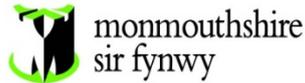


Public Document Pack



Neuadd y Sir
Y Rhadyr
Brynbuga
NP15 1GA

County Hall
Rhadyr
Usk
NP15 1GA

Wednesday, 15 January 2020

Notice of Reports Received following Publication of Agenda.

Strong Communities Select Committee

Thursday, 23rd January, 2020 at 10.00 am,

Attached are reports that the committee will consider as part of the original agenda but were submitted to democratic services following publication of the agenda.

Item No	Item	Pages
7.	<p>Scrutiny of the 2020/21 draft budget proposals</p> <p>Refer to the link below for details – Cabinet Agenda 20th December 2019:</p> <ul style="list-style-type: none">• Draft Capital Budget Proposals 2020/21 to 2023/24.• Draft Revenue Budget Proposals 2020/21. <p>https://democracy.monmouthshire.gov.uk/ieListDocuments.aspx?CId=144&MIId=4192</p>	1 - 80

Paul Matthews
Chief Executive

This page is intentionally left blank



SUBJECT:	DRAFT REVENUE BUDGET PROPOSALS 2020/21
MEETING:	STRONG COMMUNITIES SELECT COMMITTEE
DATE:	21ST January 2020
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

- 1.1 To present the draft revenue budget proposals for financial year 2020/21 for scrutiny and for the Select Committees to offer their views on the proposals during the consultation period which extends to 31st January 2020.

2. RECOMMENDATION FOR SELECT COMMITTEES:

- 2.1 To request the select committees scrutinise the 2020/21 draft budget proposals within the context of the 4 year Medium Term Financial Plan (MTFP) and the Corporate Plan and offer their recommendations on the proposals to Cabinet for their consideration.

3. RECOMMENDATIONS FOR CABINET:

- 3.1 That Cabinet approves the release of its draft budget proposals for 2020/21 for consultation purposes.
- 3.2 That Cabinet approves that the consultation period, including the opportunity to present alternative proposals that have been assessed for Future Generations and equality implications, ends on 31st January 2020.
- 3.3 That Cabinet receives a verbal update at the meeting on the provisional settlement from Welsh Government, noting that the draft budget proposals are predicated on a 1% increase in Aggregate External Financing (AEF) together with teachers pay and pension increases fully funded by Welsh Government.
- 3.4 That Cabinet recognises unavoidable pressures of some £9.742 million that need to be provided for within the 2020/21 budget.
- 3.5 That Cabinet confirms its intention to fully fund all pay related pressures insofar as they impact schools and to accommodate significant demand pressures caused in particular by increasing numbers of looked after children and pupils with additional learning needs.
- 3.6 That Cabinet proposes a Council Tax rise of 4.95% for financial year 2020/21.
- 3.7 That Cabinet recognises that the budget proposal remains un-balanced at this stage. There is a remaining savings gap of £1.178m to address.

4. KEY ISSUES:

- 4.1 It is well trailed nationally that local government funding has been challenged for a number of years. Monmouthshire, in keeping with all other Councils in Wales has had to make significant adjustments year on year to its cost base to ensure that the service offer has remained relevant and appropriate for the citizens of the county. Members of all parties are nonetheless familiar with having to take decisions that they would prefer not to but with this as a context a reasonable and pragmatic approach has been taken. Financial year 2020/21 will continue this approach.
- 4.2 For some years now the Council has successfully accomodated the ongoing and significant financial, demographic and demand-led pressures. This alongside its commitments to deliver the goals and objectives set out in its Corporate Plan. The Corporate Plan outlines the priorities of the Administration and these, in summary, are illustrated later in the report.
- 4.3 This budget proposals continue to support the priorities of the Administration. Specifically it seeks to recognise:
- a) All pay and pension related spending pressures in our schooling system
 - b) The increasing demand on schools and the Local Education Authority of pupils with additional learning needs
 - c) The increasing demand being placed on our children's social services in respect of looked after children and for whom the Council acts as corporate parent
 - d) The growing impact of an ageing population and adults with disabilities on our adult social services

The budget proposals see a continuation of our preparedness to challenge all services to sustain themselves rather than to see the closure of services that matter to citizens. There is an acknowledgement that when things close they never return and it is better to scale back rather than absolutely withdraw. This is a feature of a number of proposals for change that make up these proposals.

- 4.4 The challenges facing the authority now and into the future should not be under estimated. The 2019/20 in-year forecast exhibits significant pressures within and across services. A recovery plan is in place and that will look to arrest the current over spend on services through significant one-off recovery of VAT, additional in-year grant and funding received and flexible use of capital receipts to fund revenue costs associated with service reform.
- 4.5 For 2020/21 and in overall terms there are some £9.742 million of new unavoidable pressures that need to be accommodated as part of the 2020/21 budget and these are detailed in appendices 1 and 2. The pressures significantly present themselves in:
- a) Adult and children's social care (£5.5m)
 - b) Children with additional learning needs (£1.5m)
 - c) Teachers pay and pension increases - £1.2m over and above the 1% pay award assumption modelled
- 4.6 It is never popular to charge for services but the reality is that we need to do so. We are proposing increases in a number of areas. Likewise increasing Council Tax is never popular but with national funding not keeping pace with demands on local authorities, local taxation is by default having to shoulder a greater proportion of our overall funding.

4.7 This budget proposal assumes a council tax rise of 4.95% for 2020/21 (1% higher than the original modelling assumption signalled in our report of 18th September 2019), and a Council Tax rise of 3.95% for the remaining years of this Council. For a current Band D property of £1,316 (Council only element excluding community council or Police levy), this would illustratively be an additional £65.12 a year or £1.25 a week for 2020/21.

Purpose and Priorities

4.8 Monmouthshire County Council's Corporate Plan sets out the things we will be working on in the medium term. The plan sets out our five Organisational Goals (also our well-being objectives) supported by the 22 commitments to action we will make and the ways in which they will be measured in the run-up to 2022. This plan has been developed and aligned to the direction set in the Public Service Board objectives. The Plan is underpinned by a clear policy framework that sets out in more detail our work to enable the delivery of the plan. The aspiration and objectives set for Monmouthshire by the PSB and Council are:

Purpose: Building Sustainable and Resilient Communities	
<i>Public Service Board Well-being Objectives</i>	<i>Monmouthshire County Council Goals & Well-being Objectives</i>
Provide children and young people with the best possible start in life	The best possible start in life
Respond to the challenges associated with demographic change	Lifelong well-being
Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change	Maximise the potential of the natural and built environment
Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.	Thriving and well-connected county
	Future - focussed Council

4.9 The budget proposals contained within this report have sought to ensure these key outcomes and priorities can continue to be pursued as far as possible within a restricting resource base. This does not, however, mean that these areas will not contribute to meeting the financial challenges. The aim is to make sure everything is efficient so that as broad a range of service offer, in line with those functions that matter most to our communities, can be maintained. Chief Officers in considering the proposals and strategy above have also been mindful of the whole authority risk assessment.

4.10 In assessing the affordability considerations of the corporate plan, an exercise which is iterative and ongoing, confirmation has been received at this stage that commitments to delivering the Corporate Plan for 2020-21 will either be met from existing budgets or are contained within the draft budget proposals. This work will continue as programmes of work develop and affordability considerations are more clearly understood and considered.

4.11 The following table demonstrates the links at a summary level that have been made with the 5 priorities, Corporate Plan and the strategic risks:

Proposal	Link to Goals and Well Being Objectives in the Corporate Plan	Link to Whole Authority Risk assessment
<p>Schools budgets will see a cash increase and with all pay and pension increases being fully funded.</p> <p>Education and school budgets will see additional resources going into the budget for children with additional learning needs.</p>	<p>Best possible start in life Thriving and well connected County</p>	<p>Budget proposals are mindful of the risk in the register around children not achieving their full potential</p>
<p>Social care budgets will see additional resources going into the budget for Children's and adults social services to meet the pressures in these areas.</p>	<p>Lifelong well being</p>	<p>These proposals seeks to address the risks around more people becoming vulnerable and in need and the needs of children with additional learning needs not being met</p>
<p>The drive for service efficiencies savings has continued and a few focused service reviews have enabled saving to be identified e.g. Household recycling and waste collection review, Myst project and practice change in social care.</p>	<p>Further reviews have enabled frontline services to transform the way they do things whilst still delivering the goals of the Corporate plan and therefore contributing to the creation of sustainable and resilient communities.</p>	<p>Addresses risks around the ability to sustain our priorities within the current financial climate</p>
<p>The need to think differently about what income can be generated has been a clear imperative in working up the proposals. Clear examples are the income opportunities from implementing the Commercial Strategy and the business plans within Tourism, Leisure and Culture.</p>	<p>Being able to generate further income streams responds to the consultation responses in previous years regarding a preference for this compared to services cuts and contributes to the aims of creating a sustainable and resilient communities.</p>	

4.12 A mid-term review of the commitments in the Corporate Plan is being undertaken to ensure that the aspirations and activity set remain relevant, that they are deliverable with the resources we have available and ensure they reflect the latest thinking on issues of importance to our communities. The mid-term review of the Corporate Plan will be presented to Council in the New Year and ahead of the final budget proposals and the council tax resolution being approved in March. With the need for budget to be policy led, this will afford a further opportunity to assess the affordability considerations of the Corporate Plan for the remaining two years of the administration.

Budget Process so far

4.13 Cabinet received a report on the MTFP and budget process at their meeting of 18th September 2019. The report outlined the assumptions that were being used in the construction of the budget for 2020/21 and the MTFP.

4.14 As a reminder the following assumptions had been used initially for the 2020/21 budget:

- Council Tax – 3.95% for 2020/21, 3.95% for rest of MTFP
- Other external income – 0%, individual services to determine price increases
- Pay inflation – 1% for 2020/21 and the rest of MTFP
- Non pay inflation – 0%
- Vacancy factor – 2% (except schools)
- Superannuation – 24.1% rising 1% for each year of the MTFP
- Teachers superannuation – 23.6%
- Aggregate External Finance – 1% reduction and full funding of teachers pay and pension increases

4.15 The above assumptions and modelling at that time led to a gap of £5.39 million in 2020/21 rising to a gap of £21.07 million over the medium term. Further work was then being undertaken to assess service based pressures both in the current year budget and any new pressures arising. Savings and income generation proposals were also being worked up and reviewed in order to close the gap between available resources and demand for resources.

4.16 It should be acknowledged this year that receipt of the provisional settlement announcement from Welsh Government is delayed until 16th December 2019 with the final settlement now due in early March 2020. This has adversely impacted on financial planning arrangements and where levels of comfort or certainty are needed around core funding from Welsh Government. However, following advice and analysis provided by WLGA subsequent to UK Government’s one year spending review announcement, and discussions with other local authorities in Wales, the AEF assumption has been improved from a -1% to +1% which it is felt is prudent based on information received. A verbal update will be provided to Cabinet on the outcome of the provisional settlement when this paper is considered.

4.17 A high level summary of the draft proposals and the resultant budget shortfall of £1.178m still to be addressed is shown below. Pressures of £9.742m and savings of £7.981m are summarised in appendix 1 and each is supported by a detailed mandate in appendix 2.

BUDGET PROGRESS TO DATE	£'000	£'000
Gross Expenditure		231,533
Inflationary Pressures	1,554	

Specific Pressures	9,742	
	11,296	11,296
Sub Total Expenditure		242,829
Gross Income		(231,533)
<u>Inflationary Savings</u>		
Council tax additionality (3.95% original)	(2,136)	
<u>Savings Proposals</u>		
Service efficiencies	(3,832)	
Welsh Government settlement funding implications	(2,080)	
Income generation increase	(1,034)	
Council tax additionality (extra + 1%)	(831)	
Full cost treasury adjustment	(204)	
	(7,981)	(10,117)
Sub Total Income		(241,651)
Savings still to be identified		<u>1,178</u>

Pressures

4.18 The work on pressures has highlighted that a number of significant pressures (£9.74m) need to be taken into account in next year's budget. A summary table of pressures is provided below and further information on the individual pressures is provided in summary in Appendix 1 and in detail in appendix 2. The main pressures principally relate to areas outside of the control of the Authority, and most notably:

- Funding Children's Services looked after children pressures (LAC) – £2.89m
- Sustaining the model of delivery within adult social care, including recent demand pressures with adults with disabilities – £2.47m
- Children with additional learning needs demand pressures – £1.47m
- Teachers pay and pension increases - £1.18m over and above the 1% pay award assumption modelled

4.19 It is noticeable that there are a limited number of pressures identified for years 2 to 4 of the MTFP against service directorates, however it is common for them to be recognised closer to the year in question and this needs to be borne in mind when considering the remaining gap in the MTFP. However, as part of the report presented to Cabinet on 19th September 2019 the provision made for "unidentified pressures" has been increased from £2.5m to £5m per annum and to recognise the level of pressures having to be accommodated as part of the budget process and following a review of such historic pressures.

Pressures by Directorate	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Children & Young People	2,650	0	0	0
Social Care & Health	5,505	141	40	0
Enterprise	764	204	0	0
Resources	245	8	6	5
Chief Executives Unit	221	0	0	0
Corporate Costs & Levies	313	4,666	4,807	5,000
Appropriations	44	381	113	0
Totals	9,742	5,400	4,966	5,005

4.20 Previously agreed savings that have been identified as not achievable have also been recognised as pressures in the model together with significant current year budget overspends that look set to continue into 2020/21 and to the extent that they can't be mitigated. In previous budgets directorates have been asked to manage these pressures within services, however given the level of savings already being delivered by some service areas a decision has been taken to recognise these significant demand-led pressures in the budget for 2020/21 to mitigate this risk.

Saving Proposals for 2020/21

4.21 After several years of taking significant resource out of the budget the means of achieving further savings becomes increasingly more challenging. The significant in-year over spend, whilst being managed via a recovery plan, sees significant pressures carried through into 20/21 and with this already challenging backdrop has made the budget challenge even more acute.

4.22 The draft proposals in total bring forward savings of £7.98m. The notable savings proposals include:

- Assumptions around the increase in core funding (AEF) from Welsh Government, including full funding of teachers pay and pension increases (£2.08m)
- Opportunity taken from revised guidance from Welsh Government that allows the Authority to make flexible use of capital receipts to capitalise revenue costs relating to service reform (£1.15m)
- Income generation resulting from new charges and increases in existing fees and charges (£1.03m)
- A 2% (£830k) saving against Individual Schools budgets, alongside full funding of pay and pension pressures. A loan facility is also being offered to schools to more effectively repay deficit school balances. Schools will still receive a year-on-year cash increase in their school budgets. Support will however continue to be provided to schools to identify opportunities to generate savings.
- An increase in the increase in council tax for modelling purposes of 1% to 4.95% (£509k)
- Resulting from a review of earmarked reserves a planned reduction and release from the Treasury Equalisation reserve (£400k)
- A freeze in the employer pension contribution for the next two years (£370k)
- An increase in council tax income resulting from an increase in the number of housing completions forecast (£322k)
- A reduction in treasury budgets as a result of updates to the MTFP (£204k)
- Savings within Children's Services through reduced legal costs brought about by investment in in-house childcare solicitors (£100k) and resulting from increased and ongoing investment in the Myst project (£250k).

4.23 Work continues to develop ideas and proposals such that they can be brought into the budget once they are sufficiently progressed. The mid-term review of the Corporate Plan being presented to Council in the New Year will also need consider any policy changes needing to be considered to put services on a more sustainable footing for the future.

4.24 All proposals have been considered and tested through an initial process of independent challenge by officers and Cabinet Members. A summary of all the proposals are shown in the table below. The savings proposals are contained in summary in appendix 1 and in detail in appendix 2.

Savings by Directorate	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Children & Young People	(830)	0	0	0
Social Care & Health	(1,013)	(105)	0	0
Enterprise	(579)	0	0	0
Resources	(321)	(24)	(23)	0
Chief Executives Units	(163)	(1)	0	0
Corporate Costs & Levies	(370)	0	0	0
Appropriations	(1,758)	453	(2)	(241)
Financing	(2,948)	0	0	0
Totals	(7,981)	323	(25)	(241)

Treasury Impact

- 4.25 The draft capital budget proposals and MTFP are being considered as a separate report on this agenda and for the purposes of establishing the revenue impact of the capital MTFP, the current summary position in the capital report has been taken.
- 4.26 The Treasury budgets continue to be closely monitored throughout the year, and any changes in the following will be considered at final budget stage: a review of the current year underspend, the profile of capital expenditure and potential slippage, a review of maturing debt over the medium term and the balance between the level of fixed and variable rate debt in the Council's portfolio. The balance of risk is an important consideration in this review as are the principles of security, liquidity and yield when considering any investment strategies.

Council Tax

- 4.27 The Council Tax increase in the budget has been modelled as 4.95% for 2020/21 (3.95% original MTFP modelling assumption + 1%) and 3.95% per annum across the MTFP as a planning assumption. The Council tax base report was approved via Individual Cabinet Member decision on 18th December 2019 and concluded an assessment of collection rates and growth in properties. Overall, the Council Tax base calculated for 2020/21 has risen by 0.51% compared to 2019/20. This increase takes into account the anticipated changes in dwellings. The estimated additional income of £322k derived from this and changes to CTRS (Council Tax Reduction Scheme) projections has been incorporated within the MTFP as part of the budget process.

Summary position

- 4.28 In summary, the 2020/21 budget gap is now **£1.178m**, if all the savings proposals contained in the Appendix 2 are approved. Clearly there is a gap still to meet and further work is progressing to bring forward measures and further savings proposals to balance to budget if further funding is not made available through the provisional and final settlement.

Services	Adjusted Base 2019/20 £000	Indicative Base 2020/21 £000	Indicative Base 2021/22 £000	Indicative Base 2022/23 £000	Indicative Base 2023/24 £000
Children & Young People	51,215	53,389	53,837	54,338	54,795
Social Care & Health	46,334	51,132	51,546	51,969	52,357
Enterprise	19,881	20,501	20,929	21,323	21,721
Resources	7,648	7,732	7,828	7,956	8,108
Chief Executive's Unit	4,637	4,757	4,824	4,893	4,963
ADM	3,465	3,566	3,677	3,790	3,905
Corporate Costs & Levies	22,112	22,092	26,713	31,485	36,485
Sub Total	155,292	163,169	169,353	175,753	182,334
Transfers to reserves	341	143	195	188	63
Transfers from reserves	(275)	(347)	(302)	(164)	(139)
Treasury	6,436	5,092	5,678	6,032	6,141
Appropriations Total	6,502	4,888	5,572	6,056	6,065
Total Expenditure Budget	161,794	168,057	174,925	181,809	188,398
Aggregate External Financing (AEF)	(93,229)	(93,229)	(93,229)	(93,229)	(93,229)
Council Tax (MCC)	(54,087)	(56,223)	(58,444)	(60,753)	(63,153)
Council Tax (Gwent Police)	(11,779)	(11,779)	(11,779)	(11,779)	(11,779)
Council Tax (Community Councils)	(2,699)	(2,699)	(2,699)	(2,699)	(2,699)
Contribution to/(from) Council Fund	0	0	0	0	0
EBP		0	0	0	0
Disinvestment		(2,948)	(2,948)	(2,948)	(2,948)
Sub Total Financing	(161,794)	(166,879)	(169,099)	(171,408)	(173,808)
(Headroom)/Shortfall	(0)	1,178	5,826	10,401	14,590

Reserves strategy

- 4.29 Earmarked reserve usage over the MTFP period is projected to decrease the balance on earmarked reserves from £5.48 million in 2019/20 to £5.28 million at the end of 2021/22. Taking into account that some of these reserves are specific, for example relating to joint arrangements or to fund capital projects, this brings the usable balance down to £4.5 million. The general fund reserve is sustained at its current level of £7 million. Separate to this locally managed school budgets carry a net deficit balance of £0.23 million.
- 4.30 The previously approved Reserves strategy sought to ensure that earmarked reserves are not used to balance the budget for ongoing expenditure and that they are instead used to the best effect and impact on one off areas of spend to help the authority transform itself within the new resource levels available to it. The final budget report will contain an assessment of the adequacy of reserves, however, at this stage limited use is being made of reserves.

Next Steps

- 4.31 The information contained in this report constitutes the draft budget proposals that are now made available for formal consultation. Cabinet are interested in consultation views on the proposals and how the remaining gap may be closed. This is the opportunity for Members, the public and community groups to consider the budget proposals and make comments on them. Cabinet will not however, be prepared to recommend anything to Council that has not been subject to a Future Generations Assessment and Equality Impact Assessment and therefore a deadline to receive alternative proposals has been set as 31st January 2020.

- 4.32 Public consultation (to include the formal requirement to consult businesses) and Select Committee Scrutiny of Budget proposals, will take place between the 20th December 2019 and the 31st January 2020.
- 4.33 In the past extensive community engagement had been undertaken around the budget. However, such a large scale public engagement will not be undertaken as budget proposals that see substantive or material service developments will have undergone their own consultation process.
- 4.34 There will however be an opportunity for the community to provide consultation responses via meetings with various consultative fora outlined below and via the website and social media where details of the proposals and consultation events will be published.

School Budget forum – 16th January 2020
Head Teachers conference – 16th January 2020
Unions Joint Advisory Group (JAG) – 20th January 2020
Youth Conference – 24th January 2020
Abergavenny 50+/Access for All group – date to be confirmed
Evening events in north and south of the county – dates to be confirmed

Town and community council cluster meetings:

Chepstow– 15th January 2020
Monmouth – 21st January 2020
Caldicot –23rd January 2020
Usk – 28th January 2020

North Monmouthshire Area Committee – 22nd January 2020

- 4.35 The scrutiny of the budget proposals are key areas of this part of the budget process. The following dates have been set for Select committees:

Adults – 21st January 2020
Strong Communities – 23rd January 2020
Children and Young People – 28th January 2020
Economy and Development – 30th January 2020

- 4.36 Final budget proposals following consultation and receipt of the final settlement will go to a special Cabinet on 19th Feb 2020 and approval of Council Tax and final budget proposals will then take place at Full council on 5th March 2020.

4 OPTIONS APPRAISAL

- 4.1 Directorates are required to consider and outline the options that have been considered for each of the budget savings proposals and pressures identified in this report. The detail is contained in the Appendices.

5 EVALUATION CRITERIA

- 5.1 The means of assessing whether the final budget put in place for 2020/21 has been successfully implemented is undertaken throughout the year via regular budget monitoring and periodic reports to Cabinet and then to Select committees for scrutiny. In

addition regular monitoring of the performance of the Council against service business plans and the Corporate Plan takes place. Taken together these arrangements enable the Council to evaluate its success and progress against its longer term plans within the resources available.

6 REASONS:

6.1 To agree budget proposals for 2020/21 for consultation purposes

7. RESOURCE IMPLICATIONS:

7.1 As identified in the report and appendices

8. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING and CORPORATE PARENTING):

8.1 The future generation and equality impacts of the savings proposals have been initially assessed per budget saving mandate in appendix 3. An overall future generation and equality impact evaluation of the all the proposals has also been undertaken and is contained in appendix 4. This overall evaluation is an early one, applying to budget proposals only at this pre-consultation, pre-decision stage. This analysis will continue to evolve and be updated throughout public consultation and scrutiny.

8.2 The impact on services has been kept to a minimum. Some negative impacts have been identified and a number of mitigating actions are in place or have been identified. Consultation requirements have been identified and are ongoing.

8.3 The actual future generations and equality impacts from the final budget report's recommendations will also be reviewed and monitored during and after implementation.

9. CONSULTEES:

SLT
Cabinet
Head of Legal Services

10. BACKGROUND PAPERS:

Appendix 1: Summary of budget savings and pressures
Appendix 2: Directorate savings and pressure proposals
Appendix 3: Future Generations Evaluations
Appendix 4: Future Generations Evaluation for the overall budget

11. AUTHOR:

Peter Davies
Chief Officer for Resources (acting S151 officer)

12. CONTACT DETAILS:

Tel: 01633 644294
E-mail: peterdavies@monmouthshire.gov.uk

This page is intentionally left blank

Strong Communities Select Committee: Individual mandates for Pressures and Savings

Pressure Title:	Future Legal Department	Lead/Responsible Officer:	Matt Phillips
Your Ref No:	CCEO001	Directorate:	Chief Executive's
Version No:	1	Section:	Legal
Date:	6 Nov 18		

Why is this pressure required?

This form is used to convey a net pressure in the Legal Department following a process of identification of both pressures and savings. That net pressure is ...

Pressure

The approval of the 19/20 pressure proposal has allowed considerable transformation of the legal department to far better position it to provide the service that the organisation requires. Confidence should certainly be taken in the improvement that this budgetary change has brought; for example, the legal work conducted on AMS or other project related work alone between 1 Sep 18 and 21 Oct 19 would have cost £146,398 using the MCC commercial rate that we apply, which is still below the market rate which would have likely placed the cost in excess of £200,000.

This pressure relates to 2 issues:

1. Recruitment of an Employment Lawyer.
2. Cost and risk reduction in Children Services/Family Law.

Employment Lawyer

MCC spends approximately £65,000 a year on external legal advice for employment matters. In the last 5 years it has dealt with 17 settlement agreements with an annual payment of £146,000. In 5 of these 17 cases (the only available data), the person subject to the settlement agreement spent an average of 11 months absent during the process. Extrapolating that at an average of 3.8 settlements a year that's almost 42 months a year lost to absence during these proceedings.

Outwith these legal matters, there is a swathe of policy that falls to People Services to draft, coordinate and implement, as well as the day-to-day advice that is sought from them and the business partnering structure that is in place. Further, MCC is currently increasing resource in People Services as part of the 4 Sep 19 Resources Directorate Restructure in recognition of the need to increase capacity therein to support the organisation.

It is estimated that an in house employment lawyer could reduce the annual legal spend by 2/3s (recognising that an element of the spend will be advocacy costs at Employment Tribunal) – approx. £44,000pa if the trend of the last 3 years continues. However, it is anticipated that there is a significant additional benefit that will be achieved during the kind of drawn out, high-absence matters that result in settlement agreements, let alone those matters that are not caught by the figures above.

Broadly, the ability for People Services, and Managers across the organisation, to get direct, free access to an in house employment lawyer should have a significant impact on the way business is conducted when it comes to HR matters to the benefit of the organisation and colleagues. It is anticipated that significant hidden demand would be exposed by such access that is not currently captured. It is an addition strongly supported by People Services and with support from CEx/SLT also.

Children Services/Family Law

The additional resource provided in the 19/20 budget has seen an approximate uplift in capacity in this area of the legal department of 30%. In the same time period, demand measured purely in terms of cases in proceedings in Court (there is a considerable amount of work beyond this calculation), has risen by over 50%. Given the starting position was one of under provision, despite the considerable improvements in the electronic working practices and new joiners have brought to the team, it is still unable to meet demand.

The Deputy Head of Law, who has been with MCC for over 40 years and represents a phenomenal amount of knowledge, skill and experience, will retire in Dec 19, as will another long standing member of the team, while a recently employed paralegal has succeeded in securing a training contract at another LA (a success story) and a Solicitor has decided to return to the private sector for a better work/life balance – in itself a measure of the workload currently being experienced.

As such, a full review of task and resource has been completed, resulting in this proposed pressure.

Experience and engagement with other LAs suggests that a lawyer should be capable of dealing with 7-8 cases at any one time, plus all of the other responsibilities of supporting the CS teams outside of Court proceedings. Currently, they are dealing with up to 13 each which is dangerous in terms of potential for error and work/life balance for our colleagues.

When cases reach an unsustainable number, despite action taken within the department to make use of temps and locums to smooth pinch points like Summer leave (resulting in an IY pressure), recourse is to send cases to an external Solicitor such as Hugh James. The average cost of doing so is approx. £22,000 per case (over typically around 9 months).

Therefore, if an in-house lawyer, with suitable support, can deal with an average of 8 cases at any one time, with an average duration of 9 months per case, then the equivalent cost of sending a single Solicitor's case load to Hugh James for a year is in the region of £200,000 (which of course discounts all of the other work carried out in pre-proceedings matters).

That suitable support is based on the recent experience of recruiting 2 paralegals into the department for the first time. While turnover is anticipate to be frequent (in itself a positive message to potential recruits), the considerable benefit of creating these new roles has allowed, within the constraints of the considerable demand growth, is the ability for the Solicitors to add value in areas that they specialise, rather than being swamped by administrative and routine legal tasks.

The CS budget for legal spend is £260,000. In 18/19 the final spend was just shy of £500,000 and the same is forecast for 19/20. More than 55% of this cost is Counsel and 16% Solicitor (mostly the Hugh James work referred to above). While the budget sits in CS, responsibility for reducing this overspend must sit with legal and so the additional resource will aim to reduce these costs by first, avoiding cases being sent to Hugh James, and second, reducing use of Counsel from capacity based to complexity based (ie. Solicitors will conduct hearings of up to 3 days in duration).

Therefore the proposal is to delete the Deputy Head of Law and Admin posts that are retiring IY and instead recruit one additional Lawyer and 2 additional paralegals.

Saving

The work being conducted in the Commercial team to expand a client base means the income target will be increased as an aspiration to continue to broaden this work.

Further, the commercial ambition of the organisation via the Asset Management Strategy has meant that advice provided internally has and will increase as a result and, while that results in a considerable saving when compared with the cost of seeking external advice, it is still appropriate to apply an internal/external recharge on these services provided (depending on the nature of the project) so that the full cost of such activity is properly articulated to the Investment Committee. This income level has been set at 10% of the income target allocated within the Resources Directorate.

How much pressure is there and over what period?

Pressure - £180,000 for 20/21 and impacting thereafter taking into account pay awards and increments.
 Saving - an income saving of £10,000 and a projects recharge value of 10% of the revenue target of £400,000 of £40,000.

Net Pressure £130,000

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?

Name	Organisation/department	Date
Paul Matthews	Chief Exec	18 Oct
Paul Jordan	Cabinet Member Governance et al	10 Oct
Peter Davies		15 Oct onwards
SLT/Cabinet		Throughout

Will any further consultation be needed?

Name	Organisation/ department	Date

1. Vision and Outcomes of the Pressure Proposal

Give a business context for the budget pressure. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly, does it affect service performance within the immediate service area or any impact on other services provided by the authority / any other providers? In doing so, the pressure proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.

What are the outcomes of investing in the identified pressure?

The pressure is purely a result of the personnel restructure/recruitment identified above.

Employment Lawyer

- reduce external legal spend by £44,000 a year across all directorates;
- reduce risk of HR matters;
- reduce cost of HR matters – potentially in terms of settlements, probably in terms of speed and efficiency leading to a reduction in absence costs;
- improve HR policies and robustness;
- better provide for PS and Managers to expose hidden demand currently not articulated.

Family Roles

- prevent further spend on external legal provision;
- reduce CS spend in Counsel costs by a target of £100,000;
- improve resilience in the department for pinch points in the year;
- reduce risk to children and others in our care and MCC reputation thereafter;

Expected positive impacts**Employment Lawyer**

Mostly covered above but this would allow a fundamental shift in how MCC frames its policies and reacts to HR matters which will have a tangible cost benefit but a considerable cultural and capability benefit.

Family Legal Recruitment

We've got to swiftly address the IY overspends that are happening as a result of being understaffed and thereafter establish a system that is capable of not just meeting demand, but surging to meet future increased demand, reduce risk in CS work and then go onto address the crippling overspend in CS.

Expected negative impacts

2. Pressure proposed

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

What is the evidence for the pressure? How has it been estimated?

Detailed discussion with department accountant Sarah Pugh to calculate saving of removal of 2 posts and introduction of 4 new posts.
Further discussion at SLT and S151 officer around the savings targets and calculation.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year				Total pressure proposed
				19/20	20/21	21/22	22/23	
Legal	£726,024	130000			130000			130000

3. Actions required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the proposal.

Action	Officer/ Service responsible	Timescale

4. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposed successfully. For example new expertise and knowledge etc.

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

5. Measuring performance on the proposal

How do you intend to measure the impact of the investing in the pressure identified? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23
Reduce cost to directorates for HR matters	Feedback from HR				
Meeting demand in CS	No cases needing to be sent externally				
Reducing Cost in CS	CS Budget				

6. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Demand in CS	Strategic	Yet another year of demand increase higher than all forecasts	Med/Med	Continued efficiencies of the new electronic working combined with greater scale, and so resilience, should assist
Supply/Demand	Strategic	Demand for CS lawyers is oustripping supply and so recruitment in the market is very difficult	Med/Med	Being better at recruiting than anyone else

7. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
We will have suitable applicants for advertised roles	We have proven success in recruiting through novel techniques and sheer hard work.	

8. Options

Prior to the pressure proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

Options	Reason why Option was not progressed	Decision Maker
Do nothing	CS demand is too great resulting in the need to send work externally at vastly inflated costs. To do nothing would cost MCC considerably more than the proposed pressure financially, as well as increasing risk unacceptably	
Approve £125,000 for the CS recruitment alone	As per above, to not do this would invite additional cost and risk. However, there is a middle ground whereby the status quo remains as regards an employment lawyer thus saving on some of the proposed pressure. This is not recommended for the reasons set out.	

9. Monitoring the pressure proposal

The pressure proposal will be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition, the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the pressure proposal, including the performance being achieved and the level of impact.

Proposal Title	Community Hubs and Contact Centre: ICT and Automation Pressures and Community Learning Income	Lead/Responsible Officer:	Matthew Gatehouse
Your Ref No:	CCEO002	Directorate:	CEOs
Version No:	0.2	Section:	Policy and Governance
Date:	4/12/19		

1. Proposal Description Please include a brief description of the proposal being explored and the core objectives. Please also include supporting evidence for the identified saving and/or pressure

Unbudgeted costs associated with automation in the community hubs and contact centre.

- i) Uplift in budget to secure budget for My Council Services App and Chatbot. These enable increased channel choice and increased self-service functionality which will improve customer service and create the conditions for future efficiencies and improved responsiveness.
- ii) Recurring license costs from upgrade of public access PCs and laptops in community hubs. This provision enables ongoing delivery of core customer service offer in hubs as well as digital skills and provision of courses through Coleg Gwent franchise and Skills at Work Offer which aims to raise the skill level of lower paid workers across the county. Costs have been minimised by reviewing demand data and upgrading only 75% of existing machines as more service users have taken the opportunity to use their own devices in these settings we have been able to decommission approx. 25% of existing machines

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

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
Contact Centre	£1,365,847	£24,000	-	£24,000				+£24,000
Community Hubs	£323,365	£17,000		£17,000				+£17,000
Community Learning	(£4,000)		(£45,000)	(£30K)	(£10K)	(£5K)		-£45,000 (over MTFP)

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

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
Skills at Work	Wales European Funding Office	Confirmed. The targeting of learners for the skills at work programme will open up opportunities to market additional courses outside of the scheme to new learners.

4. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
----------	-----	-----------------

Does this proposal align with the MCC Corporate Plan ?	Yes	Yes – Future Focused Council. A) Council enables and provides good sustainable local services whilst delivering excellent customer experience across all channels and B) Exploring and embed new ways of working – Artificial Intelligence, automation and collaborative technology
Has this proposal been included in your current Service/Business Improvement Plans?	No	No
Has a Future Generation Evaluation been commenced?	No	
How will this proposal address MCC's Climate Emergency commitment.?	Yes	By increasing opportunities for people to access services digitally, it is feasible that avoidable car journeys will be reduced
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	No	
Will this proposal require any amendments to MCC policy?	No	

5. **Additional Impacts** What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
Positive impact on Community Learning through enhanced ICT provision	Those accessing courses in community hubs	Positive

6. **Additional Considerations:**

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

7. **Key actions required to deliver this proposal**

Describe the key activities that will be undertaken to deliver the proposal and the responsible action holders. This includes any actions contributed to by other services (i.e. Finance/HR/DPO/Procurement/Legal etc.). Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the proposal.

Action	Officer/ Service responsible	Timescale
Effective targeting of opportunities at new learners	Richard Drinkwater	September 2020
Production of marketing material and digital communications including close liaison with the council's communication, engagement and marketing team	Helena Williams	July 2020
Upgrade of ICT equipment to enable technology-based courses to meet learner expectations and ensure courses are booked	Helena Williams	January 2020

8. **Additional skills/ business needs**

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Expertise from revenue's and Benefits Team and Civica Ltd to ensure effective operation of chip	Revenue's and Benefits Civica	SRS Input – already delivered

and pin payment facilities in hubs following technology upgrade		

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

Consultee	Description	Date (delivered/planned)
n/a		

10. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 3 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Potential failure to ensure timely upgrade of software for chip and pin facilities to enable ongoing provision of card payment facilities in hubs	operational	Need for external activity identified following completion of testing by SRS	Medium	Work with colleagues in revenues and benefits team to identify alternative payment solutions that can be deployed in the event of delay
Potential failure to attract new learners to chargeable courses which could be impacted upon by wider economic conditions	operational	Raising additional income is dependent upon the courses being affordable to potential learners	Medium	Effective marketing and use of external funding sources to ensure courses are appropriately targeted at areas and demand and priced at an affordable level

11. Assumptions

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

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

12. Measuring and monitoring performance

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

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Budget	Amount of income generated from community learning courses	+30K	+10K	+5K	

The proposal will be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition, the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the pressure proposal, including the performance being achieved and the level of impact.

13. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	Software upgrade
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	However, will maintain quality of existing collaborative arrangements with Coleg Gwent
Will this project benefit from digital intervention?	Y	Ongoing use of My Monmouthshire and Monty the Chatbot

Proposal Title	Staffing Re-alignment: Policy and Governance Section	Lead/Responsible Officer:	Matthew Gatehouse
Your Ref No:	CEO007	Directorate:	CEOs
Version No:	0.2	Section:	Policy and Governance
Date:	4/12/19		

- 1. Proposal Description** Please include a brief description of the proposal being explored and the core objectives. Please also include supporting evidence for the identified saving and/or pressure

To re-align staffing in the contact centre and across the community hubs to deliver economies of scale and realise efficiencies. This includes delivery of a £60K saving which has already been removed from the 19-20 budget for the contact centre (R032) but which it has not been possible to deliver in 2019-20.

The proposal will involve the deletion of a number of posts which have been held vacant and filled with fixed term or agency staff and will also result in some staff bases moving to other bases and changes in contracted hours. There will be one compulsory redundancy which will incur severance costs. The members of staff has been consulted and has been engaged in discussions. The proposal also involves the deletion of one Business Support position located at County Hall which is presently vacant.

The proposals will see the loss of 4.0 FTE.

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

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
Community Hubs and Contact Centre	1,689,212		139,000 (includes 2019-20 savings target of £60K)	£79,000				-£79,000

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

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

- 4. Corporate Alignment:** How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Yes	Yes – Future Focused Council.

		19) The Council enables and provides good sustainable local services whilst delivering an excellent customer experience across all channels.
Has this proposal been included in your current Service/Business Improvement Plans?	No	No
Has a Future Generation Evaluation been commenced?	No	
How will this proposal address MCC's Climate Emergency commitment.?	Yes	By increasing opportunities for people to access services digitally, it is feasible that avoidable car journeys will be reduced
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	Yes	
Will this proposal require any amendments to MCC policy?	No	

5. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
Reduction in the numbers of staff responding to queries from customers may reduce responsiveness. These are handled for all departments. This will be partially offset by the growing use of digital channels such as the app and chatbot and greater resilience by embedding contact centre staff within community hubs to enable peaks and troughs in demand between the different customer channels to be ironed out through greater economies of scale	All departments who have services accessed via hubs and contact centres	Negative

6. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	This will involve one compulsory redundancy, the deletion of posts that have been held vacant while this work has been developed. There will also be a requirement for some staff to relocate from Chepstow to Abergavenny.
Will this project have any legal implication for the authority?	N	

7. Key actions required to deliver this proposal

Describe the key activities that will be undertaken to deliver the proposal and the responsible action holders. This includes any actions contributed to by other services (i.e. Finance/HR/DPO/Procurement/Legal etc.). Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the proposal.

Action	Officer/ Service responsible	Timescale
Develop proposals in more detail	Matthew Gatehouse	Dec 2019

Commence informal consultation with staff who could be made redundant or relocated under the proposals.	Matthew Gatehouse	Dec 2019

8. Additional skills/ business needs

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

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

9. Consultation

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

Consultee	Description	Date (delivered/planned)
Staff	Early discussions who would be subject to redundancy and those who will assume additional responsibilities or be relocated under these proposals. No engagement with wider staff group undertaken at this stage	November 2019

10. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 3 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

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

11. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
There is a growing ability to meet demand using digital channels	While demand for services has increased the authority has seen an increase in the proportion of customer interactions which are taking place over digital channels such as the council's app and chatbot.	

12. Measuring and monitoring performance

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

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Customer	Percentage of incoming phone calls that are missed	<15%	<10%	<7.5%	
Customer	Proportion of interactions which are digital	63%	65%	70%	

The proposal will be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition, the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the pressure proposal, including the performance being achieved and the level of impact.

13. Additional considerations:

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

Pressure Title:	CORPLORD Estates CCL Increases (Elec,Gas,etc)	Lead/Responsible Officer:	Debra Hill-Howells
Your Ref No:	PRES001	Directorate:	Resources
Version No:	1	Section:	Landlord Services
Date:	12.12.2019		

Why is this pressure required?

We have been advised by market advisors and the CCS that energy costs are set to rise in the next financial year. Our energy costs are in the region of £1,900,000 pa, so any uplift will create an unfunded revenue pressure. The authorities energy bill includes a charge relating to Change Climate Levy (CCL), CCL pressure will increase by 5% in 2020-21 with further increases expected in 21-22 and 22-23.

Refit has been used as an option to reduce energy costs and control the potential impact of large energy price increase, in 19-20 base budget a saving of £30,000 was identified from introducing Refit, due to changing timescales this saving has been partly delayed leading to a one off pressure in 20-21, the new profile of savings indicates that this will only be an issue for one financial year with increased savings being delivered in 21-22 and 22-23.

	2018/19	2019/20	2020/21	2021/22	2022/23
CCL CHARGES	£ 98,703	£ 151,115	£ 158,810	£ 165,126	£ 169,817
INCREASE ON 2018/19		£ 52,412	£ 60,107	£ 66,423	£ 71,114
INCREASE ON PREVIOUS YEAR			£ 7,695	£ 6,316	£ 4,691

	2019/20	2020/21	2021/22	2022/23
Net Re:fit saving	£ -	£ 15,651	£ 40,219	£ 63,775
Additional saving above £30k target	£ -	£ -	£ 10,219	£ 33,775

How much pressure is there and over what period?

Energy costs rise annually, we are currently securing our energy through CCS, but we are also exploring additional options including direct procurement

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?

Name	Organisation/department	Date
Mark Howcroft, Peter Davies, Stacey Jones, Dave Loder, Nicola Wellington	Finance	26 th October 2018

Will any further consultation be needed?		
Name	Organisation/ department	Date

1. Vision and Outcomes of the Pressure Proposal

Give a business context for the budget pressure. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly, does it affect service performance within the immediate service area or any impact on other services provided by the authority / any other providers? In doing so, the pressure proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.

What are the outcomes of investing in the identified pressure?
<p>The pressure has arisen as a result of increasing energy costs and CCL rates, if we do not increase the available revenue budget then the increased costs will need to be met from existing budgets which will have a negative impact on services.</p> <p>Increased pressure on Refit savings due to delayed implementation and changes to the delivery timescale, if we do not reduce this saving expectation then the increased cost will need to be met from existing budgets which will have a negative impact on services.</p>
Expected positive impacts
If the pressure is funded there will be a neutral impact to service providers and users
Expected negative impacts
If the pressure is not funded there will be additional costs to services that will reduce their available resources for service provision

2. Pressure proposed

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

What is the evidence for the pressure? How has it been estimated?								
<p>The pressure has been identified through conversations with Crown Commercial Services who have identified a significant uplift in costs for wholesale gas and electricity. They are now acquiring next year's supplies and will continue to do so until April next year as the market fluctuates on a daily basis – conservative estimates are that there will be a 30% uplift in the fuel costs for CCS customers</p>								
Service area	Current Budget £	Proposed Cash Pressure 20-21 £	Proposed cash savings £	Target year				Total pressure/saving proposed
				19/20	20/21	21/22	22/23	
All	Total £1,900,000	7,695		52,412	7,695	6,316	4,691	116,114
Estates/All		14,349		- 30,000	14,349	- 24,568	- 23,556	-63,775

3. Actions required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the proposal.

Action	Officer/ Service responsible	Timescale
We are investing in energy efficiency through the Re-Fit scheme that will be rolled out in the next financial year	Debra Hill-Howells/ Landlord Services	19/20
Alternative procurement options are being investigated	Ian Hoccom/ Mark Howcroft	18/19

4. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposed successfully. For example new expertise and knowledge etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Within the energy team	Landlord Services restructure	

5. Measuring performance on the proposal

How do you intend to measure the impact of the investing in the pressure identified? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23
Budget	The energy costs of MCC are met within the allocated budget	100%			

6. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Potential that energy costs will rise higher than planned due to Brexit etc	Strategic	Uncertainty in wholesale market	Medium	Continue to monitor market and identify opportunities to reduce energy consumption
Increased demand for energy	operational	Services have direct control over the management of buildings and best practices not always adhered to	Medium	Re-fit and identifying areas of concern to provide support. Effective monitoring of bills and consumption to identify variances in demand as could be problems

				with the supply as well as working practices

7. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
The CCS forecasts are correct	Current procurement framework provider and provider of wholesale evidence	

8. Options

Prior to the pressure proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

Options	Reason why Option was not progressed	Decision Maker
Do nothing	Not an option as we are not in control of the energy supply costs, therefore if we do nothing the increased costs will be pushed back to service areas which will have a negative impact on services	Debra Hill-Howells
Mitigate consumption	Already being progressed as a saving through the Re-Fit scheme	Debar Hill-Howells

9. Monitoring the pressure proposal

The pressure proposal will be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition, the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the pressure proposal, including the performance being achieved and the level of impact.

Proposal Title	BUDGET PRESSURES FOR THE SRS AND DIGITAL PROGRAMME OFFICE COMBINED	Lead/Responsible Officer:	Sian Hayward
Your Ref No:	PRES006	Directorate:	Resources
Version No:	1	Section:	Digital Programme Office &SRS
Date:	01/12/19		

1. **Proposal Description** Please include a brief description of the proposal being explored and the core objectives. Please also include supporting evidence for the identified saving and/or pressure

This proposal is to detail the budget pressures arising within the SRS and the Digital Programme Office as a result of increases/decreases in budget provision.

THE SRS -

The control total for the SRS budget for 20/21 is £2,136,204 and the confirmation of the cost from the SRS next year is £2,275,353 representing a shortfall of £139,149. This includes a shortfall currently being experienced in 2019/20 of £32,725

Increase in shared admin costs with other SRS partners	9774
Contract savings	-18762
MTFP increase in the SRS for pay awards etc	86684
Additional staff for project management and security	50918
Controllable budget savings	-22189
TOTAL INCREASE IN THE SRS BUDGET	£139,149

THE DIGITAL PROGRAMME OFFICE -

Data Protection registration fee increase	2,900
Increase of £4969 increase in GIS contract cost	4,969
<u>TOTAL INCREASE IN THE DPO BUDGET</u>	7,869

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

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
SRS	2,136,204	£139,149	0	£139,149				

DIGITAL PROGRAMME OFFICE	£724,268	£7,869	0	£7,869				

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

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
Not applicable		

4. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?		As it is an investment in digitisation yes it aligns with the corporate plan
Has this proposal been included in your current Service/Business Improvement Plans?	N	It isnt a proposal or project as such, it is an increase in operating costs as a result of of price and cost of living prices.
Has a Future Generation Evaluation been commenced?		YES
How will this proposal address MCC's Climate Emergency commitment.?		It will increase the digitisation of the councils services with a resultant decrease in travel, paper consumables and customer transacton costs.
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)		No
Will this proposal require any amendments to MCC policy?		No

5. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
POSSIBLE IMPACTS ON THE ABILITY TO DELIVER AN AMBITIOUS PROPOSAL FOR DIGITISATION IN THE COUNCIL	All services	No impact

6. Additional Considerations:

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

7. Key actions required to deliver this proposal

Describe the key activities that will be undertaken to deliver the proposal and the responsible action holders. This includes any actions contributed to by other services (i.e. Finance/HR/DPO/Procurement/Legal etc.). Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the proposal.

Action	Officer/ Service responsible	Timescale
NONE	Sian Hayward	

8. Additional skills/ business needs

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
NO		

9. Consultation

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

Consultee	Description	Date (delivered/planned)
SRS BOARD	NEW BUDGET PROPOSALS PRESENTED TO SRS F&G BOARD	28/11/19
DPO		

10. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 3 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
RISK OF NOT BEING ABLE TO SOURCE THE FINANCIAL INVESTMENT WITH A CONSEQUENTIAL DROP IN SERVICE OR THE ABILITY TO DELIVER THE DIGITAL PROGRAMME	STRATEGIC	IF FUNDING ISNT SOURCED THERE WILL BE A NEED TO CUT THE LEVEL OF SERVICE.	MEDIUM	SEEK TO IDENTIFY OFFSETTING SAVINGS IN THE SRS AT AN EARLY STAGE. SEEK TO REALISE SAVINGS IN THE GIS FUNCTIN BY SHARING SOFTWARE AND DEVELOPING CLOUD BASED SERVICES

11. Assumptions

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

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

12. Measuring and monitoring performance

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

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
MONITORING OF OFFSETTING SAVINGS AND ANY INCREASE IN PERFORMANCE ALLOWED BY THE INVESTMENT	LEVEL OF OFFSETTING SAVINGS	3%	3%		

The proposal will be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition, the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the pressure proposal, including the performance being achieved and the level of impact.

13. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	IT IS IN ITSELF A SUPPORT COST OF DIGITAL INTERVENTION

Proposal Title	Senior Officer reduction	Lead/Responsible Officer:	Peter Davies, Chief Officer for Resources
Your Ref No:	RES001	Directorate:	Resources
Version No:	001	Section:	Various
Date:	12 th December 2019		

Version	Date	Changes Made
1	12th December 2019	
2		
3		
4		

Brief Summary (Please include a brief description of the proposal being explored)

The budget mandate brings forwards total savings of £100k relating to:

1. Secondment of the Head of Transformation to the Cardiff Capital Region City Deal – £90,000 staff saving including on-costs.
2. Approval of flexible retirement request for the Customer Relations Manager – reduction in hours equivalent to 1 day per week – £10,000 staff saving including on-cost.

Please answer the following questions and provide as much information as you have available at this stage of the proposals development. It is appreciated that further information will be developed prior to final approval of submitted proposals.

Question	Y/ N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	Aligned to the objective to be a future focussed council to take the opportunity to drive service efficiencies without detrimental impact and to ensure any service impact is suitably mitigated.
Has this proposal been included in your current Service/Business Improvement Plans?	N	To be reflected in 2020/21 Services Business Plans
Has a Future Generation Evaluation been commenced?	Y	No negative impacts identified
How will this proposal address MCC's Climate Emergency commitment.?	N	Reduction in staffing complement has a natural consequence of a reduced carbon footprint.
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	N	

What is the impact of this proposal on other services?	N	Limited impact and any service pressures caused by the shortfall and loss in staffing will be suitably mitigated through other staffing and resource being suitably prioritised.																																								
What other services will affect this proposal?		None																																								
Will this proposal require any amendments to MCC policy?	N																																									
Will this proposal have any staffing implications?	N	Procurement section has been transferred to the Enterprise Portfolio and Future Monmouthshire co-ordinator is now reporting directly to the Chief Officer for Resources.																																								
Will this project have any legal implication for the authority?	N																																									
Will this proposal have any financial benefit?		<table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>23/24</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Staff savings</td> <td></td> <td>100,000</td> <td></td> <td></td> <td></td> <td>100,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Additional Comments:</p>	Description	Remainder of 19/20	20/21	21/22	22/23	23/24	Total	Staff savings		100,000				100,000																										
Description	Remainder of 19/20	20/21	21/22	22/23	23/24	Total																																				
Staff savings		100,000				100,000																																				
Will this proposal require investment to implement?		<table border="1"> <thead> <tr> <th>Investment Description</th> <th>Description</th> <th>Remainder of 19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Additional Comment:</p> <p>No investment requirement needed</p>	Investment Description	Description	Remainder of 19/20	20/21	21/22	22/23	Total	Source of funding																																
Investment Description	Description	Remainder of 19/20	20/21	21/22	22/23	Total	Source of funding																																			

Has this proposal considered the opportunities for external funding?	N/A																																								
Will this proposal have any non-financial impacts?	No	<table border="1" data-bbox="491 360 1366 533"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <table border="1" data-bbox="491 562 1366 757"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <div data-bbox="491 786 1366 1039" style="border: 1px solid black; padding: 5px;"> <p>Additional Comment:</p> </div>				Ref	Benefit	1		2		3		4		Ref	Disadvantage	1		2		3		4																	
Ref	Benefit																																								
1																																									
2																																									
3																																									
4																																									
Ref	Disadvantage																																								
1																																									
2																																									
3																																									
4																																									
Has this proposal made any assumptions?	Yes	<table border="1" data-bbox="491 1122 1366 1294"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>That the secondment of the Head of Transformation will continue through the entirety of the 20/21 financial year</td> </tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <div data-bbox="491 1323 1366 1547" style="border: 1px solid black; padding: 5px;"> <p>Additional Comment</p> </div>				Ref	Assumption	1	That the secondment of the Head of Transformation will continue through the entirety of the 20/21 financial year	2		3		4																											
Ref	Assumption																																								
1	That the secondment of the Head of Transformation will continue through the entirety of the 20/21 financial year																																								
2																																									
3																																									
4																																									
Has a risk analysis been completed for this proposal? (Please refer to MCC Strategic Risk Management Policy)		<p>Main Risks</p> <table border="1" data-bbox="491 1659 1366 2002"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>That the secondment of the Head of Transformation is concluded early</td> <td>Low risk</td> <td>Ongoing review and feedback from CCRCD</td> </tr> <tr><td>2</td><td></td><td></td><td></td></tr> <tr><td>3</td><td></td><td></td><td></td></tr> <tr><td>4</td><td></td><td></td><td></td></tr> <tr><td>5</td><td></td><td></td><td></td></tr> <tr><td>6</td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table>				Ref	Risk	RAG Rating	Mitigation	1	That the secondment of the Head of Transformation is concluded early	Low risk	Ongoing review and feedback from CCRCD	2				3				4				5				6											
Ref	Risk	RAG Rating	Mitigation																																						
1	That the secondment of the Head of Transformation is concluded early	Low risk	Ongoing review and feedback from CCRCD																																						
2																																									
3																																									
4																																									
5																																									
6																																									

		<p>Additional Comment:</p>																																
<p>Will consultation and engagement be required for this proposal?</p>		<table border="1" data-bbox="491 501 1366 703"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table> <p>Additional Comments: No consultation required. Agreement reached in both circumstances with relevant members of staff.</p>	Ref	Consultee	Description	Comp/Pending																												
Ref	Consultee	Description	Comp/Pending																															
<p>Will this proposal require procurement of goods, services or works?</p>	<p>No</p>																																	
<p>Has a timeline been considered for this proposal?</p>	<p>Yes</p>	<table border="1" data-bbox="491 1178 1366 1406"> <thead> <tr> <th>Ref</th> <th>Activity</th> <th>Start</th> <th>Complete</th> </tr> </thead> <tbody> <tr><td>1</td><td> </td><td> </td><td> </td></tr> <tr><td>2</td><td> </td><td> </td><td> </td></tr> <tr><td>3</td><td> </td><td> </td><td> </td></tr> <tr><td>4</td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table> <p>Additional Comments: Will have taken effect ahead of the start of the 20/21 financial year to ensure a full year saving can be achieved.</p>	Ref	Activity	Start	Complete	1				2				3				4															
Ref	Activity	Start	Complete																															
1																																		
2																																		
3																																		
4																																		
<p>What evidence/data has been gathered to date to inform this Proposal?</p>		<p>Payroll data and calculations</p>																																

Will support services be required for this proposal?	No	<table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr><td>1</td><td></td><td></td><td></td></tr> <tr><td>2</td><td></td><td></td><td></td></tr> <tr><td>3</td><td></td><td></td><td></td></tr> <tr><td>4</td><td></td><td></td><td></td></tr> <tr><td>5</td><td></td><td></td><td></td></tr> <tr><td>6</td><td></td><td></td><td></td></tr> <tr><td>7</td><td></td><td></td><td></td></tr> <tr><td>8</td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table>	Ref	Support Service	Activity	Internal/External	1				2				3				4				5				6				7				8											
		Ref	Support Service	Activity	Internal/External																																									
		1																																												
		2																																												
		3																																												
		4																																												
		5																																												
		6																																												
		7																																												
		8																																												
<p>Additional Comment:</p>																																														
Will this proposal impact on the authorities built assets?	No																																													
Will this proposal present any collaboration opportunities?	No																																													
Will this project benefit from digital intervention?	No																																													
How will the impact of this proposal be measured?		Ongoing review of the secondment and ongoing review of performance of services from which staffing has been removed to ensure no adverse impact on service performance and provision																																												

Proposal Title	Aggressive move away from cheques and cash towards automation and digital self service	Lead/Responsible Officer:	Ruth Donovan
Your Ref No:	RES002	Directorate:	Resources
Version No:	1	Section:	Finance
Date:	03/12/19		

Version	Date	Changes Made
1	03/12/19	-
2		
3		
4		

Brief Summary (Please include a brief description of the proposal being explored)

To consider no longer accepting cheques as a method of payment and to fully adopt a previous decision made by this Council to become cashless.

Currently our customers are able to pay for services by cheque. These cheques are either banked by the service departments (e.g. Leisure Centres, Museums, Markets etc.) by paying in at their local Barclays Bank or through a pick up by our Security Carrier, Security Plus.

Our Income Officers also receive cheques on a daily basis for council tax, sundry debtor invoices, residential/home care debtor invoices etc. Currently these cheques have to be manually receipted into Civica, our income system. A review of transaction data for April to October 2019 indicates that around 60% of all such transactions are cheque payments. The majority of these cheque payments are for either Council Tax or Debtor Invoices.

The proposal is to explore the impact a decision to no longer take cheque payments would have.

Also, some years ago the Council made the decision to become cashless and closed our public cash offices. Whilst we have taken a significant amount of cash out of our business there are still areas where cash remains e.g. Leisure Centres, Markets, and Libraries etc. This proposal also seeks to fully adopt this previous decision and to remove cash from our business altogether.

In removing these traditional payment options we will need to develop and strengthen our digital/self service payment options e.g. telephone and online payment facilities.

Please answer the following questions and provide as much information as you have available at this stage of the proposals development. It is appreciated that further information will be developed prior to final approval of submitted proposals.

Question	Y/ N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	Forward thinking, future focussed council. Generates potential budget savings, will encourage customers to use the My Monmouthshire app, whilst reducing reliance on traditional services.
Has this proposal been included in your current Service/Business Improvement Plans?	N	The plan has been working towards automation and customer self service on a voluntary basis for our customers.
Has a Future Generation	Y	See attached

Evaluation been commenced?																																												
How will this proposal address MCC's Climate Emergency commitment?	N	n/a																																										
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	Y	Advised not required at this stage. Can prepare if needed																																										
What is the impact of this proposal on other services?	Y	This will have an impact on all services taking payments. Day to day administrative proposals will need to change and different payment solutions developed and explored (some of which may require financial investment). Services will have to manage and guide customers through the changes.																																										
What other services will affect this proposal?	Y	Support from the Digital Team, SRS and external system providers will be required.																																										
Will this proposal require any amendments to MCC policy?	Y	Sundry Debtor Policy, Council Tax Recovery Policy, any other Policies referring to payment facilities.																																										
Will this proposal have any staffing implications?	Y	Potential to reduce the number of Income Officer posts by 0.5 FTE from 2 FTE to 1.5 FTE (0.5 of which currently works in Banking, therefore leaving 1 FTE to receipt customer payments). Potential impact on services through administrative changes.																																										
Will this project have any legal implication for the authority?	Y	Will need to clarify if the Council is able to withdraw cheques as a payment facility. (Aware some other Council's in England have done so. Also many major high street retailers no longer accept cheque payments).																																										
Will this proposal have any financial benefit?		<table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>23/24</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Potential to reduce the number of Income Officers by 0.5 FTE</td> <td></td> <td>£20,000</td> <td></td> <td></td> <td></td> <td>£20,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Additional Comments:</p> <p>There may also be the potential to reduce security carrier costs (around £15k per annum) if cash is completely removed from the business.</p>	Description	Remainder of 19/20	20/21	21/22	22/23	23/24	Total	Potential to reduce the number of Income Officers by 0.5 FTE		£20,000				£20,000																												
Description	Remainder of 19/20	20/21	21/22	22/23	23/24	Total																																						
Potential to reduce the number of Income Officers by 0.5 FTE		£20,000				£20,000																																						

	<p>However both this and the staff costs are likely to be offset by an increase in merchant card fees as customers move to alternative payment methods. These additional costs will have to be managed.</p>																																								
<p>Will this proposal require investment to implement?</p>	<table border="1" data-bbox="496 472 1385 797"> <thead> <tr> <th data-bbox="496 472 635 591">Investment Description</th> <th data-bbox="635 472 794 591">Description</th> <th data-bbox="794 472 927 591">Remainder of 19/20</th> <th data-bbox="927 472 1007 591">20/21</th> <th data-bbox="1007 472 1086 591">21/22</th> <th data-bbox="1086 472 1166 591">22/23</th> <th data-bbox="1166 472 1246 591">Total</th> <th data-bbox="1246 472 1385 591">Source of funding</th> </tr> </thead> <tbody> <tr> <td data-bbox="496 591 635 674">Digital payment facilities</td> <td data-bbox="635 591 794 674">Civica development</td> <td data-bbox="794 591 927 674"></td> <td data-bbox="927 591 1007 674"></td> <td data-bbox="1007 591 1086 674"></td> <td data-bbox="1086 591 1166 674"></td> <td data-bbox="1166 591 1246 674"></td> <td data-bbox="1246 591 1385 674">Reserves</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p data-bbox="496 824 1385 1048">Additional Comment: Reserve funding has already been approved to develop the Council's income system to enhance and expand online card payment facilities. Currently the impact for other service systems e.g. Clarity for Leisure is unknown.</p>	Investment Description	Description	Remainder of 19/20	20/21	21/22	22/23	Total	Source of funding	Digital payment facilities	Civica development						Reserves																								
Investment Description	Description	Remainder of 19/20	20/21	21/22	22/23	Total	Source of funding																																		
Digital payment facilities	Civica development						Reserves																																		
<p>Has this proposal considered the opportunities for external funding?</p>	<p>n/a</p>																																								
<p>Will this proposal have any non-financial impacts?</p>	<table border="1" data-bbox="496 1270 1385 1413"> <thead> <tr> <th data-bbox="496 1270 564 1323">Ref</th> <th data-bbox="564 1270 1385 1323">Benefit</th> </tr> </thead> <tbody> <tr> <td data-bbox="496 1323 564 1413">1</td> <td data-bbox="564 1323 1385 1413">Reduced day to day administration in manually processing cheque payments both centrally and in service departments.</td> </tr> </tbody> </table> <table border="1" data-bbox="496 1440 1385 1973"> <thead> <tr> <th data-bbox="496 1440 564 1494">Ref</th> <th data-bbox="564 1440 1385 1494">Disadvantage</th> </tr> </thead> <tbody> <tr> <td data-bbox="496 1494 564 1576">1</td> <td data-bbox="564 1494 1385 1576">Potential impact on vulnerable groups, as for some cheques are the only payment option available to them.</td> </tr> <tr> <td data-bbox="496 1576 564 1749">2</td> <td data-bbox="564 1576 1385 1749">Managing customer demand. We currently receive complaints from customers and service departments who are unable to get through to an officer on the telephone. This dissatisfaction may increase if the number of Income Officers is reduced further and the alternative payment options are not in place.</td> </tr> <tr> <td data-bbox="496 1749 564 1883">3</td> <td data-bbox="564 1749 1385 1883">As this is a public facing service we need to ensure there is sufficient telephone cover. This is a constant challenge. Should the Income Officer FTE's be reduced we will need to make alternative cover arrangements from an already stretched finance team.</td> </tr> <tr> <td data-bbox="496 1883 564 1973">4</td> <td data-bbox="564 1883 1385 1973">Potential reduction in footfall at our Community Hubs as many customers come to deposit cheques in the collection boxes sited there.</td> </tr> </tbody> </table> <p data-bbox="496 2000 1385 2020">Additional Comment:</p>	Ref	Benefit	1	Reduced day to day administration in manually processing cheque payments both centrally and in service departments.	Ref	Disadvantage	1	Potential impact on vulnerable groups, as for some cheques are the only payment option available to them.	2	Managing customer demand. We currently receive complaints from customers and service departments who are unable to get through to an officer on the telephone. This dissatisfaction may increase if the number of Income Officers is reduced further and the alternative payment options are not in place.	3	As this is a public facing service we need to ensure there is sufficient telephone cover. This is a constant challenge. Should the Income Officer FTE's be reduced we will need to make alternative cover arrangements from an already stretched finance team.	4	Potential reduction in footfall at our Community Hubs as many customers come to deposit cheques in the collection boxes sited there.																										
Ref	Benefit																																								
1	Reduced day to day administration in manually processing cheque payments both centrally and in service departments.																																								
Ref	Disadvantage																																								
1	Potential impact on vulnerable groups, as for some cheques are the only payment option available to them.																																								
2	Managing customer demand. We currently receive complaints from customers and service departments who are unable to get through to an officer on the telephone. This dissatisfaction may increase if the number of Income Officers is reduced further and the alternative payment options are not in place.																																								
3	As this is a public facing service we need to ensure there is sufficient telephone cover. This is a constant challenge. Should the Income Officer FTE's be reduced we will need to make alternative cover arrangements from an already stretched finance team.																																								
4	Potential reduction in footfall at our Community Hubs as many customers come to deposit cheques in the collection boxes sited there.																																								

<p>Has this proposal made any assumptions?</p>	<table border="1"> <thead> <tr> <th data-bbox="496 445 564 472">Ref</th> <th data-bbox="564 445 1369 472">Assumption</th> </tr> </thead> <tbody> <tr> <td data-bbox="496 472 564 692">1</td> <td data-bbox="564 472 1369 692">Assumes that customers who currently pay by cheque will continue to pay by an alternative payment method. However if customers are unable to access the alternatives then we could see a fall in the amount of income we collect. One of the largest areas receiving cheques is Council Tax. These cheque payments make up 4% of all Council Tax payments. Any reduction would have a significant impact on our collection rate.</td> </tr> <tr> <td data-bbox="496 692 564 779">2</td> <td data-bbox="564 692 1369 779">As with the above Leisure Centre attendance etc. may reduce if customers are unable to pay by cash or cheque.</td> </tr> <tr> <td data-bbox="496 779 564 916">3</td> <td data-bbox="564 779 1369 916">Assumes that the Council has a robust and fully developed on line/telephone payment facility via Civica. This is in development however various things have led to delays in getting this working, with no clear go live date in place yet.</td> </tr> <tr> <td data-bbox="496 916 564 1025">4</td> <td data-bbox="564 916 1369 1025">Assumes that other systems e.g. Clarity for Leisure Centres and a system for Markets are able to be developed to allow customers to self serve.</td> </tr> <tr> <td data-bbox="496 1025 564 1196">5</td> <td data-bbox="564 1025 1369 1196">Online payment facilities require an element of manual administration, as customers expect an almost instant response to emails, system notifications etc. The proposal assumes that this will be 'absorbed' within current posts, something which may be unsustainable in the long term.</td> </tr> </tbody> </table> <p data-bbox="496 1227 1369 1254">Additional Comment</p> <p data-bbox="496 1281 1369 1339">The proposal requires a clear and definitive decision about the withdrawal of cheques and enforcing the previous decision to no longer take cash.</p> <p data-bbox="496 1361 1369 1388">The decision needs to be authority wide without any exemptions or exceptions.</p> <p data-bbox="496 1415 1369 1442">All such transactions need to stop on the day of implementation.</p>	Ref	Assumption	1	Assumes that customers who currently pay by cheque will continue to pay by an alternative payment method. However if customers are unable to access the alternatives then we could see a fall in the amount of income we collect. One of the largest areas receiving cheques is Council Tax. These cheque payments make up 4% of all Council Tax payments. Any reduction would have a significant impact on our collection rate.	2	As with the above Leisure Centre attendance etc. may reduce if customers are unable to pay by cash or cheque.	3	Assumes that the Council has a robust and fully developed on line/telephone payment facility via Civica. This is in development however various things have led to delays in getting this working, with no clear go live date in place yet.	4	Assumes that other systems e.g. Clarity for Leisure Centres and a system for Markets are able to be developed to allow customers to self serve.	5	Online payment facilities require an element of manual administration, as customers expect an almost instant response to emails, system notifications etc. The proposal assumes that this will be 'absorbed' within current posts, something which may be unsustainable in the long term.				
Ref	Assumption																
1	Assumes that customers who currently pay by cheque will continue to pay by an alternative payment method. However if customers are unable to access the alternatives then we could see a fall in the amount of income we collect. One of the largest areas receiving cheques is Council Tax. These cheque payments make up 4% of all Council Tax payments. Any reduction would have a significant impact on our collection rate.																
2	As with the above Leisure Centre attendance etc. may reduce if customers are unable to pay by cash or cheque.																
3	Assumes that the Council has a robust and fully developed on line/telephone payment facility via Civica. This is in development however various things have led to delays in getting this working, with no clear go live date in place yet.																
4	Assumes that other systems e.g. Clarity for Leisure Centres and a system for Markets are able to be developed to allow customers to self serve.																
5	Online payment facilities require an element of manual administration, as customers expect an almost instant response to emails, system notifications etc. The proposal assumes that this will be 'absorbed' within current posts, something which may be unsustainable in the long term.																
<p>Has a risk analysis been completed for this proposal?</p> <p data-bbox="193 1671 413 1805">(Please refer to MCC Strategic Risk Management Policy)</p>	<p data-bbox="496 1529 1398 1556">Main Risks</p> <table border="1"> <thead> <tr> <th data-bbox="496 1585 564 1612">Ref</th> <th data-bbox="564 1585 903 1612">Risk</th> <th data-bbox="903 1585 1059 1644">RAG Rating</th> <th data-bbox="1059 1585 1390 1612">Mitigation</th> </tr> </thead> <tbody> <tr> <td data-bbox="496 1644 564 1780">1</td> <td data-bbox="564 1644 903 1780">Tax Payers stop paying their Council Tax/Business Rates resulting in a fall in collection rates.</td> <td data-bbox="903 1644 1059 1731">Possible, Substantial, High Risk</td> <td data-bbox="1059 1644 1390 1731">Promoting alternative payment options e.g. Direct Debit.</td> </tr> <tr> <td data-bbox="496 1780 564 1917">2</td> <td data-bbox="564 1780 903 1917">Customers stop using services e.g. Leisure Centres, Museums, Markets etc.</td> <td data-bbox="903 1780 1059 1868">Possible, Substantial, High Risk</td> <td data-bbox="1059 1780 1390 1868">Promoting alternative payment options e.g. Direct Debit.</td> </tr> <tr> <td data-bbox="496 1917 564 2024">3</td> <td data-bbox="564 1917 903 2024">Vulnerable service users are unable to access vital services such as home care and community meals.</td> <td data-bbox="903 1917 1059 2004">Possible, Substantial, High Risk</td> <td data-bbox="1059 1917 1390 2024">Support customers through the change. Encourage alternative payment options e.g. Direct Debit. Possible</td> </tr> </tbody> </table>	Ref	Risk	RAG Rating	Mitigation	1	Tax Payers stop paying their Council Tax/Business Rates resulting in a fall in collection rates.	Possible, Substantial, High Risk	Promoting alternative payment options e.g. Direct Debit.	2	Customers stop using services e.g. Leisure Centres, Museums, Markets etc.	Possible, Substantial, High Risk	Promoting alternative payment options e.g. Direct Debit.	3	Vulnerable service users are unable to access vital services such as home care and community meals.	Possible, Substantial, High Risk	Support customers through the change. Encourage alternative payment options e.g. Direct Debit. Possible
Ref	Risk	RAG Rating	Mitigation														
1	Tax Payers stop paying their Council Tax/Business Rates resulting in a fall in collection rates.	Possible, Substantial, High Risk	Promoting alternative payment options e.g. Direct Debit.														
2	Customers stop using services e.g. Leisure Centres, Museums, Markets etc.	Possible, Substantial, High Risk	Promoting alternative payment options e.g. Direct Debit.														
3	Vulnerable service users are unable to access vital services such as home care and community meals.	Possible, Substantial, High Risk	Support customers through the change. Encourage alternative payment options e.g. Direct Debit. Possible														

					extension of payment card solution used for Council Tax and Housing Benefits (although requires customer to be mobile)												
		4	Availability of Digital/self service facilities	Possible, Substantial, Medium Risk	Only go live with proposal once systems are in place and working satisfactorily.												
		5	Resilience of existing telephone payment facilities and customer expectations of immediate response to online communications.	Possible, Substantial, Medium Risk	Review of existing resources.												
		6	Current chip and pin set up at the Hubs is unreliable and not robust	Possible, Substantial, Medium Risk	Develop and promote customer self service options												
		7	Any organisation taking card payments are required to comply with Payment Card Industry (PCI) requirements. Any data breach is subject to a substantial fine. The Council will need to invest time and effort in ensuring PCI compliance is achieved and maintained.	Possible, Substantial, Low Risk	Work with partner agencies and teams to ensure systems and processes are up to date. Ensure any new online payment solutions run through our approved Merchant Provider – Barclaycard.												
Will consultation and engagement be required for this proposal?		Additional Comment:															
		<table border="1"> <thead> <tr> <th data-bbox="496 1444 563 1473">Ref</th> <th data-bbox="563 1444 774 1473">Consultee</th> <th data-bbox="774 1444 1106 1473">Description</th> <th data-bbox="1106 1444 1372 1473">Comp/Pending</th> </tr> </thead> <tbody> <tr> <td data-bbox="496 1473 563 1637">1</td> <td data-bbox="563 1473 774 1637">General engagement with tax payers and service users</td> <td data-bbox="774 1473 1106 1637">Give customers prior notice of the change, giving them the opportunity to make alternative arrangements.</td> <td data-bbox="1106 1473 1372 1637"></td> </tr> <tr> <td data-bbox="496 1637 563 1778">2</td> <td data-bbox="563 1637 774 1778">All staff</td> <td data-bbox="774 1637 1106 1778">Make Monmouthshire colleagues aware of the change and assist services in planning for the changes</td> <td data-bbox="1106 1637 1372 1778"></td> </tr> </tbody> </table>				Ref	Consultee	Description	Comp/Pending	1	General engagement with tax payers and service users	Give customers prior notice of the change, giving them the opportunity to make alternative arrangements.		2	All staff	Make Monmouthshire colleagues aware of the change and assist services in planning for the changes	
Ref	Consultee	Description	Comp/Pending														
1	General engagement with tax payers and service users	Give customers prior notice of the change, giving them the opportunity to make alternative arrangements.															
2	All staff	Make Monmouthshire colleagues aware of the change and assist services in planning for the changes															
		Additional Comments:															
		Work with the Complaints Team to prepare for likely increase in customer complaints.															

Will this proposal require procurement of goods, services or works?		Unknown at this stage. May require some further system developments.																																			
Has a timeline been considered for this proposal?		<table border="1" data-bbox="496 387 1370 618"> <thead> <tr> <th>Ref</th> <th>Activity</th> <th>Start</th> <th>Complete</th> </tr> </thead> <tbody> <tr><td>1</td><td></td><td></td><td></td></tr> <tr><td>2</td><td></td><td></td><td></td></tr> <tr><td>3</td><td></td><td></td><td></td></tr> <tr><td>4</td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p data-bbox="496 645 1370 842">Additional Comments: The details need to be worked through to develop a full timeline. If the reduction in FTE is to be implemented from 1st April 2020 then alternative digital arrangements will have to be in place before then.</p>				Ref	Activity	Start	Complete	1				2				3				4															
Ref	Activity	Start	Complete																																		
1																																					
2																																					
3																																					
4																																					
What evidence/data has been gathered to date to inform this Proposal?		Review of activity held against the Income System – Civica.																																			
Will support services be required for this proposal?		<table border="1" data-bbox="496 1149 1370 1514"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Digital Team</td> <td>System development</td> <td>Internal</td> </tr> <tr> <td>2</td> <td>SRS</td> <td>System development</td> <td>External</td> </tr> <tr> <td>3</td> <td>Civica</td> <td>System development</td> <td>External</td> </tr> <tr> <td>4</td> <td>Other system e.g. Clarity</td> <td>System development</td> <td>External</td> </tr> </tbody> </table> <p data-bbox="496 1541 1370 1760">Additional Comment: Due to ongoing changes in the payment card market, Civica are experiencing difficulties in resourcing customer development requests. There are serious concerns at this stage that an enhanced online payment facility will be ready for 1st April 2020.</p>				Ref	Support Service	Activity	Internal/External	1	Digital Team	System development	Internal	2	SRS	System development	External	3	Civica	System development	External	4	Other system e.g. Clarity	System development	External												
Ref	Support Service	Activity	Internal/External																																		
1	Digital Team	System development	Internal																																		
2	SRS	System development	External																																		
3	Civica	System development	External																																		
4	Other system e.g. Clarity	System development	External																																		
Will this proposal impact on the authorities built assets?	N																																				
Will this proposal present any	N																																				

collaboration opportunities?		
Will this project benefit from digital intervention?	Y	Need to align this with My Council Services to ensure a seamless experience for our customer.
How will the impact of this proposal be measured?		

Proposal Title	Discretionary Fee Increase for Resources, CEO and Enterprise for 2021/21	Lead/Responsible Officer:	Peter Davies, Matt Phillips/Matt Gatehouse & Frances O'Brien
Your Ref No:	CFC001	Directorate:	RES, CEO & ENT
Version No:	1	Section:	RES, CEO & ENT
Date:	11.12.2019		

Version	Date	Changes Made
1		
2		
3		
4		

Brief Summary (Please include a brief description of the proposal being explored)

Increased income generation as a result of a 2.5% increase to discretionary fee for Resources, CEO and Enterprise

This will result in the following proposed budget savings per area:

Resources - £608

CEO - £2,659

Enterprise - £48,617

In addition to the proposed Enterprise budget saving, an additional saving is proposed in relation to primary school meals due to a 2% increase (£2.45 to £2.50) to reflect inflation. Charge to commence in Summer Term 2020.

Based upon custom levels being maintained, this would result in a proposed saving of £23,956.

Please answer the following questions and provide as much information as you have available at this stage of the proposals development. It is appreciated that further information will be developed prior to final approval of submitted proposals.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Yes	The increase in charges enables us to sustain the quality of discretionary services
Has this proposal been included in your current Service/Business Improvement Plans?	N/A	
Has a Future Generation Evaluation been commenced?	N/A	
How will this proposal address MCC's Climate Emergency commitment.?	N/A	

Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	N/A																																											
What is the impact of this proposal on other services?	N/A																																											
What other services will affect this proposal?	N/A																																											
Will this proposal require any amendments to MCC policy?	NO																																											
Will this proposal have any staffing implications?	NO																																											
Will this project have any legal implication for the authority?	NO																																											
Will this proposal have any financial benefit?	YES	<table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>23/24</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Resources Fees & Charges increase</td> <td></td> <td>608</td> <td></td> <td></td> <td></td> <td>608</td> </tr> <tr> <td>CEO Fees & Charges increase</td> <td></td> <td>2,659</td> <td></td> <td></td> <td></td> <td>2,659</td> </tr> <tr> <td>Enterprise Fees & Charges increase</td> <td></td> <td>£48,617</td> <td></td> <td></td> <td></td> <td>£48,617</td> </tr> <tr> <td>School meals charge increase</td> <td></td> <td>£23,956</td> <td></td> <td></td> <td></td> <td>£23,956</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Additional Comments:</p>	Description	Remainder of 19/20	20/21	21/22	22/23	23/24	Total	Resources Fees & Charges increase		608				608	CEO Fees & Charges increase		2,659				2,659	Enterprise Fees & Charges increase		£48,617				£48,617	School meals charge increase		£23,956				£23,956							
Description	Remainder of 19/20	20/21	21/22	22/23	23/24	Total																																						
Resources Fees & Charges increase		608				608																																						
CEO Fees & Charges increase		2,659				2,659																																						
Enterprise Fees & Charges increase		£48,617				£48,617																																						
School meals charge increase		£23,956				£23,956																																						
Will this proposal require investment to implement?	No	<table border="1"> <thead> <tr> <th>Investment Description</th> <th>Description</th> <th>Remainder of 19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Investment Description	Description	Remainder of 19/20	20/21	21/22	22/23	Total	Source of funding																																		
Investment Description	Description	Remainder of 19/20	20/21	21/22	22/23	Total	Source of funding																																					

		<table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table> <p>Additional Comment: None, labour and materials remain constant but inflation increases cost year on year</p>																				
Has this proposal considered the opportunities for external funding?	N/A																					
Will this proposal have any non-financial impacts?	NO	<table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <p>Additional Comment:</p>	Ref	Benefit	1		2		3		4		Ref	Disadvantage	1		2		3		4	
Ref	Benefit																					
1																						
2																						
3																						
4																						
Ref	Disadvantage																					
1																						
2																						
3																						
4																						
Has this proposal made any assumptions?	Yes	<table border="1"> <thead> <tr> <th>Ref</th> <th>Assumption</th> </tr> </thead> <tbody> <tr><td>1</td><td>Forecast assumes no reduction in custom</td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <p>Additional Comment</p>	Ref	Assumption	1	Forecast assumes no reduction in custom	2		3		4											
Ref	Assumption																					
1	Forecast assumes no reduction in custom																					
2																						
3																						
4																						
Has a risk analysis been completed for this proposal?	N/A	<p>Main Risks</p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table>	Ref	Risk	RAG Rating	Mitigation																
Ref	Risk	RAG Rating	Mitigation																			

<p>(Please refer to MCC Strategic Risk Management Policy)</p>		<table border="1"> <tr><td>1</td><td></td><td></td><td></td></tr> <tr><td>2</td><td></td><td></td><td></td></tr> <tr><td>3</td><td></td><td></td><td></td></tr> <tr><td>4</td><td></td><td></td><td></td></tr> <tr><td>5</td><td></td><td></td><td></td></tr> <tr><td>6</td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </table> <p>Additional Comment:</p>	1				2				3				4				5				6											
1																																		
2																																		
3																																		
4																																		
5																																		
6																																		
<p>Will consultation and engagement be required for this proposal?</p>	<p>No</p>	<table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p>Additional Comments:</p>	Ref	Consultee	Description	Comp/Pending																												
Ref	Consultee	Description	Comp/Pending																															
<p>Will this proposal require procurement of goods, services or works?</p>	<p>No</p>																																	
<p>Has a timeline been considered for this proposal?</p>	<p>No</p>	<table border="1"> <thead> <tr> <th>Ref</th> <th>Activity</th> <th>Start</th> <th>Complete</th> </tr> </thead> <tbody> <tr><td>1</td><td></td><td></td><td></td></tr> <tr><td>2</td><td></td><td></td><td></td></tr> <tr><td>3</td><td></td><td></td><td></td></tr> <tr><td>4</td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p>Additional Comments:</p>	Ref	Activity	Start	Complete	1				2				3				4															
Ref	Activity	Start	Complete																															
1																																		
2																																		
3																																		
4																																		
<p>What evidence/data has been</p>		<p>Previous year's budget has been utilised to inform a percentage increase for 20/21</p>																																

gathered to date to inform this Proposal?																																														
Will support services be required for this proposal?	Yes	<table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Communications</td> <td>Additional promotional materials may be required to promote services to maintain and increase custom</td> <td>Internal</td> </tr> <tr> <td>2</td> <td>CYP</td> <td>Amendment to parent pay</td> <td>Internal</td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> </tr> <tr> <td>5</td> <td></td> <td></td> <td></td> </tr> <tr> <td>6</td> <td></td> <td></td> <td></td> </tr> <tr> <td>7</td> <td></td> <td></td> <td></td> </tr> <tr> <td>8</td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Additional Comment:</p>	Ref	Support Service	Activity	Internal/External	1	Communications	Additional promotional materials may be required to promote services to maintain and increase custom	Internal	2	CYP	Amendment to parent pay	Internal	3				4				5				6				7				8											
Ref	Support Service	Activity	Internal/External																																											
1	Communications	Additional promotional materials may be required to promote services to maintain and increase custom	Internal																																											
2	CYP	Amendment to parent pay	Internal																																											
3																																														
4																																														
5																																														
6																																														
7																																														
8																																														
Will this proposal impact on the authorities built assets?	N/A																																													
Will this proposal present any collaboration opportunities?	N/A																																													
Will this project benefit from digital intervention?	N/A																																													
How will the impact of this proposal be measured?	BUDGET	Continued monitoring to ensure income target is maintained																																												

Service Area	Service being charged for	Proposed Charges for 2020/21 £:p	Percentage Increase	Increased additional budget income identified for 2020/21 budget setting purposes	Reason why inflationary increase is not being considered
CHIEF EXECUTIVES					
Community Education			2.50%	144	
Libraries			2.50%	1,098	
	Overdue Charges	22p per day, max charge £15.00			
		For concessionary groups, 12p per day, max charge £7.50			
	Internet Usage	£1.04 per half hour for non members			
	Photocopying	From 21p to 36p per sheet			
	Reservation Fees (Inter Library Loans)	£4.30 per reservation			
	Promotional Sales Commission			0	
Elections	Electoral Registration		0.0%	0	Set by central Govt
	Training Income		0.0%	0	Current target is not being achieved.
Legal Services	Legal advice for external clients		2.5%	1,417	
Sub-Total CEO				2,659	

Service Area	Service being charged for	Proposed Charges for 2020/21 £:p	Percentage Increase	Increased additional budget income identified for 2020/21 budget setting purposes	Reason why inflationary increase is not being considered	
RESOURCES DIRECTORATE						
Markets	Markets-Caldicot		0.00%	0.00	Prices will remain the same due to amount of disruption caused by building work being carried out in 19-20 and rents being halved.	
	Markets - Monmouth		0.00%	0.00		
	Markets-Abergavenny		0.00%	0.00		
	Tuesday Market inside per table	£15.76	0.00%	0.00		
	Tuesday Market Outside per foot of floor space	£2.40				
	Wednesday Market per table	£9.45				
	Friday Market per table	£10.51				
	Saturday Market inside per table	£15.76				
	Saturday Market Outside - Small	£11.56				
	Saturday Market Outside - Large	£23.11				
	Sunday Market per table	£10.51				
Cemeteries	Cemeteries Service Charge		10.00%	0.00		Prices will increase to bring in line with neighbouring authorities, although service cannot make 19-20 budget target so price increase will only go to help reach that target in 20-21 and not increase the budget.
	INTERMENT IN EARTHEN GRAVE: PERSONS 17 YEARS OF AGE OR UNDER:					
	Stillborn and non viable foetuses (New ERB)	No Charge /No Charge				
	New single depth grave in children's section (New ERB)	No Charge /No Charge				
	New Single Depth (New ERB)	No Charge /No Charge				
	New Double Depth (New ERB)	No Charge /No Charge				
	New Treble Depth (New ERB)	No Charge /No Charge				
	PERSONS 18 YEARS OF AGE AND OVER:					
	New Single Depth (New ERB)	1650/3300				
	New Double Depth (New ERB)	1934/3868				
	New Treble Depth (New ERB)	3144/6289				
	Re-opened grave to single depth - (New ERB)	1130/1790				
	Re-opened grave to single depth (Transfer ERB)	1047/1047				
	Re-opened grave to double depth - (New ERB)	1471/2131				
	Re-opened grave to double depth - (Transfer ERB)	1319/1319				
	Cremated remains in Garden of Remembrance	715/1430				
	Re-opened cremated remains - (New ERB)	715/1166				
	Re-opened cremated remains (Transfer ERB)	660/660				
	Cremated Remains in new full grave	1205/2409				
	BRICKED GRAVE:					
	Single Depth	2070/4139				
	Double Depth	2820/5640				
	Treble Depth	3564/7128				

	RESERVATION OF GRAVE SPACE				
	Normal	297/741			
	Cremated Remains	188/470			
	RIGHT TO ERECT MEMORIALS				
	Normal Grave Space				
	All memorials for Children's Interments	No Charge			
	Headstones	220/440			
	Memorial Vases or Tablets	138/275			
	Re-Erection of Memorial following safety testing failure	No Charge			
	Replacement of existing memorial	88/176			
	Cremation Plots				
	Memorial Vases or Tablets	138/275			
	ADDITIONAL INSCRIPTIONS ON MEMORIALS	88/88			
	Re- gilding of existing Inscriptions on all memorials	88/88			
	EXCLUSIVE RIGHT OF BURIAL FOR FULL GRAVE PLOT				
	Initial Issue	660/1320			
	Each subsequent transfer	578/578			
	EXCLUSIVE RIGHT OF BURIAL FOR CR PLOT				
	Initial Issue	451/902			
	Each subsequent transfer	396/396			
	Form of Assignment	36/36			
County Farms				0	No rent review is due so we cannot increase the fee income
	Agricultural Rents		0%	0	
	Cottage Rents				
	Grazing Rights				
Asset Management					
	Rents from shops and other properties	Various - all individual	0%	0	Increase already built into resources restructure
	Industrial Unit Rent	Various - all individual	0%	0	Increase already built into resources restructure
Allotments	Allotment plots	£28.30 Per Plot	3%	60	
Procurement	Agency rebate		0%	0	New agency contract, without rebate method that was previously agreed This will be offset by pressure built into MTFP.

Property Services	External Fee Income			0	Increase already built into resources restructure
			0%	0	
			0%	0	
			0%	0	
Central Finance	External Fees	4318	2.00%	548	Realigning budget to atuals charged
Audit	External Fees	Various	0.00%	0	
People & HR	Training	Various	0%	0	Forecast in 19/20 is below budget so no increase on budget for 20/21
	Corporate Training	Various	0%	0	
	Payroll	various	0%	0	No increase as working towards reducing late payments
Sub-Total Resources				608	

REVENUE BUDGET 2020-21

Full Cost budget adjustment explanations

In addition to specific service pressure and savings mandates, the budget has the potential to also move year on year due to corporate changes. The following briefing note provides details of those revisions,

PRESSURES

Full Cost budget briefing note	CORP - Fire precept increase	199
--------------------------------	------------------------------	-----

The Council has received notice from the South Wales Fire & Rescue Authority of their likely precept next year. They exhibit 3 scenarios depending upon whether Welsh Government settles revised pension obligations caused by recent national court action against central government. The above costs reflects their most economic proposal.

Full Cost budget briefing note	CORP - Insurance renewal (half yr effect from 19/20)	114
--------------------------------	--	-----

The insurance contract is reviewed annually (every October) to take account of activity changes. The two biggest increases are on Property (£95k increase) and Motor (£31k increase) insurance. For property this is primarily due to the high value cost of the barn fire to the insurers and the increased value of properties on cover (Monmouth School mainly). For Motor it is an increase in the number of vehicles on cover (from 401 to 433) and worsening claims history. Rises have been mitigated slightly by an increase to certain premia.

Full Cost budget briefing note	Net Minimum Revenue Provision (MRP) increase based on additional activity	(204)
Full Cost budget briefing note	Additional borrowing in respect of Future schools tranche A, DFGs, and sewer plants	44

The revenue budget will always require review of corporate financing provisions to ensure they remain accurate. Sale of assets, revisions to capital financing requirement, and changes in activity of the capital programme can all affect the quantum of minimum revenue provision (MRP), and indeed when it falls due as it is usual practice to start making MRP payment in the year after capital assets become operational. The combined adjustments above are also reflective of the Capital MTFP

priorities and their related funding assumptions being considered by members during the budget process.

SAVINGS

Full Cost budget briefing note	Commercial income	(200)
--------------------------------	-------------------	-------

This is an estimate currently reflective of a further increase in commercial income from commercial acquisitions, developments and investments that the Council will look to target as part of its Investment Portfolio. A wider review of Commercial income and activity is being undertaken to ensure that an overall increase is reasonable and appropriate, and affords sufficient cover and provision for returns to be generated from the existing investment portfolio.

Full Cost budget briefing note	Freeze pension contribution rate at 23.1% for next two years	(370)
--------------------------------	--	-------

The Council receives advice from Greater Superannuation Pension Fund advisers pertaining to liability of the fund, the return on investments and the resultant contributions rate to use. The actuary, in undertaking its triennial valuation has recently proposed that Superannuation rates can be held at 2019-20 levels for a period of two years across 2020-21 and 2021-22 and in light of a strengthening of the fund performance.

Full Cost budget briefing note	Disinvest from top-up on discretionary business rate relief scheme	(37)
--------------------------------	--	------

As part of 2019-20 budget process the Council supplemented additional discretionary funding received from Welsh Government for business rates support. This capacity has not been fully utilised and with no such announcements from Welsh Government for 2020-21 this top up has been removed.

Full Cost budget briefing note	RES - earmarked treasury equalisation - reserve review	(400)
--------------------------------	--	-------

The treasury equalisation reserve was originally created to manage volatility in financing rates, either in year or extending across years. Currently the balance stands at £990k, and it felt this can be reduced by £400k as a one year benefit, whilst still providing appropriate cover.

Full Cost budget briefing note	CORP - Redundancy budget review	(400)
Full Cost budget briefing note	School based redundancies	(300)

The Council has historically provided a revenue budget to assist with affording schools based and general redundancies. However the nature of the expenditure allows the Council to capitalise such aspects as part of its service re-design considerations. The equivalent headroom has been added to the Capital programme proposals for 2020-21 to be afforded by capital receipts.

Report Cabinet Capital MTFP 20/9/19	Mouton House recoupment income loss and repayment of reserve funding for inclusion centres		(348)
Report Cabinet Capital MTFP 20/9/19	Safeguarding team - one-off investment in recruitment & training		(45)
Report Cabinet Capital MTFP 20/9/19	Lead officer - workforce development		(60)

Other expenditure to be capitalised as part of service re-design considerations are contained in the draft capital budget proposals being considered by Cabinet on 20th December 2019. The report is available via the attached link:

<https://democracy.monmouthshire.gov.uk/documents/s23428/6.%2020191220%20Cabinet%20-%20Draft%20Capital%20Budget%20Proposals%20202021%20to%20202324.pdf>

Mark Howcroft

Assistant Head of Finance

This page is intentionally left blank

Ref	Chief Executive's Unit	2020/21 Pressure £000	2020/21 Saving £000
CCEO001	Legal - additional investment in childcare solicitors in response to demand and to lessen need to take external legal advice	125	
	Legal - employment lawyer investment	55	
	Legal services income from Fire and police		(10)
	Offsetting legal costs against capital projects and investment activity		(40)
CEO002 (19/20)	Reduction in annual grant provided to Monmouth CAB		(1)
CCEO002	Technology renewal - increased software licence fees in community hubs, contact centre and community education	41	
	Market and increase take-up of community education courses across all sites		(30)
CEO007	Staffing realignment across policy and governance		(79)
CFC001	Discretionary fees & charges		(3)
	CEO Totals	221	(163)

Ref	Resources	2020/21 Pressure £000	2020/21 Saving £000
PRES001	Energy cost increases	22	
PRES005 18/19	Technology & Systems review - digital savings no longer regarded as achievable	76	
PRES006	SRS core contribution increase	147	
RES001	Senior officer reduction		(100)
RES002	Exchequer savings - removal of cheques		(20)
RES003	Commercial income		(200)
CFC001	Discretionary fees & charges		(1)
	RES Totals	245	(321)

Ref	Corporate Costs & Levies	2020/21 Pressure £000	2020/21 Saving £000
Full Cost budget briefing note	Fire precept increase - based on indicative increase notified	199	
Full Cost budget briefing note	Insurance renewals - increase in premiums (half yr effect from 19/20)	114	
	Investments - Corporate Plan	TBC	
Full Cost budget briefing note	Freeze pension contribution rate at 23.1% for next two years		(370)

Corporate Costs & Levies Totals	313	(370)
--	------------	--------------

Ref	Appropriations	2020/21 Pressure £000	2020/21 Saving £000
Full Cost budget briefing note	Net Minimum Revenue Provision (MRP) increase based on additional activity		(204)
Full Cost budget briefing note	Additional borrowing in respect of Future schools tranche A, DFGs, and sewer plants	44	
2019-20 Budget approval	Interest Receivable		(1)
Full Cost budget briefing note	Earmarked Reserves review - reduction in Treasury Equalisation reserve		(400)
	<i>Costs funded via capitalisation direction:</i>		
Full Cost budget briefing note	Corporate redundancy provision		(400)
Report Cabinet Capital MTFP 20/9/19	Mounton House recoupment income loss and repayment of reserve funding for inclusion centres		(348)
Full Cost budget briefing note	School based redundancy provision		(300)
Report Cabinet Capital MTFP 20/9/19	Safeguarding team - one-off investment in recruitment & training		(45)
Report Cabinet Capital MTFP 20/9/19	Lead officer - workforce development		(60)
	Appropriations Totals	44	(1,758)

Ref	Financing	2020/21 Pressure £000	2020/21 Saving £000
-----	-----------	--------------------------	------------------------

Report	Council tax base increase based on forecast housing completions - as per CT1 form		(322)
	AEF increase - revised assumption from -1% to 0%		(900)
Full Cost budget briefing note	AEF funding - assumed 100% WG funding of teachers pay increase - Apr to Aug '20		(491)
	AEF funding - assumed 100% WG funding of teachers pension increase		(689)
	Council tax increase to 4.95% (from 3.95%)		(509)
Full Cost budget briefing note	Disinvest from top-up on discretionary business rate relief scheme		(37)
	Financing Totals	0	(2,948)

This page is intentionally left blank



monmouthshire
sir fynwy

Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer Frances O'Brien Peter Davies Matt Gatehouse Matt Phillips</p> <p>Phone no: 01633 644686 E-mail: francesobrien@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>As part of the Authority's MTFP process and in setting an annual budget, we have reviewed all of our current fees & charges and if there is any scope to increase this for 2020/21.</p> <p>Full details of all proposals can be found under Efficiency Saving Proposal CFC001 – Enterprise Fees and Charges (inc associated spreadsheet)</p>
<p>Name of Service: Enterprise, Resources and Chief Executives</p>	<p>Date Future Generations Evaluation form completed</p> <p>18th December 2019</p>

1. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Maintaining a service that provides access to healthy meals	<p>A five pence increase in the charge for school meals will result in an increase in cost for those with school-aged children.</p> <p>Raising the cost of cemetery fees may have a disproportionate impact on those above the age of 18 who will incur the additional costs.</p>	<p>Ensure the Social Services and Well-being Act charging legislation is adhered to, so service users are means tested to determine their ability to pay.</p> <p>Free school meals are available for those on incomes below a certain level. We will continue to promote Free School Meal entitlement</p> <p>If a family cannot afford to pay for a burial they may be entitled to assistance in the form of a S46 burial. A local authority has a responsibility to organise a S46 funeral where</p> <ol style="list-style-type: none"> 1. no funeral arrangements have been made 2. no relatives of the deceased can be found, or 3. the relatives of the deceased cannot or will not arrange a funeral <p>The Local Authority however will be entitled to recover the costs of the funeral from the deceased estate.</p>

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Disability	<p>Both the Careline Alarms and installation charges are remaining fixed for 2020/21 and are not being increased in line with inflation.</p> <p>The Disabled Facility Grant administration fee remains fixed for 2020/21.</p>	N/a	Ensuring that the Careline service continues to be offered to those how require it.
Gender Reassignment	N/A	N/A	
Marriage or civil partnership	N/A	N/A	N/A
Pregnancy or maternity	N/A	N/A	N/A
Race	N/A	N/A	N/A
Religion or Belief	N/A	N/A	N/A
Sex	N/A	N/A	N/A

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sexual Orientation	N/A	N/A	N/A
Welsh Language	None identified	None identified	All signage and material arising from budget proposals will be compliant with the Welsh Language measure 2011
Poverty	Although Poverty isn't a protected characteristic, it is important to assess and understand the impact of our proposals on those in poverty, especially if there is a cumulative impact from a number of proposals. This is in line with our Social Justice policy.	Increases in school meal charges will have a more significant impact on those on lower incomes. Increases in cemetery fees will have a disproportionate impact on those on lower incomes.	Free school meals are available for those on incomes below a certain level. We will continue to promote Free School Meal entitlement to ensure greater awareness and take up. The Local Authority will undertake a S46 funeral where the family is unable or unwilling to organise the funeral, but the costs can be recoverable from the deceased estate.

2. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Allows for the fees and charges we levy to be uplifted to reflect current price of goods, services and works	The full range of increased fees and charges incorporated within this proposal will be subject to full engagement and consultation with the community and elected members of the authority prior to being considered for inclusion in the 20/21 budget.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	N/A	N/A
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Uplift in fees and charges allows resources to be allocated to priority areas across the authority such as social care and education. Increase in school meals charges enables us to maintain a service that focuses on providing nutritional meals to young people that supports their physical wellbeing and health.	The full range of increased fees and charges incorporated within this proposal will be subject to full engagement and consultation with the community and elected members of the authority prior to being considered for inclusion in the 20/21 budget.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	N/A	N/A
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Adhere to the charging legislation of the Act will mean a fairer and consistent charging for services across Wales.	As above
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	N/A	N/A

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A more equal Wales People can fulfil their potential no matter what their background or circumstances	N/A	N/A

3. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	Increases in fees and charges have been considered in the context of whole life cost analysis over the long-term in order to ensure sustainable and cost effective service delivery now and in the future.	Mitigating arrangements are in place to minimize the impact of increased fees of charges on people on low incomes
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	Fee increases are considered in conjunction with opportunities to deliver services more efficiently in collaboration with existing and new partners	Consultation and engagement with communities and elected members of proposed increases as part of MCC 20/21 budget setting process
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	These proposals will form part of the budget exercise and will be subject to a public consultation exercise. This will include sessions with existing groups such as the Access for All forum that represents people with disabilities.	Ensure that proposals and the accompanying Future Generations evaluations are used during, and updated as a result of, consultation and engagement.

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Proposed fee increases enable priority services across the authority to receive additional financial support for pre-emptive services to be delivered that help reduce demand for costly provision in the future</p>	<p>Consultation and engagement with communities and elected members of proposed increases as part of MCC 20/21 budget setting process</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The proposal will generate additional revenue and ultimately support the economy of Monmouthshire</p>	<p>Consultation and engagement with communities and elected members of proposed increases as part of MCC 20/21 budget setting process</p>

4. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Social Justice, Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
<p>Social Justice</p>	<p>Social justice is about reducing inequalities in society by working towards more equal distribution of wealth and opportunities so everyone can achieve their full potential. Increasing charges enables to maintain services that are accessible to all..</p>	<p>There is a risk that any budget proposals that increase in costs will have a disproportionate impact on people on low incomes and therefore will widen inequality.</p>	<p>The council is committed to aligning evidence based policy, programmes of work and resources with the aim of supporting people and communities to fulfil their potential and live the lives they want to live. Mitigation is in place to reduce the financial burden on people who can least afford it.</p>

Safeguarding	There are no specific positive impacts identified at this stage	There are no specific negative impacts identified at this stage	Safeguarding is at the heart of everything the council does. All staff are trained to a level that is appropriate to their role.
Corporate Parenting	There are no specific positive impacts identified at this stage	There are no specific negative impacts identified at this stage	

5. What evidence and data has informed the development of your proposal?

- Review of competitors charges
- Review of practices within other public sector organisations
- Current spend and income data
- Feedback Select Committees, SLT and Cabinet

SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

These will be added following the budget consultation.

7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible
The assessment will continue to be updated as individual budget proposals are developed and shaped by consultation.	As part of budget consultation	

8. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1.0	Cabinet	20/12/19	



monmouthshire
sir fynwy

Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation</p> <p>Ruth Donovan</p> <p>Phone no: 01633 644592</p> <p>E-mail: ruthdonovan@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To consider no longer accepting cheques as a method of payment and to fully adopt a previous decision made by this Council to become cashless.</p>
<p>Name of Service</p> <p>Revenues, Systems & Exchequer</p>	<p>Date Future Generations Evaluation form completed</p> <p>03/12/19</p>

NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc.

- 1. Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Ensures limited resources are being utilised effectively and efficiently by removing manual processes from day to day business.	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	n/a	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	n/a	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	n/a	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	n/a	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People	n/a	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
are encouraged to do sport, art and recreation		
A more equal Wales People can fulfil their potential no matter what their background or circumstances	n/a	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The manual receipting of cash and cheques cannot be sustained in the long term. Would expect the use of cheques to gradually reduce as many high street banks no longer issue cheques with new current accounts. Online payment solutions using mobile devices are likely to become the norm over the next decade.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Will need to work with the MCC Digital Team, SRS & software suppliers to ensure income receipting systems are resilient and up to date.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>Customers, tax payers and service departments will be affected by this proposal. Engagement is needed with each of these groups to ensure that they are prepared for the changes.</p>	
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>Alternative payment options (e.g. Direct Debit) are actively encouraged. However we still continue to receive a significant number of cash and cheque payments. These require a significant amount of staff time to process and administer.</p>	
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>There is the potential that customers will opt out of services if they are unable to pay for them. Need to ensure that vulnerable groups are not disadvantaged and are able to receive the services they need.</p>	

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Online payments/digital solutions is now the default position for our younger community. Strengthening our online payment offering and linking in to My Council Services will help meet this demand and allow customers to pay for services in a mobile/digital way.	Our older residents tend to prefer to write cheques and don't have access to online services. The proposal will mean these customers will have to move to alternative payment options.	Engagement with our residents and customers to promote the change will be required. Encouraging alternative payment methods (e.g. direct debit) to be put in place.
Disability	Ability to make payments for all services online without the need to travel and at minimal cost	Difficulties accessing online services with certain disabilities	Engagement with our residents and customers to promote the change will be required. Encouraging alternative payment methods to be put in place.
Gender reassignment	n/a	n/a	n/a
Marriage or civil partnership	n/a	n/a	n/a
Pregnancy or maternity	n/a	n/a	n/a
Race	n/a	n/a	n/a
Religion or Belief	n/a	n/a	n/a
Sex	n/a	n/a	n/a
Sexual Orientation	n/a	n/a	n/a

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Welsh Language	n/a	n/a	n/a

4. **Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities?** For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	n/a	n/a	n/a
Corporate Parenting	n/a	n/a	n/a

5. **What evidence and data has informed the development of your proposal?**

Activity data held against the Income System – Civica.

6. **SUMMARY:** As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Positive impacts:

- Potential to save money and to use limited resources more effectively by reducing day to day manual processes.
- Strengthening our online/digital platform and providing customers with the modern payment facilities they now expect

Negative impacts:

- Potential loss of income
- Restricting payment options to certain customer groups (e.g. the very young and elderly) which may result in the withdrawal of services

Need to engage with our residents and customers before the change is introduced to ensure that they know what this means for them and can plan for the change (e.g. by setting up a direct debit).

7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Engage with service departments collecting income	Before any decision to remove cheques and cash	Finance	
Engage with residents and customers to make them aware of the change and help them make alternative payment arrangements	Before any decision to remove cheques and cash	Finance	

8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	6 months after implementing the change
---	--

9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Cabinet	20.12.19	