

Appendix 1 - Schedule of:

- (1) Service cost increases
- (2) Service investment
- (3) Service efficiencies
- (4) Service reform

| (1) Service cost increases | Amount £ |
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| Learning, Skills & Economy | |
| 3% uplift to the Local Authority School Improvement Service contribution, this is a joint service with three neighbouring Local Authorities. All partners have agreed to provide the additional contribution to cover inflation. | 9,813 |
| The Local Authority has a statutory duty to provide a minimum of 10 hours a week funded early education for all children from the term following their 3 rd birthday until they are offered a full time school place from the September following their 4 th birthday. The early education can be provided in an LA maintained nursery class or in an approved non-maintained setting; if the place is accessed in a non-maintained setting, this is funded through a ring-fenced element of the Local Authority Education Grant. In Monmouthshire we allow parents to choose the provision that best meets their needs and we are seeing a growing trend towards families choosing non-maintained settings over school nurseries, hence there is an increasing demand on this funding pot and the allocation isn't sufficient to cover the actual expenditure. | 55,000 |

| (1) Service cost increases | Amount £ |
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| <p>This pressure is a combination of five cost pressures offset by one saving. The pressure are all related to pupils with Additional Learning Needs (ALN). £779,000 relates to the statutory obligation of the Local Authority (LA) to provide funding to support provision for pupils places in mainstream schools with either a school based or LA Individual Development Plan (LDP). An additional £50,000 for pupils requiring short term provision due to high levels of dysregulation due to social emotional and mental health needs. £125,000 to ensure our network of Specialist Resource Base (SRB) are sufficiently staffed and to expand the number of places ensuring pupils with ALN are support close to their homes. £503,234 to support pupils with complex ALN with bespoke packages of support in Monmouthshire, currently their needs cannot be supported through our current model and therefore alternative providers are commissioned. There is a proposal to develop inhouse provision for the majority of these pupils, this will open in the autumn term. (£1,369,000) saving on placement costs for Out of County providers, as investment in our in-house provision via our SRB's has improved more pupils are being supported in county and reducing the need for these placements.</p> | 88,234 |
| Social Care & Health | |
| <p>Provider Fees Impact of NMW / RLW over and above 2% non-pay inflation allowance and £1m additional investment.</p> <p>The directorate commissions with external providers to provide care including: adult placements [learning disability; frail older adults; mental health including later stage dementia; respite and rehabilitation] supported accommodation and children looked after placements [residential and foster placements] care at home [domiciliary care] support contracts</p> <p>Following the UK budget announcements in respect of the RLW and NMW there will be an impact of the level of fees agreed.</p> | 289,539 |
| <p>Adult's residential care demand increase.</p> <p>This is the full year effect of 16 additional placements that were incurred during the first half of this current financial year (25/26). This is the cost of people who are already placed in residential homes (funded by the council) in keeping with their assessed needs. This is a cost that can't be mitigated against at this point. Residential placements are only made when it is the most cost-effective way of meeting a person's needs.</p> | 727,168 |

| (1) Service cost increases | Amount £ |
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| <p>Children's placement demand increase.</p> <p>This is the full year effect of 8 additional children's placements that were made during the first half of this current financial year (25/26). These are children who are accommodated in keeping with their assessed needs and is a cost that can't be mitigated against at this point.</p> | 1,165,000 |
| <p>Children's service legal costs increase.</p> <p>We are required to initiate legal proceedings in the family courts when we are unable to secure the safety of children through any other means. A court process is required for the LA to remove a child from the care of their parents. The costs associated with court proceedings has increased over recent years because of the protracted nature of proceedings, the increasing use of counsel and court ordered external experts. The legal budget shows a projected overspend of £370K however, in-year costs are inflated as a result of 2 specific cases.</p> | 170,000 |
| <p>Fostering allowances.</p> <p>In-house foster carers receive an annual uplift as per salaried workforce, which supports carer retention. The retention and recruitment of in-house Foster Carers helps to avoid costs associated with independent agency foster care (IFAs) or residential placements.</p> | 35,000 |
| Infrastructure | |
| <p>Street lighting maintenance contract increase - The contract is due for renewal in May 2026. Early projections indicate a 20% increase on current prices, which is significantly higher than the 2% uplift included in the budget model.</p> | 35,000 |
| Place & Community Wellbeing | |

| (1) Service cost increases | Amount £ |
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| <p>Planning and Building Control income pressures.</p> <p>Income pressures have arisen due to the progression of all existing LDP (Local Development Plan) sites through the planning process, thereby limiting current opportunities for fee generation. Furthermore, the anticipated increase in income from Welsh Government (WG) fees, originally scheduled for implementation in April 2025, was postponed until December 2025. As a result, there are fewer avenues for generating fees until additional RLDP sites are brought forward. Any delays in processing the new RLDP will further exacerbate these income challenges.</p> | 100,000 |
| <p>Car parking income pressures.</p> <p>Income generation is being impacted by vacancies among car parking enforcement officers. Reduced staffing levels limit the directorate's ability to enforce parking regulations, which in turn reduces the income that can be achieved from car parking operations.</p> | 60,000 |
| <p>Reduction in Grants supporting statutory operations and staffing - SPF and Active travel.</p> <p>The directorate is facing significant pressure due to a reduction in grant income streams in particular Share Prosperity Fund and Active Travel both of which has historically supported core staffing. Previous successes in securing grant funding have resulted in a high level of dependency on these grants - not only for delivering specific projects, but also for underpinning core operations and staffing. The current economic climate is intensifying these pressures, as there is a noticeable reduction in the funding available to support our services moving forward.</p> | 60,000 |
| Resources | |
| <p>Digital & Data Team - increase in our digital collaboration contribution to SRS due to staffing and non pay inflation uplifts and an investment in an additional data analyst post.</p> | 79,000 |
| <p>SRS - increase in annual SRS contribution to cover pay and non pay inflation increases and additional investment in software & licences relating to AI and service transformation. Includes a £49k pressure relating to the Gwent police memorandum of understanding expiring and not being renewed - to be covered by ICT reserve.</p> | 110,000 |

| (1) Service cost increases | Amount £ |
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| <p>Council Tax - Rising non-pay costs (postage, printing, licences).</p> <p>The non pay expenditure for the Revenues Shared Service is increasing as costs for postage and printing and annual software licences continue to rise. In previous years these have been partly offset by administration grant income from Welsh Government for the RLHRR scheme. However, this income is not expected for 2026/27.</p> | 75,000 |
| Exchequer - recurring increase in card payment fees; systems & software development costs | 75,000 |
| Commercial investments - costs associated with maintaining void units | 55,000 |
| People, Performance, Partnership | |
| Increase in funding to reflect costs of membership bodies | 23,000 |
| <p>Estimated increase in our shared contribution towards the procurement arm, Ardal. This increase is attributable to the full complement of staff now being in operation, which has resulted in higher overall service costs.</p> | 50,000 |
| City deal contribution increase | 16,000 |
| <p>Impact of job evaluation and staffing level in strategic teams, and reduced grant income to cover core costs within communications.</p> <p>The directorate is managing a consolidated budget pressure of £125,000 relating to staffing and loss of grant income to support core costs. This is driven by the impact of job evaluation on strategic teams, increased staffing costs and reduced grant income within communications. These pressures are structural and will require either additional funding or significant mitigation to avoid recurring overspends and maintain service delivery.</p> | 125,000 |
| Law & Governance | |
| <p>Legal Services - income pressure due to a reduction in recent years in the type of work that generates external fee income, such as projects arising from the Investment Committee. The resulting income shortfall is carried forward each year, creating a recurring budget overspend.</p> | 50,000 |

| (1) Service cost increases | Amount £ |
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| <p>Members allowances above budgeted pay award, and increase in senior officer remuneration following council-wide pay review.</p> <p>The directorate's budget pressures include an increase of £13,000 in senior officer remuneration following a council-approved pay review, for which no additional budget allocation was provided, resulting in a recurring cost. Additionally, a projected £70,000 rise in members' allowances and superannuation, driven by a higher-than-anticipated pay award and increased membership.</p> | 83,000 |
| Total service cost increases | 3,535,754 |

| (2) Service investment | Amount £ |
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| Learning, Skills & Economy | |
| <p>Investment in the Inspire NEET (not in education, employment or training) prevention programme, which supports: Young people in our four secondary schools who are at risk of becoming NEET, providing support to achieve qualifications and next steps in education, employment & training. Young people experiencing challenges with school attendance, supporting them to re-engage with education. Individuals aged 16 and over who are NEET, helping them progress into further education, employment, or training opportunities.</p> | 362,848 |
| <p>Additional staffing to support SEMH needs - The Local Authority has a statutory obligation to provide additional learning provision for all children and young people with an identified additional learning need (ALN). This funding is required to provide staffing for an in-county specialist resource base provision focused at meeting the needs of a small number of children who present with high levels of dysregulation as a result of their additional learning needs (ALN) in the areas of complex autism/ neurodevelopmental and social, emotional and mental health (SEMH) needs. This will reduce the need to utilise alternative educational providers and ensure children and young people with complex social emotional and mental health needs have access to an improved education offer closer to their local communities.</p> | 109,846 |
| <p>Appointment of vulnerable learner lead - There is an increase in complexity of the presentation of needs across our schools for children who present with high levels of dysregulation due to social emotional and mental health needs. Subsequently, there is an increase in the use of exclusion, both fixed term and permanent. The Vulnerable Learner Lead provides support to schools and settings with regards to the systems and processes regarding the use of exclusion, to ensure that statutory processes are adhered to and schools are supported (and challenged) to meet the needs of some of our most vulnerable learners, while ensuring the safety of all. This includes collaboration with schools, settings, families and a wide range of multi-agency colleagues to ensure robust risk assessments, reintegration timetables and pastoral support plans (PSPs) are in place, for example. This additional funding is required to increase the level of officer support available to provide advice, guidance and support to schools and settings to prevent, reduce and manage the use of exclusions.</p> | 70,000 |

| (2) Service investment | Amount £ |
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| Additional emergency planning officer post - The introduction of this proposed additional post ensures the Local Authority can meet its duties and responsibilities under the Civil Contingency Act, in addition to other statutory duties and contributes directly to our whole authority resilience, the post is explicitly supported by the business plan. | 42,150 |
| Welsh language provision - The Local Authority has a statutory duty under the Welsh Language (Wales) Measure 2011 to comply with the Welsh Language Standards and deliver the Welsh in Education Strategic Plan (WESP). Establishing a dedicated Welsh Language Officer will ensure statutory compliance and strengthen governance, the role is essential to meet the national priorities under Cymraeg 2050 in supporting schools in complying with the 2030 requirement for schools to deliver 10% of the curriculum through the medium of Welsh. | 77,550 |
| Additional staffing - Pupil Referral service. This proposal is to strengthen attendance support in the Pupil Referral Service (PRS) through the appointment of an additional officer and administration support. These additional posts will ensure the statutory obligations and address Estyn priorities following recent inspections. | 71,446 |
| Additional investment into schools is in addition to the funding provided for increases in pay. Schools have a collective deficit balance and this looks to help address the situation and to support schools recover to a surplus budget. This funding represents £95.97 per pupil, for secondary schools this is funding of between £72,000 and £132,000 and for a 210 place primary this is £20,000 | 1,000,000 |
| Social Care & Health | |
| Maintaining preventative services of Family Support, Eliminate / Transformation posts following grant reduction. Family support services help to reduce risks to children who are identified as being at risk of harm ensuring that wherever possible children remain with their families and communities. Family support helps to avoid the cost of expensive placements and allows the service to achieve savings associated with placement costs through provided the support that children need to safely 'step-down' from expensive placements. The decrease has left some existing posts unfunded meaning that there would be a risk of incurring redundancies if this pressure was not provided for. | 437,668 |

| (2) Service investment | Amount £ |
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| <p>Mosaic social care case management system - additional system support.</p> <p>Mosaic is the new social care case management system. The pressure has arisen because the newly procured system will require considerably more system admin than our current system FLO / PLANT which was home-built. The level of post implementation system admin has been advised by a subject matter expert(SME). This pressure has been mitigated down through considering how current resource could be turned to system admin.</p> | 200,000 |
| <p>Base budget investment into Social care that secures an overall increase in funding of 5.6%</p> | 1,000,000 |
| <p>Infrastructure</p> | |
| <p>Increase gulley-cleaning capacity by expanding from two teams to three (addition of two staff members and one vactor).</p> <p>The Council currently operates two gulley-cleaning teams. From 2026/27, this capacity will increase to three teams through the addition of two staff members and a new vactor unit. Expanding the service will enable more frequent and comprehensive cleaning of the drainage network, helping it better withstand changing weather patterns and the rise in severe weather events. This investment will improve overall drainage performance and reduce the risk of surface water issues across the county.</p> | 100,000 |
| <p>Increase our street sweeping capacity through the addition of two staff members.</p> <p>The Council currently operates two street-sweeping teams, and this capacity will be expanded in 2026/27 with the addition of two new staff. Increasing our sweeping capability will ensure that more debris is collected before it is washed into gulleys and drains, helping to maintain effective drainage and reduce surface water issues during periods of adverse weather.</p> | 100,000 |
| <p>People, Performance, Partnership</p> | |
| <p>Customer Relations Team - Increase staffing by 0.6 FTE (£35K) and invest in digital solution (£5K) to meet 135% growth in subject access requests in the past five years.</p> | 40,000 |

| (2) Service investment | Amount £ |
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| Payroll department - New software required to ensure we can accurately record and pay holiday pay for staff with irregular working patterns following changes to legal position in 2025 which means manual systems are no longer fit for purpose. | 20,000 |
| Above inflation increase to Citizens Advice Monmouthshire grant funding contribution to recognise the valuable role this service plays in supporting local residents. | 21,000 |
| Increase Library books and materials which will enhance the quality and accessibility of resources across the County, supporting educational and cultural enrichment for all. This positive step will not only keep our collections current and relevant but also strengthen the standing of this valued service in national rankings under the Welsh Public Library Standards. | 50,000 |
| Staff training - Move to increase investment in staff development to improve retention and aide workforce planning and retention to reduce turnover and improve productivity - phased implementation | 35,000 |
| Total service investment | 3,737,508 |

| (3) Service efficiencies | Amount £ |
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| Learning, Skills and Economy | |
| A number of grants have been received which can be used to support some of the pressure identified for supporting pupils with Additional Learning Needs. Some of the cost pressures identified for supporting pupils with Independent Development Plans can be offset by these grants. | (644,127) |
| This relates to a one off interest release from a project which has been jointly run in partnership with other Local Authorities. One Local Authority receives a grant for the whole project, any interest generated is distributed to all partners. | (242,760) |
| Social Care & Health | |
| Maximising the ability to charge core budget to external grant streams. | (500,000) |
| Infrastructure | |
| Fleet Maintenance Savings. -Enhance in-house capability for tachograph calibration, eliminating the need for an external provider -Remove fitter standby time for out-of-hours operations during non-winter months | (17,000) |
| Infrastructure directorate - Recovery of pay and non-pay increases through external funding streams (capital/Grant) across all of directorate. | (105,000) |
| Place & Community Wellbeing | |
| Utilising the New Area Management Structure. The directorate will use the new area management structure to enable cross-cutting support across different services, ensuring the workforce is deployed flexibly to meet operational demands. Implementing some of the phase two objectives resulting in savings of £40,000. | (40,000) |

| (3) Service efficiencies | Amount £ |
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| <p>Leisure centre demand growth.</p> <p>Where appropriate, the directorate will seek to increase income through additional marketing campaigns and an enhanced social media presence, aiming to boost commercial income.</p> | (44,000) |
| <p>Implementing New Welsh Government Fee Charges for Planning .</p> <p>Implementation of the new Welsh Government (WG) fee charges for planning has been adopted from 1s December 2025. This measure is intended to help offset income pressures in planning services by ensuring that fees are aligned with the latest statutory guidance and cost recovery requirements. The updated fee structure will support the directorate's efforts to maintain financial sustainability and continue delivering statutory planning functions effectively. Expected to reduce the current income pressure within the service by £65k.</p> | (65,000) |
| Resources | |
| Resources Directorate - Efficiencies captured across non-pay budgets, directorate wide. | (27,000) |
| Release of non-pay inflation or headroom in capitalisation from under utilisation of provision made for redundancy costs | (118,000) |
| Housing benefit penalty reduction - As reliance on B&B usage for temporary accommodation decreases, we have achieved savings on the housing benefit subsidy penalty. Current projections show B&B usage is now below 10 units. If this trend continues into 2026–27, it will generate savings of around £200k. | (200,000) |
| People Performance Part | |
| Reduction in software costs within the contact centre | (17,000) |
| Law & Gov | |
| Vacancy freeze in Land Charges - A 0.4FTE vacancy in Land Charges will be kept vacant for a further year, offering a saving of £16,000. | (16,000) |
| Total service efficiencies | (2,035,887) |

| (4) Service reform | Amount £ |
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| Social Care & Health | |
| <p>Children's care planning & placement strategy.</p> <p>This will be achieved through care planning so that children transition to placements that are better suited to their needs as well as being more cost effective. This relies on maximising the use of in-house foster carers and aligns with the placement development strategy as new provisions become operational during the year.</p> | (1,001,939) |
| <p>Consolidation of vacancies within in-house domiciliary care.</p> <p>There is an underspend in the in-house domiciliary care workforce which can be consolidated safely to achieve this saving. The underspend has arisen due to additional capacity being available through commissioning with providers for long-term care at home packages. The aim is to continue to increase and enhance our reablement service so that more people benefit from short-term intensive (holistic) interventions to reduce, delay or mitigate the level of long-term care that an individual requires. Reablement is central to supporting people to maximise their independence / achieve good wellbeing outcomes.</p> | (250,000) |
| Total service reform | (1,251,939) |