavenny				41,618		500,000			
	Fairfield Depot, Abergavenny									
	Overmonnow Family Learning Centre				25,325		300,000			
	ATC HQ, Caldicot					1,000				
	TOTAL				205,765	211,000	3,150,000	-	-	-

3	Development of Fairfield Car Park, Abergavenny									
	Gilwern Outdoor Education Centre									
	Raglan Old School, Chepstow Road, Raglan								350,000	500,000
	Manor Farm Depot, Crick									
	TOTAL								350,000	500,000
TOTAL	214,574	21,300	3,250,000	205,765	211,000	3,150,000	-	350,000	500,000	

	£
Potential Revenue Cost Saving 2023-2026	420,339
Potential Rental Income Opportunity 2023-2026	582,300
Potential Capital Receipt 2023-2026	6,900,000

1463. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Landlord Services – P1 Properties – Assume Cost savings through sale			(215)	(215)				(215)

- There is a potential rental yield from P1 properties of £21,300 if we do not sell.
- Capital receipts for P1 properties is estimated at £3.25m.
- The savings and receipts for P2 and P3 properties are only estimates and are included for information. More work will need to be completed before we can include figures for these properties into the MTFP model for years 24/25 and beyond.

1464. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	None/Unknown
Total number of posts in budget area affected	
Total increase or decrease in the number of posts from this proposal	

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

1465. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

Priority 1

- Tudor Street – Considered to be minimal impact as property has been closed since start of pandemic. Ongoing use subject to social services review.

Priority 2

- Hanbury House – PRS operate from first floor. Is understood that alternative premises are actively being sought to deliver the service.
- Monmouth Market Hall – letting of property subject to ongoing proposed move into Shire Hall of the museum service
- Former Abergavenny Library – believed that PRS relocated to the property after previous premises was utilised for vaccine centre. Assumed that PRS can return to original property.
- Usk Education Centre – shared service with Health Board. Necessity to remain in the property to be reviewed.
- Mamhilad House, Pontypool – understood that the service is jointly delivered with Torfaen. Service already reviewing necessity to continue to do so at this location.
- Fairfield Depot – grounds maintenance storage would need to be rationalised / relocated
- Overmonnow Family Learning Centre – unknown impact on service

Priority 3

- Fairfield Car Park – reduction in income from car park, albeit believed that there is sufficient vacant spaces to offset any loss.
- Gilwern Outdoor Education Centre – releasing of land for development would potentially impact aspirations for improvement of the onsite provision (loss of income?)
- Manor Depot – site believed to be under-utilised, to be closed should ‘super depot’ development be achieved in south of county.

1466. 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)
Various – LUF, SHG, Transition Towns, etc.		

1467. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	
Has an initial Integrated Impact Assessment being undertaken?	N	If Yes please summarise in Section 8.
Will an option appraisal be required?		If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

1468. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

<ul style="list-style-type: none"> - Maximises the use of our assets, generating income/receipts/savings and reducing the Council carbon footprint. - Ensure good asset management, keeping portfolio fit for purpose and meets needs of service providers. - Helps achieve policy aspirations of the administration through facilitating new development for alternative uses, including affordable housing.
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1469. Options Appraisal -

Option	Benefit	Risk	Comment

1470. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?

1471. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

Forecasted energy savings to be considered alongside proposed energy saving measures being explored by decarbonisation team.

1472. 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)
Capacity to deliver savings/income/disposals	Estates Department, supplemented by external agents and consultants where needed	

1473. 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)
Energy Manager	Input as to the forecasted energy costs 23/24	Completed
Various service leads	Subject to the priority and specific saving, further consultation needed on impact to service	Planned

1474. 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 7 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
Legal or technical constraints on ability to let or maximise receipt	Strategic	Would directly impact savings/income//receipt proposed	High	Estates Department to further investigate opportunities and mitigate impact through re-letting/disposal strategy

1475. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Leases will be able to be relinquished by services.	Discussions ongoing with services and Estates regarding the re-location of the service into suitable alternative accommodation.	Service managers

1476. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Financial return/saving achieved				

1477. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	Consultants, where appropriate
Will this proposal impact on the authorities built assets?	Y	
Will this proposal present any collaboration opportunities?		
Will this project benefit from digital intervention?	Y	In specific cases. Service redesign to reduce reliance on property?

Full cost budgets

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.

Pressure: Archives Levy (£17k)

The initial budget for 2023/24 is showing a circa 7.5% increase due to substantial inflationary pressures particularly around pay and energy.

Saving: Insurance budgets (£75k)

Saving in self-insure costs following downward trends in cost compared to budget, alongside some small savings in professional fees and ICT costs. The insurance reserve maintains an element of mitigation against large variances in this budget.

Saving: Capitalisation directive (£358k)

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 from 2019/20 onwards, and further plans to extend usage by £358k in 2023/24, to a total of £3m. 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.

Fees & Charges

Directorate	Increase Covered by budget mandate (£)	Increase Covered by F&C Report (£)	Total Increase (£)
Children & Young People	100,000	-	100,000
Social Care and Health	414,858	-	414,858
Communities & Place	581,126	155,163	736,289
People & Governance	-	6,060	6,060
MonLife	20,000	83,025	103,025
Chief Execs	10,000	491	10,491
Resources	26,000	19,089	45,089
Total	1,151,985	263,828	1,415,813

Fees And Charges Proposals 2023-2024

The following schedule details the proposed Fees and charge levels for the Authorities chargeable discretionary services applicable to the financial year 2023/24.

Service Area	Service being charged for	Charging Policy	Charges 2022/23 £:p	Proposed Charges for 2023/24 £:p	Percentage Increase
COMMUNITIES & PLACE DIRECTORATE					
Traffic & Road Safety	Road Closures		£2,152.00	£2,369.00	10.10%
	Access Markings & Events Signings		Various	Various	10.10%
Streetworks	Scaffolding Licence		£84.54	£93.00	10.10%
	Skip Licence		£84.54	£93.00	10.10%
	Section 50 Licence		£792.84	£873.00	10.10%
	Pavement Café Licences		£10.00	Various £150-£350	3000.00%
	FPN & RASWA Fees	FPN and RASW inspections	Various	Various	0
Highways Development	Street Name & Numbering		£53.00 - Name Change	£58.00 - Name Change	10.10%
			£137 - New Address per property	£150 - New Address per property	
	Highways Inspection Fees/278 fees/external/capital	Inspection fee increases from 8% of cost of works to 10% Drop kerbs	Various	Various	8% to 10%
			£137	£150	10.10%

	Land Search Income		Con 29 Various Charges £42.00 – Highway extents plan	Con 29 Various Charges £46.00 – Highway extents plan	10.10% 10.10%
Floods & SUDS	Ordinary Watercourse Consent Fees		£50.00	£50.00	0
	SABs Pre-Application Advice	Level 1 - Pre-App written advice (Rate by hectare area)	£180.00-£540.00	£198.00-£593.00	10.10%
		Level 2 - Pre-App written advice + 1 meeting	£240.00-£660.00	£264.00-£726.00	
		Pre-App Site Meeting (per Hr)	50	55	
	Pre-App Additional Advice (Per Hr)	50	55		
	SABs Application	Set By Statute (rate by hectare area)	£420.00-£1,750.00	£420.00-£1,750.00	0

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	£1.80 - 2 hr. stay, £2.20 - 3 hr. stay, £2.80 - 4 hr. stay, £5.60 all day. £5.60 daily charge Tuesday only at Byefield Lane. £2.20 - Daily charge for Rogiet Playing Fields. £1.80 daily tariff charge - Drill Hall and Rowing Club 5 day Tariff - £21.00 6 day Tariff - £25.00 Sunday tariff first 2 hours free then £1.20 for the remainder of the day	15% rounded up
		Contravention Fees	£25/£50 – Low Contravention Fee £35/£70 - High Contravention Fee	£25/£50 – Low Contravention Fee £35/£70 - High Contravention Fee	0%
		Residential Street Permits	£60	£69	15%
		Residential Off Street Permits	£60	£69	15%
		Season Ticket Off Street – Car Park Specific. (Drill Hall, Cinderhill)	£137.50	£158	15%
Season Tickets Off Street - Long Stay	£430 pa. £220 6 months or £110 3 months	£495 pa. £250 6 months or £130 3 months			

		Season Tickets Off Street - Short Stay	£540 pa. £275 6 months or £138 3 months	£620 pa. £315 6 months or £160 3 months	
		Rents letting of car parks	£1,500 per visit depending on what it will be used for.	£1,725 per visit depending on what it will be used for.	15.00%
		Recovery Fees	Various	Various	0
		Wayleaves & Easements	Various	Various	0
Catering	School Meals	Meal Price	£2.50	£2.50	0
Waste	Sale of Garden Bags to residents	Garden waste bags to residents	£28 / bin	£50 / bin	78%
	Sale of bags to Trade	Green trade bags for residual waste	£2.80	£3.00	10.1% rounded
	Sale of bags to Trade	Trade sacks Red and Purple recycling	£18.00	£19.50	10.1% rounded
	Sale of Trade Bins SCHOOLS	Charge for collection and disposal	£12.65, £15.90, £19.10 and £25.05 for coll and disposal	£14.00, £17.50, £21.00 and £27.50 for coll and disposal	10.1% rounded
	Trade Notes	One off annual chg	£32	£35	10.1% rounded
	Sale of Trade Bins EXTERNAL	Charge for collection and disposal	£12.65, £15.90, £19.10 and £25.05 for coll and disposal	£14.00, £17.50, £21.00 and £27.50 for coll and disposal	10.1% rounded
	Sale of glass boxes to Trade		£28	£31	10.1% rounded
	Sale of glass wheelie bins to Trade		Charge per bin for collection and disposal for 140L £5.45 and 240L £8.80 collected fortnightly	Charge per bin for collection and disposal for 140L £6.00 and 240L £9.50 collected fortnightly	10.1% rounded

	Sale of trade cardboard tape		£8.00	£9.00	10.1% rounded
Transport	Private MOTs	Fixed nationally	£54.85 for a Car MOT - Price Fixed centrally. Prices increase depending on size of vehicle	£54.85 for a Car MOT - Price Fixed centrally. Prices increase depending on size of vehicle	0
Planning	Building Control Fees	Varies depending on type and size of work	Varies depending on type and size of work - Contact Building Control	Varies depending on type and size of work - Contact Building Control	0
Planning	Development Control	Pre planning advice non statutory FAST TRACK PLANNING APPLICATIONS R1 COMPLETION/PRE-PURCHASE CERTIFICATES R1 Section 106 Admin Fee Planning Performance Agreements Planning Searches Planning Applications - amending applications	Varies depending on type and size of work - Contact Planning Department	Varies depending on type and size of work - Contact Planning Department	19% - 50% 23% - 71% 120% - 292% 0.00% bespoke 9.90% 0%
Housing	Careline Alarms non business	Weekly equipment rental	£4.50 per week per client	£5.00 per week per client	11%
	Careline Installation Charges	Charge for equipment installation	£50 per installation	£50 per installation	0
	Disabled Facility Grant Admin Fee	Charge to client for arranging and administering home adaptation work.	£950 per grant	£950 per grant	0

CHIEF EXECUTIVES						
Community Education				Various	Various	10.1% rounded
Libraries	Discards			From 21p to 36p per sheet	From 25p to 40p per sheet	10.1% rounded
	Photocopying					10.1% rounded
	Promotional Sales Commission					10.1% rounded
	Hire of Facilities					10.1% rounded
RESOURCES DIRECTORATE						
Markets	Markets-Caldicot	Per stall				
	Markets - Monmouth	Per stall				
	Markets-Abergavenny	Per stall or Sq ft of space				
Markets	Tuesday Market inside per table			£15.75	£18.00	15%
	Tuesday Market Outside per SQM of floor space			£2.40	£2.40	15%
	Wednesday Market per table			£9.50	£11.00	15%
	Friday Market per table			£10.50	£12.00	15%
	Saturday Market inside per table			£15.75	£18.00	15%
	Saturday Market Outside - Small			£11.50	£13.00	15%
	Saturday Market Outside - Large			£23.00	£26.50	15%
Cemeteries	Cemeteries Service Charge	Discretionary				10.1%

	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	
	New single depth grave in children's section (New ERB)		No Charge /No Charge	No Charge /No Charge	
	New Single Depth (New ERB)		No Charge /No Charge	No Charge /No Charge	
	New Double Depth (New ERB)		No Charge /No Charge	No Charge /No Charge	
	New Treble Depth (New ERB)		No Charge /No Charge	No Charge /No Charge	
	PERSONS 18 YEARS OF AGE AND OVER:				
	New Single Depth (New ERB)		1719/3438	1890/3782	
	New Double Depth (New ERB)		2014/4028	2215/4431	
	New Treble Depth (New ERB)		3273/6546	3600/7201	
	Re-opened grave to single depth - (New ERB)		1176/1864	1294/2050	
	Re-opened grave to single depth (Transfer ERB)		1090/1090	1099/1098	
	Re-opened grave to double depth - (New ERB)		1532/2220	1685/2442	
	Re-opened grave to double depth - (Transfer ERB)		1373/1373	1510/1510	
	Cremated remains in Garden of Remembrance		744/1488	818/1637	

	Re-opened cremated remains - (New ERB)		744/1213	818/1334	
	Re-opened cremated remains (Transfer ERB)		687/687	756/756	
	Cremated Remains in new full grave		1255/2510	1381/2761	
	BRICKED GRAVE:				
	Single Depth		2156/4312	2372/4743	
	Double Depth		2936/5873	3230/6460	
	Treble Depth		3712/7423	4083/8165	
	RESERVATION OF GRAVE SPACE				
	Normal		309/771	340/848	
	Cremated Remains		196/490	216/539	
	RIGHT TO ERECT MEMORIALS				
	Normal Grave Space				
	All memorials for Children's Interments				
	Headstones		250/500	275/550	
	Memorial Vases or Tablets		157/314	173/345	
	Re-Erection of Memorial following safety testing failure		No Charge	No Charge	
	Replacement of existing memorial		100/200	110/220	
	Cremation Plots				
	Memorial Vases or Tablets		157/314	173/345	
	ADDITIONAL INSCRIPTIONS ON MEMORIALS		100/100	110/110	

	Re- gilding of existing Inscriptions on all memorials		100/100	110/110	
	EXCLUSIVE RIGHT OF BURIAL FOR FULL GRAVE PLOT				
	Initial Issue		688/1376	757/1514	
	Each subsequent transfer		602/602	662/662	
	EXCLUSIVE RIGHT OF BURIAL FOR CR PLOT				
	Initial Issue		469/938	516/1032	
	Each subsequent transfer		412/412	453/453	
	Form of Assignment		41/41	45/45	
Allotments	Allotment plots	Annual Increase	£29.18 Per Plot	£32	10.10%
Central Finance	External Fees	Staff Time Recovery	Various	Various	10.10%
Audit	External Fees	Staff Time Recovery	Various	Various	10.10%
PEOPLE & GOVERNANCE					
People & HR	Training	External Training (Raglan Training Centre)	Various	Various	10.10%
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	£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.	£16.62 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 of £100. Increase of 10.1% based on CPI and the announced rise in benefits and pensions by the UK Chancellor on 17th November 2022	10.1
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, 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)	Based on individual ability to pay after undergoing a means tested financial assessment. The budget increase of 10.1% reflects CPI and the announced rise in benefits and pensions by the UK Chancellor on 17th November 2022	10.1
Public Health	Fee Income	As below	No change from 2021/22	see below	0
	Commercial licences	As below		see below	0

Commercial Fee Income	As below		To increase in line with CPI as at October 2022 of 10.1%	10.1
Food Safety training	Set internally based upon market rates			
Discretionary Advisory Visits		64	70	10.1
Veterinary Inspection Recharge	Riding Establishments Act 1970	285	315	10.1
Riding Establishments	Law requires no more than cost recovery			
Petrol Station Permits/Licenses	Fixed by Government	Petrol Station Permits/LicensesAs 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 operatorscan pay between 1-10 years in advance	Petrol Station Permits/LicensesAs 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 operatorscan pay between 1-10 years in advance	0
Registration for acupuncture, tattooing and ear piercing	Local Govt (misc Provisions) Act 1982	50	55	10.1

	<p>Local Authority Pollution, Prevention and Control</p>	<p>Application fee</p> <p>Mobile plant 1st and 2nd application</p> <p>3rd to 7th application</p> <p>8th and subsequent application</p> <p>Reducing fee activities dry cleaning or standalone PVR1 or PVRII</p> <p>PVR 1 and 2 activities carried on at same service station</p> <p>Any other reduced fee activity</p> <p>any reduced fee activity</p>	<p>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.</p> <p>We have not been informed of a revision for April 2022, as such plan these remaining in force for 2022/23</p>	<p>Local Authorities has not been consulted or informed of any proposed charges to fee structures so assume the say as for 2022/23</p>	<p>0</p>
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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.	23/24 - £250 1st risk assessment, repeat assessment £170 if on site visit required.	£250 (8.7% inc); 170 (9.7% 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.	As per 22/23 - £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.	0%. The £100 per visit for sampling is the max permitted by the Private Water Supplies (Wales) Regs 2017. The cost of analysis of a sample on direct recharge has increased substantially in the last 2 years in line with the laboratory charges.
		Investigation (each supply)	22/23 - £155.	155	No change as per sampling
Trading Standards.	Licences Fee Income	As below		As below	0 0

	-	-			
	Explosive Licences				
	New 1 Year	Set by HSE	£111	£111	0
	Renewal 1 Year		£55	£55	0
	New 2 Year		£143	£143	0
	Renewal 2 Year		£87	£87	0
	New 3 Year		£176	£176	0
	Renewal 3 Year		£122	£122	0
	New 4 Year		£210	£210	0
	Renewal 4 Year		£155	£155	0
	New 5 Year		£242	£242	0
	Renewal 5 Year		£188	£188	0
	Weights & Measures	Weights & Measures Act 1963			
	Fee per TSO		£93.86	£93.86	0.0
	Fee per TO		£38.00	£38.00	0

Licensing	Licenses	As below			0
	Hackney Licenses	Fees set by Licensing Committee but must operate within laid down EC directive limits	The 2022/23 licensing fees will be set by the Licensing and Regulatory Committee on 18th January 2022	The 2023/24 licensing fees will be set by the Licensing and Regulatory Committee on 31st January 2023	
	Lottery and Gambling Licensing	Fixed by Govt 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-fri:424, sat:464, sun & B/Hol: 524	mon-fri:464, sat:509, sun & B/Hol: 574	mon-fri:9.4%, sat:9.7%, sun & b/hol: 9.5%
	Old Parlour		mon-fri:229, sat: 279, sun & B'Hol: 524	mon-fri:259, sat: 304, sun & B'Hol: 574	mon-fri:13.1%, sat:8.9%, sun & b/hol: 9.5%
	License for approved venues - New		1,550	1,550	0
	License for approved venues - Renewal		1,250	1,250	0
	Registrars attendance @ service (Registrar - Superintendent)	Set by General Register Office	35	35	0
ADULT SERVICES					

Community Meals	Community Meals & Day centre meals		£4.64 per meal	£5.10 per meal, increase in line with CPI of 10.1% as at October 2022 and to reflect the increase in benefits and pensions as announced by the UK Chancellor on 17th November 2022	10.1
Mardy Park	Catering		Pricing follows that of Community meals	To increase in line with CPI as at October 2022 of 10.1% and to reflect the increase in benefits and pensions as announced by the UK Chancellor on 17th November 2022	10.1
	Mardy Park room hire		To increase in line with CPI as at September 2021 of 3.1%	To increase in line with CPI as at October 2022 of 10.1% and to reflect the increase in benefits and pensions as announced by the UK Chancellor on 17th November 2022	10.1

Severn View	Catering		Pricing follows that of Community meals	To increase in line with CPI as at October 2022 of 10.1% and to reflect the increase in benefits and pensions as announced by the UK Chancellor on 17th November 2022	10.1
Finance	Appointeeships		Trail to charge £15 per month per client for operating an appointeeship service	To increase to £16.52 per month per client in line with CPI as at October 2022 of 10.1% and to reflect the increase in benefits and pensions as announced by the UK Chancellor on 17th November 2022	10.1
Trading Standards.	Licences			To increase in line with CPI as at October 2022 of 10.1%	10.1
	Fee Income				
	Animal Licences	-			
	Boarding Establishment	Animal Boarding Establishments Act 1963	136	149	
	Dog Breeding	Dog Breeding (Wales) Regulations 2014	136	149	

	Home Boarding		65	71	
	Dangerous Wild Animals	Dangerous Wild Animals Act 1976	173	190	
	Pet Shop	Pet Animals Act 1951	95	104	
CHILDREN AND YOUNG PEOPLE DIRECTORATE					
ALN					
Recoupment income for pupils with Additional Learning Needs.	Actual costs recovery for pupils placed by other Local Authorities placed in Monmouthshire Schools.	Actual costs recovery, this will be different for each pupil dependant on need.	Actual costs recovery, this will be different for each pupil dependant on need.	Increase of £100,000	11.7%
MONLIFE					
Leisure Sites	Sporting Equipment		£1.60-£24.30	£1.78-£26.75	10.1%
	Certificate and Badges		£2.95-£3.90	£3.25-£4.30	10.1%
	Children's Clothing Resale		£10.50-£11.60	£10.50-£11.60	0.0%
	Cafeteria		Various	Various	10.1%
	Vending		Various	Various	0.0%
	Swimming Lessons		£21-£26.50 per month	£22-27.50	4.5%
	Swimming Lesson 1-2-1		£110 per block of 6	£121 per block of 6	10.1%

	Sport classes with Instruction	£1.70 per session-£225.75 per block	£1.90 per session-£248.50 per block	10.1%
	Swimming Pool Usage - No Instruction	£1.20-£80.15	£1.32-£88.25	10.1%
	Casual Bookings	£1.65-£54.95	£6.85-£60.50	10.1%
	Play Centre Admissions	£0-£4.80	£0-£5.30	10.1%
	Block Bookings Non Sports Hall	£4.90-£54.95	£5.40-£60.50	10.1%
	Outside Facility Hire (no block bookings)	£4.90-£63.90	£5.40-£70.50	10.1%
	Sports Hall Hire (no block bookings)	£6.70-£54.95	£7.35-£60.50	10.1%
	Hire of Sporting Facilities	£4.90-£60.85	£5.40-£70.50	10.1%
	Hire of Swimming Pool	£1.20-£90.25	£1.35-£99.50	10.1%
	Lettings (Room Only)	£18.95-£32.50	£20.90-£35.80	10.1%
	Advertising	£6.25-£356.15	£6.90-£392	10.1%
	Beauty Treatments	0	0	0.0%
	Personal Instruction	£0-£225.75	£0-£248.50	10.1%
	Sauna/Spa	£1.35-£10.50	£1.50-£11.55	10.1%
Leisure Fitness	Advance (Sale of Equipment)	£2.30-£8.20	£2.55-£9.00	10.1%
	Personal Instruction	£0-£225.75	£0-£248.50	10.1%
	Fitness Suite membership	£0-£351.75	£0-£335.00	0.0%
	Exercise Classes	£0-£6.40	£0-£7.05	10.1%
	Casual Bookings	£6.70-£54.95	£7.35-£60.50	10.1%
	Advertising	£6.25-£356.15	£6.90-£392	10.1%

	Fit4Life		£0-£16.40/month	£0-£16.40/month	0.0%
	Toning Membership		£8.95-26.25	£8.95-26.25	0.0%
Leisure General	Sports Classes with Instruction Raglan CRC Lettings		Range from 0p - £110.30 £10.50	Range from 0p - £121.25 £11.55	10.1%
Shirehall	Hire of Facilities Lettings (Room Only) Sale of goods & equipment Market Rents		Range from £75-£2,692 Range from £27-£108 x2.5% for every good resold SLA with Monmouth TC	Range from £82.50- £2,964 Range from £30-£120 x2.5% for every good resold SLA with Monmouth TC	10.1%
Countryside	Rights of Way Orders Recharges External Bodies		Recovery of Actual Costs Recovery of Actual Costs	Recovery of Actual Costs Recovery of Actual Costs	0.0% 0.0%
Old Station	Old station Tintern Car Parking Old station Tintern Sales Old station Tintern Catering		£2.15; £21.50 (season). Variable event charges and shop sales Various	£2.40; £23.50 (season). Variable event charges and shop sales Various	10.1% 10.1% 10.1%
Caldicot Castle	Cafeteria		Various	Various	10.1%

	Pay & Display Income		£2.15; £21.50 (season).	£2.40; £23.50 (season).	
	General Events		Range from £2.50-£4,308	Range from £2.80-£4,745	
Chepstow TIC	Sale of goods & equipment		Various	Various	10.1%
	Cafeteria		Various	Various	10.1%
Museums	Sales VAT		Various	Various	10.1%
	Sales Non Vat		Various	Various	10.1%
	Refreshments		Various	Various	10.1%
	Hire of Facilities		Range from £0-£1312	Range from £0-£1,445	10.1%
	Educational Events		Range from £105-£210 per school	Range from £115-£231 per school	10.1%
Learning	Educational Events		Various	Various	10.1%
Outdoor Education	Lettings	Residential outdoor education visits	£89.00-£357.00	£89.00-£357.00	0.0%

Capital

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Capital Investment 23-24
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Proposal Title	Highways Capital Infrastructure Investment	Senior Responsible Officer:	Mark Hand
Your Ref No:	CAP1	Operational Lead Officer:	Paul Keeble
Version No:	1	Directorate:	C&P
Date:	13/12/2022	Section:	Highways

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.

1478. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

For members to agree an increase in capital investment in Highways infrastructure of £1.249m as detailed in below breakdown :-

Highways Infrastructure Investment 23-24	
Works	23-24
Structures Maintenance – Bridges	550,005
Structures Maintenance - Culverts, Retaining Walls & Road Stabilisation	460,000
Structures Maintenance - Flooding Damage Repair	560,000
Carriageways Maintenance – Resurfacing	590,174
Carriageways Maintenance - Flooding Damage Repair	396,864
Road Safety & Traffic Mgt schemes	100,000
Car Parks (Wyebridge Street)	212,000
Flood Alleviation Match Funding	11,427
Officer Fees	400,000
Investment Required	3,280,470
Current 23-24 MTFP	2,031,241
Investment Shortfall in 23-24	1,249,229

In addition that members note the projected investment required in relation to bridge and culvert maintenance beyond 23-24 particularly the investment required for bridges in 25-26.

	24-25	25-26
Structures Maintenance – Bridges	1,545,000	5,470,000

Structures Maintenance - Culverts, Retaining Walls & Road Stabilisation	480,000	2,000,000
Structures Maintenance - Flooding Damage Repair	655,000	589,000
Total	2,680,000	8,059,000

1479. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

Structures and highways have been BRAG rated, with the highway network having been assessed using the methodology agreed by Cabinet in September 2019. A number of the projects are a result of flood damage from recent storm events and confirmation is awaited from the Welsh Government that their agreement to fund those costs will be honoured.

The black and red rated projects are summarised below. In order to manage budgets, these projects have been monitored and mitigation measures put in place over many years but we are now at the point where significant investment is required or decisions will need to be made to close a number of key bridges and routes. The Council has a statutory duty to maintain the highway network.

STRUCTURES					
		BRAG	23-24	24-25	25-26
Wyebridge Chepstow 3T weight restriction	Traffic Management Proposals		103,000		
Wyebridge Chepstow Scour Repairs	Scour Repairs		45,000		
Wyebridge Chepstow Scour Repairs	Permanent longterm scheme			500,000	
Wyebridge Chepstow -	CS470 Material Sampling and Testing		50,000		
Redbrook Rail	Bridge Refurbishment			550,000	
Gilwern Viaduct	Refurbishment Scheme			175,000	2,000,000
Gilwern Viaduct	CS470 report and monitoring interim measures. New Contract		42,000		
Chainbridge	Refurbishment Scheme			125,000	1,300,000
Chainbridge	CS470 report and Loading Mitigation and monitoring interim measures. New Contract		76,605		
Wyebridge Monmouth	Scour Repairs / PI / Parapet Repair		68,400		
Wyebridge Monmouth	Main River Bridge longterm Scour Repairs			110,000	1,270,000
Wyebridge Monmouth	Flood Relief Arches			85,000	900,000

Tintern Wireworks Bridge	Bridge Refurbishment (MCC's 50% share) – projected overspend		165,000		
TOTAL BRIDGES			550,005	1,545,000	5,470,000
Govilon Culvert	Invert reconstruction		40,000		
Green Cottage Retaining Wall	Edge of carriageway collapsing (70m)		150,000		
A4136 Staunton Road Stabilisation	Edge of Carriageway stabilisation		50,000	180,000	2,000,000
A466 Wyndcliffe Rock Stabilisation	Compensation Site Creation		20,000		
A4077 Retaining Walls			200,000	300,000	
TOTAL CULVERTS & RETAINING WALLS			460,000	480,000	2,000,000
A4143 Llanfoist River Bridge. R.Usk (Bridge No 519).	Cutwater Refurbishment. MCC Design.		20,000		
R1 River Blockstone Revetment near Llanthony	Retaining wall structural damage: Damaged /missing blockstone washed out of wall. Temporary traffic management in place. MCC Design.		110,000		
The Hafod, Llanelly Hill	2 Landslip sites Capita Design		85,000		
Capel-y-ffin Phase 2			345,000		
Capel-y-ffin river revetment works	Debris clearance works and revetment due to landslide			160,000	
Wenallt House Tintern	Edge of carriageway collapsing - Flood recovery 22-23			90,000	
A466 Catchmays Court	Landslip - Flood Recovery			260,000	
Mill Farm Grosmont	Flood Recovery			50,000	
C53-5 Ravens Nest wood	Edge of carriageway collapsing - Flood recovery			42,000	155,000
The Kymin Edge restraint	Edge of carriageway collapsing - Flood recovery			25,000	125,000
St Brides Brook	Edge of carriageway collapsing - Flood recovery			10,000	109,000
A472 Usk Flood Wall strengthening	Strengthening of bridge parapet to cater for river flood levels			60,000	200,000
TOTAL FLOODING DAMAGE REPAIR			560,000	697,000	589,000
TOTAL STRUCTURES INVESTMENT			1,570,005	2,722,000	8,059,000
CARRIAGEWAYS					
		BRAG	23-24	24-25	25-26

MAIN DISTRIBUTOR	A48 Jct. FIVE LANES - TABERNACLE CHURCH		280,000		
MINOR ROAD	Jct. B4521 - Jct. R22@ Old School House, Cross Ash		96,600		
LINK ROAD	THE STAR INN - JCT. B4293		213,574		
TOTAL CARRIAGEWAYS – RESURFACING			590,174		
MAIN DISTRIBUTOR	A466 WYE BRIDGE, MONMOUTH (INCLUDING JCT A4136 - MAYHILL) – flood damage		396,864		
TOTAL CARRIAGEWAYS - FLOODING REPAIR			396,864		
TOTAL CARRIAGEWAYS INVESTMENT			987,038		

1480. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Highways and Flood Management capital investment	2,031	1,249		3,280				1,249

1481. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	n/a
Total number of posts in budget area affected	n/a
Total increase or decrease in the number of posts from this proposal	n/a

Where the proposal involves a reduction in posts, how will this be managed?

How will this be managed?	Number of posts
Post(s) already vacant	n/a
Voluntary Severance	n/a
Retirement	n/a
Redeployment	n/a
Redundancy	n/a

1482. Service Impact

For a budget saving, what is the impact upon standards of service delivery of the proposed reduction in budget? Are there implications in being able to meet statutory or legal duties?

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

If the pressure is not agreed, the condition of the County's highways assets and structures will continue to deteriorate. The Council has a statutory duty to maintain the highway network.

The highways refurbishment programme is prioritised based on an evidence base that considers the surface condition, skid resistance, accident data, complaints and insurance claims and coordination with other projects. In order to 'stand still' an annual investment of £4.2m is required. It is recognised that such an investment is not achievable, and this pressure mandate seeks funding for only the black rated projects totalling £987k. It is hoped that WG flood recovery grant will fund £397k of that. Without this investment, the safety of road users is at increased risk which could result in incident, injury and insurance claims.

Likewise, the highway structures such as bridges and retaining walls and culverts are subject to routine inspection, and a number now require urgent attention. Without this, decisions will be needed to close bridges, with significant impacts on connectivity between communities, significant diversions and inconvenience (to communities, businesses, services (e.g. Meals on Wheels, public transport) and emergency service response time), or alternatively an increased risk of structural failure and risk to life.

Reducing capital investment will store up greater risks and costs in coming years, and also creates a revenue pressure against office costs in the Assets, Design and Operations teams.

1483. 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)
£957k worth of works potentially eligible for WG flood recovery grant funding	Welsh Government flood recovery grant	Confirmation awaited that WG will honour its previous commitment to fund flood-related damage from recent storm events.

1484. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Yes	
Has an initial Integrated Impact Assessment being undertaken?	No	If Yes please summarise in Section 8.
Will an option appraisal be required?	Yes	If Yes please complete section 9.
Will this proposal require any amendments to MCC policy?	No	

1485. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

n/a

1486. Options Appraisal -

Option	Benefit	Risk	Comment

Agree the proposed pressure	Assets are monitored, their life extended, targeted interventions can be identified, the highway network remains operational	The pressure is inadequate for the required works	This is the preferred option
Decline the pressure request	Less budget impact	Risk to life, risk to the safe operation of the highway network, risk of disruption to services and severance of communities if roads have to be closed.	The evidence clearly shows the need for action. Failure to invest and act has potential liability implications
Agree a greater pressure	Red and some amber rated assets do not deteriorate further, avoiding future additional expense and risk	Greater budget impact to the detriment of other services/priorities	
Agree a lesser pressure	Less budget impact	Risk to life, risk to the safe operation of the highway network, risk of disruption to services and severance of communities if roads have to be closed.	The pressure put forward is the minimum realistic budget required.

1487. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is affected?	Is this impact positive or negative?
Services can be maintained because the revenue pressure is averted	Highways Operations - Winter maintenance	Positive
Highway network remains open and operating effectively	All services but in particular emergency services, MCC Social Care and Health, Meals on Wheels, public transport	Positive

1488. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

The pressure has been mitigated over recent years by monitoring and evaluating the condition of structures and assets and undertaking monitoring and small scale interventions, as well as by identifying an evidence-based prioritisation methodology. The pressure mandate allows for additional monitoring and interventions but for 25/26 shows a requirement to invest in significant repair or replacement works.

1489. 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		

1490. 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)
Highways Management Team	Discussion of budget saving options and opportunities and impacts	September 2022
Service Area DMT	Discussion of budget saving options and opportunities and impacts	September 2022
Communities and Place Directorate DMT	Discussion of budget saving options and opportunities and impacts	October 2022
Cabinet Members	Discussion of budget saving options and opportunities and impacts	October 2022

1491. 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 7 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 the condition of the structures is worse than thought and costs are greater	Operational	Significant budget implications	Low	Considerable research has been undertaken by qualified colleagues and consultants. There is always the risk of new issues being exposed once work begins, but this has been mitigated as far as possible.
Risk: that expert contractors/consultants do not bid for the work or are prohibitively expensive	Operational	Inflationary costs have increased project costs significantly over the last 12 months. An abundance of infrastructure projects means consultants and contractors are in short supply.	Medium	Best budget estimates made, realistic timescales for tender process and project completion.

1492. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That the proposed measures will address the asset's condition	Best available evidence at this time	Head of Service

1493. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Budget	Improvements to structures made within budget				
Process	Structures are no longer at risk of failure				

1494. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Yes	Specialist contractors will be required for many of the proposed works
Will this proposal impact on the authority's built assets?	Yes	The proposal will improve the condition and longevity of the Council's assets
Will this proposal present any collaboration opportunities?	No	
Will this project benefit from digital intervention?	No	

1495. Capital scheme priorities

The proposal has been considered against the capital scheme priority criteria and the applicable categories are highlighted yellow below.

Ref	Aspect	Indicative Rank
H&S	Health & safety works (life & limb works)	1
Legal	Legal & regulatory obligations	1
Rev	Allow a balanced revenue budget to be set, or a net deficit in revenue spending to be positively addressed	2
Corp	Deliver corporate plan priorities	2
Third	Attract significant 3 rd party or private match funding to the County	3
S2S	Spend to save transformational works (including flexible use of capital receipts)	3
INC	Spend to earn net income – rents, interest and dividends	3
Sust	Create sustainable income streams – business rates and council tax	3
AMP	Asset management plan outcomes	4
INF	Addresses major infrastructure investment	4

2023/24 Budget

Budget Saving, Pressure, or Investment Proposal Form

Proposal:	Investment
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Proposal Title	Upgrade of Capita One system	Senior Responsible Officer:	Will McLean
Your Ref No:	CYP3	Operational Lead Officer:	Jan Hill
Version No:	1	Directorate:	CYP
Date:	3rd November 2022	Section:	ICT

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

1496. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

CYP are currently in a contract with Capita for the provision of software to support a range of education services across CYP eg admissions, inclusion, ALN services. The system contract has been in place for many years as the software provides the solution required to administer the day-to-day operational processes and reporting requirements.

MCC have collaborated with SRS, Torfaen and Newport councils to secure a SaaS (software as a service) package deal which delivers the system in a hosted environment within a secure Capita ONE cloud using Microsoft Azure. This will provide many benefits for MCC and falls in line with the 'cloud first' digital approach agreed at Cabinet.

The core objectives and benefits are:-

- Avoidance of costly server replacements and server upgrade costs eg Oracle, Windows etc which are occurring more frequently, becoming more complex and time consuming.
- Single point of contact for all issues thereby allowing CYP system super users to log calls with the supplier directly to resolve issues quickly and not reliant on one MCC officer or SRS colleagues to investigate.
- All system maintenance and upgrades carried out by the supplier at quiet times to minimise disruption. This includes the public (when parents are applying online for school places) and for CYP colleagues who use the system daily.
- Greatly improved system availability (99.5%)
- Built in disaster recovery
- Faster system performance – time saved for system users
- Capita responsible for system backups so saving in storage space locally.

If the funding was not awarded the development of the cloud system for education services will be stalled due to existing resources having to concentrate on supporting the technical elements of the current on-prem system.

1497. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving, pressure or investment. Append any further information as necessary.

A business case was approved for the upgrade to a cloud-based version of Capita One, replacing the current end of life 'on-premise' system. The contract award has already been made in line with contract procedure rules. There will be no budget pressure in the financial year 2022/23, and ongoing for the future financial years at a current level of £225k per annum

1498. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Identified Service Area	Current Budget £'000	Proposed Budget Increase £'000	Proposed Budget Reduction £'000	Target year				Total Budget Change Proposed £'000
				2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
ICT	£170	£55		£55				£55

1499. Staffing impact Please describe how the proposed saving will impact upon numbers of staff within the service:

Total number of full-time equivalent (fte) staff in budget area affected	0
Total number of posts in budget area affected	0
Total increase or decrease in the number of posts from this proposal	0

Where the proposal involves a reduction in posts, how will this be managed? N/A

How will this be managed?	Number of posts
Post(s) already vacant	
Voluntary Severance	
Retirement	
Redeployment	
Redundancy	

1500. Service Impact

For a budget pressure or investment, what would be the impact upon service delivery if the proposal went ahead/was not agreed?

The contract has already been awarded for the move to Capita ONE SaaS. This has many benefits for the service area in that systems administration will be made easier. If the pressure were not agreed we would be unable to continue with the project implementation and would be unable to benefit from cost avoidance associated with the change.

1501. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
No External Funding		

1502. Corporate Alignment: How does this proposal contribute and align with the Corporate and Community 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	Explanation
Does this proposal align with the MCC Corporate & Community plan?	Y	Yes, it aligns with the corporate plan on the Wellbeing of Future Generations Act, in that this system upgrade will assist MCC to support schools and education, with relevant, purposeful information to make key decisions on the way we administer education services and predict future themes and variances in education. It is a procurement in collaboration with neighbouring local authorities who are also seeking to build on the improvements in their education systems.
Has an initial Integrated Impact Assessment being undertaken?	N	This is a system upgrade. It does not require an IIA to be undertaken as the core business has not been affected
Will an option appraisal be required?	N	If Yes please summarise in Section 9.
Will this proposal require any amendments to MCC policy?	N	

1503. Integrated Impact Assessment summary – Please summarise the main positive and negative impacts of your proposal.

1504. Options Appraisal -

Option	Benefit	Risk	Comment

1505. Impact on other service areas - What are the expected impacts on other Council services of implementing this proposal?

Description	Who is effected?	Is this impact positive or negative?
Development of new modules	CYP teams and support functions	Positive
Access to more pupil data (with agreement from CYP)	Social services colleagues, Welsh Government, Policy makers and schools	Positive

1506. Mitigation

For budget pressures – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

For budget savings - Have any options been considered to mitigate the organisational impact?

There is no mitigation against this pressure in financial terms. It will reduce the administrative burden on the central education function and provide better data to schools to make decisions for the future, but this isn't a cash mitigation.

1507. 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		

1508. 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)
SRS	Infrastructure cost analysis	January 2021

Partner LA's	On the procurement itself	January 2023
Partner LA's	Sharing expertise, training materials and implementation plans	January 2023

1509. 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 7 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
Managing the project and its implementation	Operational	There is a requirement for skilled resources to implement this project, and the postholder dealing with this has only just started so will need time to come up to speed.	Low	Full training given to the new postholder Reviewing the capacity and capability needed to implement the project

1510. Assumptions

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

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

1511. 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 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Process	Key milestones in the project implementation plan	50% migration	100% migration		

1512. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	Y	Collaboration was undertaken with SRS, Torfaen and Newport council to gain the best possible price for procurement. Also, collaboration on training materials and expertise for the project plan and migration.

Will this project benefit from digital intervention?	Y	This IS a digital intervention
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