

## Appendix 4 – Supported Business Cases



**MERTHYR TYDFIL**  
County Borough Council  
Cyngor Bwrdeistref Sirol  
**MERTHYR TUDFUL**

# Registrars – Approved Premises Fees

<b>Service Area:</b>	Registrars	<b>Income Area:</b>	Approved Premises Fees
<b>Head of Service:</b>	Steve Peters	<b>Service Manager / Accountant:</b>	Dianne Green / Adam Price

Net Expenditure (£)	Income (fees and charges) (£)	Grant Income (£)	Third Party Spend (£)
£5,000	£18,000	Nil	£6,000

<b>Purpose of the business case</b>	To consider options to increase fees for the attendance of registrars at a wedding at an approved premises. While the majority of Registrar fees are set in statute, the authority has discretion to set these fees locally. Fees have historically been set in reference to neighbouring authorities. The fee varies depending on the whether the wedding is on a weekday, a Saturday or a Sunday). In FY 2014/15, the Registrars service had 80 of these weddings (12 were on week days, 67 on Saturdays, and 1 on a Sunday).			<b>Preferred Option</b>
	<b>Background</b>	<p>A cost recovery analysis of the activity found that, taken in isolation, it currently generates a small surplus of £1k per year. However, the Registrars service as a whole currently operates at a deficit of £123k per year.</p> <p>An analysis of benchmarking data found that of the 15 welsh authorities that participated in the exercise, Merthyr had the second lowest fee for a Saturday wedding (the day with the highest volume) at £300. If we increase fees to the median benchmarked fee of £330 we would generate an additional £2,125 income. If we increase fees to the mean benchmarked fee of £348 we would generate an additional £3,644 per year. If we increase fees to the highest benchmarked fee of £450 we would generate an additional £11,900 per year.</p>		
<b>Options</b>	1	Increase fees in line with the median of the benchmarking exercise		✓
	2	Increase fees in line with the mean of the benchmarking exercise		
	3	Increase fees in line with the highest authority in the benchmarking exercise		
<b>Benefits (£, income /cost saving)</b>	£2,125			
<b>Other Benefits</b>				

# Registrars – Approved Premises Fees



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County Borough Council  
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Project Next Steps	Key Activity	By Who	By When
	Agree level of fee increase and gain cabinet approval	SP	March 2016
	Communicate fee increase to staff and customers through appropriate channels	SP/DG	March 2016
	Implement fee increase	SP/DG	April 2016

Costs		FY 14/15	FY15/16	FY16/17	FY17/18
	Fee / Charge	See Below			
	Volume of customers	79 per year			
	Benchmark (Welsh Aver.)	See Below			
	Staff Hours	See Below			

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# Registrars – Approved Premises Fees

Preferred Option – Risk Description(s)	Assessment of Risk		Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High	Likelihood (1 to 5) Low High		
<ul style="list-style-type: none"> <li>Increased fees results in a reduction in demand</li> </ul>	2	1	2	<ul style="list-style-type: none"> <li>Low likelihood, Medium-Low Impact. Approved premises fee is relatively small proportion of the cost of a wedding. If demand does drop, reduction in income will be partly mitigated by a reduction in overtime costs.</li> </ul>

## Assumptions and Analysis

### Benchmarking:

15 authorities took part in the benchmarking exercise.

The following table summarises the results, and highlights the fees of the neighbouring Councils (RCT did not take part in the exercise).

Timescales within this business case are subject to consultation.

	Approved Premises				Decommissioned Room			
	Mon-Thurs	Fri	Sat	Sun	Mon-Thurs	Fri	Sat	Sun
<b>Merthyr Tydfil</b>	270	270	300	330	130	130	160	N/A
<b>Max</b>	400	400	450	620	200	255	290	187
<b>Min</b>	240	260	280	310	120	130	130	130
<b>Mean</b>	300	315	350	400	155	165	180	160
<b>Median</b>	275	300	330	385	155	160	170	160

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# Registrars – Approved Premises Fees

## Current Staffing Arrangements

18% sup reg  
10% reg  
Wedding ceremony

## HR Implications

N/A

### Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

# Clinical Waste Collections



<b>Service Area:</b>	Waste Management	<b>Income Area:</b>	Clinical Waste Collections
<b>Head of Service:</b>	Cherylle Evans	<b>Service Manager / Accountant:</b>	Val Steel / Adam Price

Net Expenditure (£)	Income (fees and charges) (£)	Grant Income (£)	Third Party Spend (£)
£9,764	£21,612	Nil	£10,000

<b>Purpose of the business case</b>	To consider the options for achieving full cost recovery of the clinical waste collection service.		
	The authority collects clinical waste (sharps and dialysis) from local residents on behalf of a client. We currently charge £21,612 per annum for providing this service. This fee was set in 2009/10 and has never been adjusted for inflation.		
	A cost recovery analysis has identified that this service is operating at a loss of £9,764 per year.		
<b>Background</b>	To achieve full cost recovery the authority would need to increase the charge by 45%. This is the equivalent of a 6.4% rise in each of the 6 years to 2016/17.		
	The client could choose not to accept the new charge and either provide the service in-house (which would require investment in staff and a vehicle), or contract with a new supplier.		
<b>Options</b>	1	Increase the fee	<b>Preferred Option</b> ✓
	2	Do nothing	

<b>Benefits (£, income /cost saving)</b>	£9,764
<b>Other Benefits</b>	

# Clinical Waste Collections



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Project Next Steps	Key Activity	By Who	By When
	Agree new charge	Cabinet	March 2016
	Inform the client	CE	April 2016
	If they reject the new charge, negotiate a new charge that is acceptable to both parties	CE	April 2016

Costs		FY 14/15	FY15/16	FY16/17	FY17/18
	Fee / Charge	-	£21,612 per annum	£31,376 per annum	£31,376 per annum
	Volume of customers	-	N/A	N/A	N/A
	Benchmark (Welsh Aver.)	-	N/A	N/A	N/A
	Staff Hours	-	20 hours (0.54 FTE)		

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# Clinical Waste Collections

Preferred Option – Risk Description(s)	Assessment of Risk		Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High	Likelihood (1 to 5) Low High		
<ul style="list-style-type: none"> <li>Loss of income if the client rejects the new charge and provide the service in-house / find a new supplier</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Only £8k of the costs associated with this service are variable and could be saved if the service stopped. The remaining costs are either overheads, or an apportionment of the operational staff and vehicle costs.</li> </ul>

Assumptions and Analysis
<ul style="list-style-type: none"> <li>Assumed that the client liable for the cost of collection and disposal, as if we choose not to provide the service they would have to meet these costs themselves.</li> <li>Benchmarking information is not available as this is a specific arrangement between the authority and the client.</li> <li>Timescales within this business case are subject to consultation.</li> </ul>

# Clinical Waste Collections

## Current Staffing Arrangements

2 operational staff (1 Grade 4, and 1 Grade 3) for 10 hours a week.

## HR Implications

Potential redundancy of operatives if the client decides to undertake work itself.

### Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

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# Contact Magazine



**MERTHYR TYDFIL**  
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Cyngor Bwrdeistref Sirol  
**MERTHYR TUDFUL**

<b>Service Area:</b>	Corporate Communications	<b>Income Area:</b>	Contact Magazine
<b>Head of Service:</b>	Ceri Dinham	<b>Service Manager / Accountant:</b>	Ceri Dinham/Ian Kent

Net Expenditure (£)	Income (fees and charges) (£)	Grant Income (£)	Third Party Spend (£)
£23,500	£0	£0	£23,500

<b>Purpose of the business case</b>	This opportunity focuses on reducing the net expenditure to the council of providing the contact magazine. The Contact magazine is distributed twice yearly by the council, 30,000 copies are delivered to all households and some public organisations in the council. For the financial year 14/15 the council spent £27,541.41 on this discretionary service, and received £8,800 from the police for Financial years 14/15 to 15/16.			
<b>Background</b>	To reduce the net cost of the service its proposed to <b>introduce advertising within the magazine</b> . An advertising sales company was approached to provide a quote for income expected by outsourcing advertising to them, a proposal sent by the company proposes between £1,680 and £2,700 income for the council per issue after commission. This could be additional income to the council of £3,360 and £5,400.			
<b>Options</b>	1	Do nothing	<b>Preferred Option</b>	
	2	Introduce advertising within the magazine		✓
	3	Do not to issue the magazine and save £27k for what is a discretionary function		
<b>Benefits (£, income /cost saving)</b>	£4,380 (£3,360 - £5,400)			
<b>Other Benefits</b>				

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# Contact Magazine



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Project Next Steps	Key Activity	By Who	By When
	Gain cabinet approval to introduce advertising in the contact magazine		March 2015
	Get quotes from advertising companies	Ceri Dinham	April 2016
	Appoint advertising company	Ceri Dinham	April 2016
	Introduce advertising in issue 1 2016/17	Ceri Dinham	October 2016

Costs		FY 14/15	FY15/16	FY16/17	FY17/18
	Fee / Charge	0	0	£4,380	£4,380
	Volume of customers	N/A	N/A	1	1
	Benchmark (Welsh Aver.)	N/A	N/A	N/A	N/A
	Staff Hours	N/A	N/A	N/A	N/A

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# Contact Magazine



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Preferred Option – Risk Description(s)	Assessment of Risk		Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High	Likelihood (1 to 5) Low High		
<ul style="list-style-type: none"> <li>External provider unable to provide service, i.e. not sell advertising</li> </ul>	2	4	<b>8</b>	Test the market. Develop clear implementation approach.
<ul style="list-style-type: none"> <li>Insufficient capacity to deliver in-house, i.e. not sell advertising</li> </ul>	2	5	<b>10</b>	Prioritise workload. Consider alternative providers.

## Assumptions and Analysis

The quote from the advertising sales company is accurate and advertising to that level will be sold. Timescales within this business case are subject to consultation.

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# Contact Magazine

Current Staffing Arrangements
N/A

HR Implications
N/A

### Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

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# Default Works – Admin Charge



<b>Service Area:</b>	Environmental Health	<b>Income Area:</b>	Default Works
<b>Head of Service:</b>	Steve Peters	<b>Service Manager / Accountant:</b>	Sue Gow / Adam Price

Net Expenditure (£)	Income (fees and charges) (£)	Grant Income (£)	Third Party Spend (£)
£4,000	£10,000	Nil	£10,000

<b>Purpose of the business case</b>	To consider the options for achieving full cost recovery on default works.		
	Where the authority undertakes works in default, the costs to the authority can be recovered from the owner of the property. Currently the authority charges the owner for the direct costs of undertaking the work (i.e. invoices from suppliers). However, there is no charge for the indirect costs.		
<b>Background</b>	Due to the nature of the works, it is sometimes difficult to recover the costs from the owner. In these cases a charge is placed on the property, and the recovery of income is deferred until the property is sold.		
	An administrative charge could be legitimately levied using the hourly rate of an Environmental Health Officer (£32 per hour). <b>Need to have an idea of the number of hours to estimate income.</b>		
<b>Options</b>	1	Introduce an administrative fee for default works	Preferred Option ✓
	2	Do nothing	
<b>Benefits (£, income /cost saving)</b>	£unknown		
<b>Other Benefits</b>			

# Default Works – Admin Charge



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Project Next Steps	Key Activity	By Who	By When
	Identify the likely income based on an estimate of hours per year spent administrating default works	SG	March 2016
	Agree to charge a fee	Cabinet	March 2016
	Publish fee	SG	April 2016

Costs		FY 14/15	FY15/16	FY16/17	FY17/18
	Fee / Charge	-	-	£32 per hour	
	Volume of customers	-	-	-	-
	Benchmark (Welsh Aver.)	-	-	-	-
	Staff Hours	Ad hoc	Ad hoc	Ad hoc	Ad hoc

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# Default Works – Admin Charge

Preferred Option – Risk Description(s)	Assessment of Risk		Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High	Likelihood (1 to 5) Low High		
Income lower than estimated	1	2	2	Difficult to predict the number of works per year.

### Assumptions and Analysis

The hourly rate for an Environmental Health Officer is based on the 2016/17 salary estimate divided by the total productive hours (37 hrs per week, 52 weeks per year, less 29 days leave, 8 days b holiday and 5 days sickness absence).

Timescales within this business case are subject to consultation.

# Default Works – Admin Charge

## Current Staffing Arrangements

No dedicated staff resource. Handled by Environmental Health Officers on an ad hoc basis.

## HR Implications

N/A

## Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	



# Dog Warden Fees



**MERTHYR TYDFIL**  
County Borough Council  
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<b>Service Area:</b>	Environmental Health	<b>Income Area:</b>	Dog Warden
<b>Head of Service:</b>	Steve Peters	<b>Service Manager / Accountant:</b>	Sue Gow / Adam Price

Net Expenditure (£)	Income (fees and charges) (£)	Grant Income (£)	Third Party Spend (£)
£39,000	£2,000	Nil	£15,000

<b>Purpose of the business case</b>	To consider the options for increasing the fees for Dog Warden services.		
	The authority provides a reactive dog warden service. The current charge is £20 handling fee plus £10 per day (additional costs apply for repeat offenders).		
<b>Background</b>	Due to the service being reactive, volumes are low and around £2,000 income is typical.		
	Benchmarking has highlighted that the average charge from 7 comparator authorities is £50. Blaenau Gwent charge £80.		
<b>Options</b>	Assuming volumes stay constant, increasing the fee to £50 would equate an additional £1,333 income per year. Increasing the fee to £80 would equate to an additional £3,333 per year.		<b>Preferred Option</b>
	1	Increase the basic fee to £50	✓
	2	Increase the basic fee to £80	
<b>Benefits (£, income /cost saving)</b>	£1,333		
<b>Other Benefits</b>	Lower stray dogs		

# Dog Warden Fees



**MERTHYR TYDFIL**  
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Project Next Steps	Key Activity	By Who	By When
	Agree the new fees	Cabinet	March 2016
	Publish the new fee	SP	April 2016

Costs		FY 14/15	FY15/16	FY16/17	FY17/18
	Fee / Charge	£30	£30	£50	
Volume of customers	350 approx.	160 approx.			
Benchmark (Welsh Aver.)	£50 average of 7 neighbouring councils				
Staff Hours	0.4	0.4			

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# Dog Warden Fees

Preferred Option – Risk Description(s)	Assessment of Risk				Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High		Likelihood (1 to 5) Low High			
<ul style="list-style-type: none"> <li>Some service users may be unable to pay the increased fee</li> </ul>	1		3		<b>3</b>	Clear communication channels Set up process for payment over set time period
<ul style="list-style-type: none"> <li>Negative impact on Council's reputation</li> </ul>	2		3		<b>6</b>	Clear communication channels Set up process for payment over set time period

## Assumptions and Analysis

7 neighbouring councils  
0 drop off

Timescales within this business case are subject to consultation.

# Dog Warden Fees

## Current Staffing Arrangements

There is one full time Dog Warden, however, he also has responsibility for dealing with abandoned vehicles.  
0.4 FTE

## HR Implications

N/A

## Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

# Green Bulky Waste Collections



<b>Service Area:</b>	Waste Management	<b>Income Area:</b>	Green Bulky Waste Collections
<b>Head of Service:</b>	Cherylle Evans	<b>Service Manager / Accountant:</b>	Val Steel / Adam Price

Net Expenditure (£)	Income (fees and charges) (£)	Grant Income (£)	Third Party Spend (£)
£25,000	£2,000	Nil	£5,000

<b>Purpose of the business case</b>	To consider the implications of achieving full cost recovery for green bulky waste collections.		
	Under the Environmental Protection Act 1992 the authority has a duty to collect and dispose of bulky household waste. We can charge for the cost of collection but not for disposal.		
	We currently charge £20 per collection. In 2014/15 we made 113 bulky green waste collections. There is limited benchmarking data available, however, Caerphilly charge £50 per collection, and Conwy charge £50 per half load.		
<b>Background</b>	If we increased our charge to £50 per collection we would generate additional income of £3,390 per year (assuming no drop off in demand).		
	<b>Preferred Option</b>		
<b>Options</b>	1	Increase fee to £50 per collection	✓
	2	Do nothing	
<b>Benefits (£, income /cost saving)</b>	£3,390		
<b>Other Benefits</b>			

# Green Bulky Waste Collections



Project Next Steps	Key Activity	By Who	By When
	Agree new charge		Cabinet
Publish new charge		VS	April 2016

Costs		FY 14/15	FY15/16	FY16/17	FY17/18
	Fee / Charge			£20	£50
Volume of customers		111 requests	99 requests (to date)		
Benchmark (Welsh Aver.)			See below		
Staff Hours			2 staff for 10 hours per week		

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# Green Bulky Waste Collections

Preferred Option – Risk Description(s)	Assessment of Risk		Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High	Likelihood (1 to 5) Low High		
• Reduction in demand, leading to an overall reduction in income	1	1	<b>1</b>	Impact low as relatively little income is currently generated. Likelihood low as proposed charge is on par with other authorities.
• Increased fly tipping	4	3	<b>12</b>	Monitor progress and performance of fly-tipping hit squad team. Clear communications.
• Adverse effect on recycling performance	3	2	<b>6</b>	Monitor progress against targets and be able to react quickly

## Assumptions and Analysis

- Timescales within this business case are subject to consultation.
- Demand of 113 collections in 14/15 taken from management system
- Benchmarking results below:

Merthyr Tydfil Current	Merthyr Tydfil Proposed	Conwy	Caerphilly
£20	£50	£50 half load £100 full load	£50

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# Green Bulky Waste Collections

Current Staffing Arrangements
2 staff for 10 hours per week (1 Grade 4, and 1 Grade 3).

HR Implications
N/a

### Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	



# Housing Renewals



**MERTHYR TYDFIL**  
County Borough Council  
Cyngor Bwrdeistref Sirol  
**MERTHYR TUDFUL**

<b>Service Area:</b>	Renewals	<b>Income Area:</b>	Renewal Areas Tenants Contribution Earmarked Reserve
<b>Head of Service:</b>		<b>Service Manager / Accountant:</b>	Julian Pike / Adam Price
<b>Net Expenditure (£)</b>	<b>Income (fees and charges) (£)</b>	<b>Grant Income (£)</b>	<b>Third Party Spend (£)</b>
Nil	Nil	Nil	Nil

<b>Purpose of the business case</b>	To consider the use of Renewal Areas Tenants Contribution earmarked reserve.		
	This is historic income originally received from tenants as a contribution to housing renewal works. It is not being held to meet a liability.		
<b>Background</b>	The balance on the reserve is £645,886. To be prudent, £400,000 could be drawn down over the 4 years of the MTFP (to be reviewed annually) as follows:		
	<ul style="list-style-type: none"> <li>• 2016/17 £150,000</li> <li>• 2017/18 £125,000</li> <li>• 2018/19 £75,000</li> <li>• 2019/20 £50,000</li> </ul>		
<b>Options</b>	1	Draw down £150,000 for 2016/17, £125,000 for 2017/18, £75,000 for 2018/19 and £50,000 for 2019/20. To be reviewed annually.	<b>Preferred Option</b> ✓
	2	Do nothing	
<b>Benefits (£, income /cost saving)</b>	£150,000 (2016/17)		
<b>Other Benefits</b>			

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# Housing Renewals

Project Next Steps	Key Activity	By Who	By When
	Agree the use of the reserve	SJ	March 2016
	Build the contribution to revenue into the MTFP	SJ	March 2016

Costs		FY 14/15	FY15/16	FY16/17	FY17/18
	Fee / Charge	-	N/A	N/A	N/A
Volume of customers	-	N/A	N/A	N/A	
Benchmark (Welsh Aver.)	-	N/A	N/A	N/A	
Staff Hours	-	N/A	N/A	N/A	

# Housing Renewals

Preferred Option – Risk Description(s)	Assessment of Risk		Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High	Likelihood (1 to 5) Low High		
-	-	-	-	-
-	-	-	-	-

## Assumptions and Analysis

Assumed that there will be no further income received.

Timescales within this business case are subject to consultation.

# Housing Renewals

## Current Staffing Arrangements

N/A

## HR Implications

N/A

## Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

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# Land Drainage



<b>Service Area:</b>	Engineering & Highways	<b>Income Area:</b>	Land Drainage
<b>Head of Service:</b>	Cherylle Evans	<b>Service Manager / Accountant:</b>	Kevin Davies / Geoff Francis

Net Expenditure (£)	Income (fees and charges) (£)	Grant Income (£)	Third Party Spend (£)
4,158	45,000	nil	nil

<b>Purpose of the business case</b>	To increase the revenue income associated with Land Drainage activities		
<b>Background</b>	The Land Drainage department (part of Engineering) has provided drain / sewer cleaning services to a client since 2009 via a fixed price Service Level Agreement. That agreement is up for renewal effective from April 2016 and the following option has been adopted:		<b>Preferred Option</b>
<b>Options</b>	1	Seek an increase in the annual charge made for the above service provision to a <u>minimum</u> of £50,000 p.a.	✓
	2	Do nothing	
	3		
<b>Benefits (£, income /cost saving)</b>	<b>An additional £5,000 (minimum) should be realised. No significant impact upon the cost of provision envisaged.</b>		
<b>Other Benefits</b>	Service provision becomes fully cost recoverable securing operations (both internal and external) longer term.		

# Land Drainage



**MERTHYR TYDFIL**  
County Borough Council  
Cyngor Bwrdeistref Sirol  
**MERTHYR TUDFUL**

Project Next Steps	Key Activity	By Who	By When
	Agree proposal		Cabinet
Meeting to be Arranged with client		Kevin Davies	March 2016

Costs		FY 14/15	FY15/16	FY16/17	FY17/18
	Fee / Charge			£50,000 p.a.	
Volume of customers			530 call outs		
Benchmark (Welsh Aver.)		-	-	-	-
Staff Hours			530 call outs Average time – 1hour + travel 30 minutes		

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# Land Drainage

Preferred Option – Risk Description(s)	Assessment of Risk		Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High	Likelihood (1 to 5) Low High		
<ul style="list-style-type: none"> <li>Achieve an increase in SLA contract value of £5k p.a.</li> </ul>	2	3	<b>6</b>	Clear communications with key stakeholders
<ul style="list-style-type: none"> <li>Achieve an increase in SLA contract value of less than £5k p.a. (of say £2k p.a.)</li> </ul>	4	4	<b>16</b>	Clear communications with key stakeholders
<ul style="list-style-type: none"> <li>Achieve an increase in SLA contract value of more than £5k p.a. (of say £10k p.a.)</li> </ul>	1	1	<b>1</b>	Clear communications with key stakeholders

## Assumptions and Analysis

- Timescales within this business case are subject to consultation.

# Land Drainage

## Current Staffing Arrangements

- Varying capacity from the Land Drainage department (part of Engineering) .

## HR Implications

- Potential redundancies if the client decides not to renew the contract.

## Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

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# Lifeline



<b>Service Area:</b>	Corporate Services	<b>Income Area:</b>	Peace of Mind
<b>Head of Service:</b>	Mark Thomas	<b>Service Manager / Accountant:</b>	Gregg Edwards / Karen Rees

Net Expenditure (£)	Income (fees and charges) (£)	Grant Income (£)	Third Party Spend (£)
£59,730	£332,970	nil	

<b>Purpose of the business case</b>	This business case is for the increase in income for the Lifeline service from £2 per week to £2.50 per week. There are currently 5,300 users of the service of which there are 9 corporate users which accounts for 3,700 users . These include council staff who work out of hours & lone workers. These would need to be looked at as a separate case. Of the remaining 1,600 , 300 are part of a recent tender which cannot be addressed at this stage. The business case is to increase the fee for the remaining 1,300 users at the point of renewal to £2.50 per week. A full year effect would mean an additional £16,900 assuming a 10% drop off in users.		
	<b>Background</b>		
<b>Options</b>	1	Increase fees to £2.50 per week on renewal	Preferred Option ✓
	2	Do nothing	

<b>Benefits (£, income /cost saving)</b>	£16,900 additional income (full year effect)
<b>Other Benefits</b>	

# Lifeline

Project Next Steps	Key Activity	By Who	By When
	Agree new fees & charges	Cabinet	March 2016
	Contact users to inform them of new charges	SD	April 2016
	Implement new charges	GE/SD	May 2016

Costs		FY 14/15	FY15/16	FY16/17	FY17/18
	Fee / Charge	-	£2	£2.50	£2.50
	Volume of customers	-	5,300 users		
	Benchmark (Welsh Aver.)	-	Unknown		
	Staff Hours	-	6.5 FTE approx. 6 relief operators		

# Lifeline

Preferred Option – Risk Description(s)	Assessment of Risk				Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High		Likelihood (1 to 5) Low High			
• Drop off in current users	4		4		<b>16</b>	Clear communication channels. Discuss with stakeholders.
• Drop in new future clients	4		3		<b>12</b>	Clear communication channels. Discuss with stakeholders. Explanation of service quality.

## Assumptions and Analysis

- It has been assumed that the charge will be increased from £2 to £2.50 on renewal.
- A 10% drop off in users has been assumed in case of a drop in demand
- The increase only applies to individual service users and no corporate clients where we would be tied into to SLA's
- Timescales within this business case are subject to consultation.

# Lifeline

## Current Staffing Arrangements

6.5 FTE approx.  
6 relief operators

## HR Implications

If drop off of users is significant, this could lead to redundancy.

## Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

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# Numbering and Naming

<b>Service Area:</b>	Corporate Property & Estates	<b>Income Area:</b>	Street Numbering / Naming
<b>Head of Service:</b>	Cherylle Evans	<b>Service Manager / Accountant:</b>	Lisa Emerson / Geoff Francis

Net Expenditure (£)	Income (fees and charges) (£)	Grant Income (£)	Third Party Spend (£)
2,569	2,292	nil	nil

<b>Purpose of the business case</b>	To increase the revenue income associated with Street Numbering / Naming		
<b>Background</b>	MTCBC has a statutory duty to undertake this activity, and it is recognised that performing this function results in an overall cost to the authority . To minimise this cost while (a) keeping our charges in line with comparable local authorities and (b) providing a “reasonable” charging structure for our clients, a revised charging structure will be introduced as from 01/04/2016		
<b>Options</b>	<b>1</b>	Introduce a revised charging structure for the Numbering / Naming of properties as from 01/04/2016	<b>Preferred Option</b> ✓
	<b>2</b>	Increase charges to achieve full cost recovery	
	<b>3</b>	Do nothing	
<b>Benefits (£, income /cost saving)</b>	Based upon the activity recorded for 2014/15, an additional £750 of income would have resulted from the introduction of the revised charging structure.		
<b>Other Benefits</b>			

# Numbering and Naming



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**MERTHYR TUDFUL**

Project Next Steps	Key Activity	By Who	By When
	A revised structure has already been constructed (see below) and will become effective as from 01/04/2016	LE	March 2016
	Agree costs	Cabinet	March 2016
	Implement	LE	March 2016

Costs		FY 14/15	FY15/16	FY16/17	FY17/18
	Fee / Charge		See below	See below	
	Volume of customers	20 properties approx.			
	Benchmark (Welsh Aver.)		Swansea: £50 change house name and £110 new prop Cardiff up to 5 properties £100		
Staff Hours		Forms part of duties with the estates department			

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# Numbering and Naming



Preferred Option – Risk Description(s)	Assessment of Risk		Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High	Likelihood (1 to 5) Low High		
<ul style="list-style-type: none"> <li>Introduce the revised charging structure as from 1/4/16</li> </ul>	1	5	5	

## Assumptions and Analysis

Timescales within this business case are subject to consultation.

For the preferred option i.e. Increase in charges as already confirmed for 16/17. There are no risks associated with it.

If there was an additional option of increasing charges in order to cover our costs, then there would be risks. These would include reputational damage as we would be completely inconsistent with other authorities. It could also have an impact on developers building in this area. This is obviously difficult to quantify. I would suggest a risk score of 3 x 4.

<u>Street Naming &amp; Numbering Fees</u>	<u>Current Fee</u>	<u>From 1/4/16</u>
Renaming or renumbering 1 existing property	£50	£100
Naming or numbering 1 new property	£100	£150
Naming or numbering 2-5 properties	£150	£200
Naming or numbering 6-10 properties	£250	£300
Naming or numbering 11-50 properties	£350	£450
Naming or numbering 51-100 properties	£500	£650
Naming or numbering 101 or more properties	£750	£900
Confirmation of postal addresses	£25	£35

# Numbering and Naming

Current Staffing Arrangements
Forms part of duties with the estates department

HR Implications
N/A

## Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	



# Orbit Business Centre



<b>Service Area:</b>	Orbit Centre	<b>Income Area:</b>	Room hire income
<b>Head of Service:</b>	Alyn Owen	<b>Service Manager / Accountant:</b>	Chris Long / Karen Rees

Net Expenditure (£)	Income (fees and charges) (£)	Grant Income (£)	Third Party Spend (£)
36,770	310,200	nil	

<b>Purpose of the business case</b>	The Business Case is in relation to increasing income to achieve full cost recovery for the Centre. The Centre has recently agreed 1 new lease agreement and is in the process of finalising a further 2.		
	There is also the possibility of a further 2 lease agreements if negotiations over the joint venture with WG are concluded.		
<b>Background</b>			
<b>Options</b>	1	Additional £25,000 income from new lease agreements	Preferred Option ✓
	2	Do nothing	

<b>Benefits (£, income /cost saving)</b>	£25,000 from new lease agreements
<b>Other Benefits</b>	Further opportunities for businesses.

# Orbit Business Centre



Project Next Steps	Key Activity	By Who	By When
	Completion of negotiations with organisations to complete lease agreements	CL	March 2016
	Continue to resolve JV negotiations with JV for greater flexibility in terms of tenancy	CL	April 2016
	Continue to explore any other income opportunities	CL	April 2016

Costs		FY 14/15	FY15/16	FY16/17	FY17/18
	Fee / Charge		e.g. Conference room for a full day for 150 people max. £300 (commercial)		
	Volume of customers	-	Occupancy Rates 10 Tenants currently including the new tenant.	Occupancy Rates 10 Tenants currently including the new tenant. 2 potential new tenants to follow ( 1 at legal stage and 1 at EOI stage )	
	Benchmark (Welsh Aver.)	-	-	-	-
	Staff Hours	5 FTE	5 FTE	5 FTE	5 FTE

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# Orbit Business Centre



Preferred Option – Risk Description(s)	Assessment of Risk		Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High	Likelihood (1 to 5) Low High		
<ul style="list-style-type: none"> <li>Negotiations are not completed for lease agreements</li> </ul>	4	3	<b>12</b>	1 agreement is near completion but 2 others are still at legal stage. 2 others are dependent on JV conclusion
<ul style="list-style-type: none"> <li>JV negotiations are not concluded quickly</li> </ul>	5	3	<b>15</b>	Continue discussions with WG

## Assumptions and Analysis

- It has been assumed that 1 lease agreement will go through by the start of 2016/2017
- It has been assumed that 2 of the other lease agreements are completed within 3 months of the start of the new financial year, if this does not happen then the suggested income will not be achieved.
- It has been assumed that the final 2 lease agreements will be concluded within 9 months of the start of the new financial year. This will be dependent on the conclusion of the JV agreement to allow greater flexibility in terms of tenancy occupation. If this is not achieved then the full income projection will not be achieved.
- Timescales within this business case are subject to consultation.

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# Orbit Business Centre

Current Staffing Arrangements
5 FTE – Dedicated to the running of the Orbit Business Centre.

HR Implications
N/A

## Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

# Print and Design



**MERTHYR TYDFIL**  
County Borough Council  
Cyngor Bwrdeistref Sirol  
**MERTHYR TUDFUL**

<b>Service Area:</b>	Print Section	<b>Income Area:</b>	Fees & charges
<b>Head of Service:</b>	Richard Evans	<b>Service Manager / Accountant:</b>	Allyson Barnett / Karen Rees

Net Expenditure (£)	Income (fees and charges) (£)	Grant Income (£)	Third Party Spend (£)
nil	143,180	nil	

<b>Purpose of the business case</b>	The Business Case relates to increasing external fees and charges for Print & Design work carried out in the Print Section.		
	The Print Section currently raises on average £25,000 worth of external income for print, design & signage work carried out within the Print Section.		
<b>Background</b>	It is proposed to increase price rates by an average of 10%. Although it is recognised that demand may fall with an increase in prices it is believed that an increase in income of approx. £2,000 can be achieved.		
	There are other areas that the Print Section are also looking to generate income and make savings but the income from these and the demand has not been quantified at this stage. These areas include use of the automailing system, savings from shedding internally rather than sending to external contractor and advertising on banners and bus stops.		
<b>Options</b>	1	Increase prices to achieve additional income of £2,000	<b>Preferred Option</b> ✓
	2	Do nothing	
	3		

<b>Benefits (£, income /cost saving)</b>	Additional income of £2,000
------------------------------------------	-----------------------------

<b>Other Benefits</b>	
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# Print and Design

Project Next Steps	Key Activity	By Who	By When
	Agree prices	Cabinet	March 2016
	Inform customers of price changes	AB	April 2016

Costs		FY 14/15	FY15/16	FY16/17	FY17/18
	Fee / Charge		e.g. A4 quantity 1 – 250 (25p per copy)	e.g. A4 quantity 1 – 250 (28p per copy)	
	Volume of customers		33 Plus: 35 approx. small jobs; Leisure Trust workload (per SLA)		
	Benchmark (Welsh Aver.)	-	-	-	-
	Staff Hours		See below		

# Print and Design

Preferred Option – Risk Description(s)	Assessment of Risk		Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High	Likelihood (1 to 5) Low High		
• Drop off in demand	3	2	6	Clear communication and advertising programme Ensure quality service and customer satisfaction Review prices regularly and monitor service usage

Assumptions and Analysis
<ul style="list-style-type: none"> <li>• It has been assumed that prices can be increased by on average 10% depending on work carried out</li> <li>• There may be some drop of in demand due to price increase but the proposed increase in income in the budget can be achieved</li> <li>• Timescales within this business case are subject to consultation.</li> </ul>

# Print and Design

## Current Staffing Arrangements

Whole team: 6 FTE

## HR Implications

If demand drops, there is a potential to reduce staffing numbers and/or change workforce arrangements.

## Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

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# Procurement Card Rebate



**MERTHYR TYDFIL**  
County Borough Council  
Cyngor Bwrdeistref Sirol  
**MERTHYR TUDFUL**

<b>Service Area:</b>	Procurement	<b>Income Area:</b>	Procurement Card Rebate
<b>Head of Service:</b>	Steve Jones	<b>Service Manager / Accountant:</b>	Paul Davies/Ian Kent

Net Expenditure (£)	Income (fees and charges) (£)	Grant Income (£)	Third Party Spend (£)
£0	£20,000	£0	£0

<b>Purpose of the business case</b>	The business case looks at the opportunity to maximise the rebate we receive from using the corporate procurement card. As the procurement card programme is already in operation, there are no additional resources required to manage.		
	The Council spends approximately £70 million on goods, services and works. The purchase card delivers income through a rebate based on spend. The rebate percentage is dependent upon the National spend and is currently set at 1%. For the Financial year 2014/15 the Council received a rebate of £6,942.01, this rebate is currently being received into the procurement budget to help fund the ongoing administration of the programme. In 2014/15 the percentage spend of card payments compared to the overall total category spend was 0.99%. The volume of invoices (excluding schools) that were paid in 2014/15 was 56,849. The number of card transactions was 2,831. This equated to 4.98% card transactions in relation to overall invoices paid.		
<b>Background</b>	There are opportunities to further increase this rebate figure by changing the Council's focus on card transactions and concentrating on high value transactions through central creditors where possible to maximise the rebate.		<b>Preferred Option</b>
<b>Options</b>	1	Do nothing.	
	2	Focus card spend on high value transactions to maximise rebate	✓
<b>Benefits (£, income /cost saving)</b>	£25,000		
<b>Other Benefits</b>			

# Procurement Card Rebate

Project Next Steps	Key Activity	By Who	By When
	Redirection of invoices to purchase cards (where appropriate)	HS	March on-going
	Implement purchase card project	PD	On-going

Costs		FY 14/15	FY15/16	FY16/17	FY17/18
	Fee / Charge	N/A	N/A	N/A	N/A
	Volume of customers	-	38 cardholders (MTCBC)	-	-
	Benchmark (Welsh Aver.)	N/A	1% (based on whole of Wales spend)		
	Staff Hours	N/A	N/A	N/A	N/A

# Procurement Card Rebate



Preferred Option – Risk Description(s)	Assessment of Risk		Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) High Low	Likelihood (1 to 5) High Low		
Failure to maximise spend and miss opportunities for additional income	3	4	12	Failure to approve the revised use of the cards on minimum effort, maximum output themes will result in loss of rebate
Failure to bring suppliers on board	2	2	4	If we fail to adopt suppliers onto card payments, we will not secure rebates
Achievement of rebate outweighing potential increases in administration	3	2	6	Some processes may increase as a result of card usage which could cancel out any financial benefit
Risk of overspend	4	4	16	The purchase card should not be used to circumvent any controls that are in effect over spending. Whilst purchase cards can be used effectively, there is a potential that their use could increase spend overall if compliance is not controlled.
Increased supply costs	3	2	6	Card payments attract a 'merchant card fee', this is around 2% for each transaction. Some suppliers may want to pass on these charges to the Council .
Cost Centre coding	2	2	4	Some lodged card systems rely on the supplier to code invoices based upon nominated codes linked to locations or service areas. If there are any issues with coding there may be budgetary implications
Failure to observe VAT rules	4	4	16	Recent VAT audit highlighted issues with some card payments where VAT invoices were not obtained

## Assumptions and Analysis

External companies allow MTCBC to pay by purchase card.  
Timescales within this business case are subject to consultation.

# Procurement Card Rebate

Current Staffing Arrangements
N/A

HR Implications
N/A

## Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

# Street Works

<b>Service Area:</b>	Engineering & Highways	<b>Income Area:</b>	Street Works
<b>Head of Service:</b>	Cherylee Evans	<b>Service Manager / Accountant:</b>	Meirion Williams / Geoff Francis

Net Expenditure (£)	Income (fees and charges) (£)	Grant Income (£)	Third Party Spend (£)
9,257 (Based on average figures)	78,148 (Based on averages figures for the past 3 years)	nil	nil

<b>Purpose of the business case</b>	To increase the revenue income associated with Street Work activities.		
<b>Background</b>	There are currently a number of activities for which MTCBC does not make a charge. These are outlined in the options listed below.		
<b>Options</b>	<b>1</b>	Levy a charge to grant a licence to place building materials on the highway – suggested charge £27 per licence – in line with current charges made for Skips / Scaffolding.	<b>Preferred Option</b> ✓
	<b>2</b>	Levy a charge for permission to construct a vehicular crossing for private use that crosses a public space (e.g. a parking space in front of a dwelling that requires access across a public foot path). A charge of £80 has been suggested – in line with neighbouring authorities.	✓
	<b>3</b>	Levy a charge resulting from “Coring” activities. Coring is required to ascertain that reinstatement works have been carried out correctly. In the event of substandard work a charge of £142.50 (3 x standard inspection rate) has been proposed.	✓
<b>Benefits (£, income /cost saving)</b>	<b>Estimated income generation: Option 1 = £7,000 p.a. Option 2 = £2,880 p.a. Option 3 = £4,860 (net)</b>		
<b>Other Benefits</b>			

# Street Works



**MERTHYR TYDFIL**  
County Borough Council  
Cyngor Bwrdeistref Sirol  
**MERTHYR TUDFUL**

	Key Activity	By Who	By When
Project Next Steps	Option 1: Include in the annual charges return	Wayne Lee	TBA
	Option 2: as above	Wayne Lee	TBA
	Option 3: Liaison with utility companies (clients) will be required. Street Works guidance is already in place	Wayne Lee	01/04/2016

		FY 14/15	FY15/16	FY16/17	FY17/18
Costs	Fee / Charge		Option 1: £27 per licence Option 2: charge of £80 Option 3: charge of £142.50		
	Volume of customers	Unknown	Unknown		
	Benchmark (Welsh Aver.)		Material permit – Caerphilly CBC cover costs Vehicular crossing for private uses – Caerphilly CBC charge £165		
	Staff Hours	Variable	Variable	Variable	

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# Street Works

Preferred Option – Risk Description(s)	Assessment of Risk		Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High	Likelihood (1 to 5) Low High		
<ul style="list-style-type: none"> <li>Difficult to identify the offender and hence get the charge</li> </ul>	2	4	<b>8</b>	Assess on a case by case basis Ensure cost effective to pursue
<ul style="list-style-type: none"> <li>Increased level of activity outside the process in place</li> </ul>	2	4	<b>8</b>	Ensure policing mechanisms are in place

## Assumptions and Analysis

- Timescales within this business case are subject to consultation.

# Street Works

## Current Staffing Arrangements

Varies in the delivery of this service.

## HR Implications

N/A

## Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

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# Taxi Licensing

<b>Service Area:</b>	Licensing	<b>Income Area:</b>	Taxi Licensing
<b>Head of Service:</b>	Steve Peters	<b>Service Manager / Accountant:</b>	Paul Lewis / Adam Price

Net Expenditure (£)	Income (fees and charges) (£)	Grant Income (£)	Third Party Spend (£)
£86,000	£48,000	Nil	£20,000

<b>Purpose of the business case</b>	The purpose of this business case is to consider the options for increasing Taxi Licensing fees.																						
	The licensing department issues licenses for taxi drivers and taxi vehicles. Drivers licenses are valid for 3 years, and vehicle licenses are valid for 1 year. Fees can be set locally and the all Wales licensing technical panel has created a toolkit for calculating a fee using a robust and defendable methodology. Using this, there is scope to increase the fees as follows:																						
<b>Background</b>	<table border="1"> <thead> <tr> <th>License</th> <th>Current Fee</th> <th>Toolkit Fee</th> <th>Increase</th> <th>% Increase</th> </tr> </thead> <tbody> <tr> <td>Driver - New</td> <td>£150</td> <td>£272</td> <td>£122</td> <td>81%</td> </tr> <tr> <td>Driver - Renewal</td> <td>£130</td> <td>£230</td> <td>£100</td> <td>77%</td> </tr> <tr> <td>Vehicle</td> <td>£75</td> <td>£154</td> <td>£79</td> <td>105%</td> </tr> </tbody> </table>			License	Current Fee	Toolkit Fee	Increase	% Increase	Driver - New	£150	£272	£122	81%	Driver - Renewal	£130	£230	£100	77%	Vehicle	£75	£154	£79	105%
	License	Current Fee	Toolkit Fee	Increase	% Increase																		
Driver - New	£150	£272	£122	81%																			
Driver - Renewal	£130	£230	£100	77%																			
Vehicle	£75	£154	£79	105%																			
Currently, benchmarking against 4 of our neighbouring authorities places Merthyr 2 <sup>nd</sup> lowest for drivers, and the lowest for vehicles. If we applied the toolkit fees, we would become the highest for drivers (although only £2 higher than Blaenau Gwent), and would still be the lowest for vehicles.																							
<b>Options</b>	1	Increase fees as per the toolkit with the vehicle fee phased in over 2 years.	<b>Preferred Option</b>																				
	2	Do nothing																					
	3																						
<b>Benefits (£, income /cost saving)</b>	£9,000 (2016/17)																						
<b>Other Benefits</b>																							

# Taxi Licensing



**MERTHYR TYDFIL**  
County Borough Council  
Cyngor Bwrdeistref Sirol  
**MERTHYR TUDFUL**

Project Next Steps	Key Activity	By Who	By When
	Agree fee	Committee	March 2016
	Issue statutory 28 day notice and allow time for objections to be heard by Licensing Committee	PL	May 2016
	Council	Council	May 2016

Costs		FY 14/15	FY15/16	FY16/17	FY17/18
	Fee / Charge	-	Driver New: £150 Driver Renewal: £130 Vehicle: £75	Driver New: £272 Driver Renewal: £230 Vehicle: £115	Driver New: £272 Driver Renewal: £230 Vehicle: £154
	Volume of customers	-	Drivers: 200 approx. (2018/19) Vehicles: 235	20 new drivers per year (average)	20 new drivers per year (average)
	Benchmark (Welsh Aver.)	-	See below	See below	See below
	Staff Hours	-	2.8		

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# Taxi Licensing



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Preferred Option – Risk Description(s)	Assessment of Risk		Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High	Likelihood (1 to 5) Low High		
• Potential reduction in service demand	3	3	<b>9</b>	Review service delivery. Clear communications to service users.
• Damaged relationship with the Taxi trade	2	3	<b>6</b>	Clear communications to service users.

## Assumptions and Analysis

- Timescales within this business case are subject to consultation.
- Income figures are based on the current number of licensed drivers, the average number of new applicants per year, and the current number of licensed vehicles.
- Benchmarked fees are as follows:

	Driver - New	Driver - Renewal	Vehicle
RCT	£119	£119	£239
Bridgend	£215	£122	£298
Caerphilly	£224	£224	£201*
Blaenau Gwent	£270	£270	£208*
Merthyr Tydfil - current	£150	£130	£75
Merthyr Tydfil - proposed	£272	£230	£154

\* Includes testing fee. In Merthyr Tydfil this service is provided by a third party at a cost to the customer of £70.

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# Taxi Licensing

## Current Staffing Arrangements

The Licensing department has 2 full time Licensing Officers and 1 part time Licensing Assistant (0.8 FTE). Their duties are split between taxi licensing, alcohol licensing, gambling act licensing, and other licensing (e.g. charity collections, scrap metal collections etc).

## HR Implications

N/a

## Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

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# Trade Waste



**MERTHYR TYDFIL**  
County Borough Council  
Cyngor Bwrdeistref Sirol  
**MERTHYR TUDFUL**

<b>Service Area:</b>	Waste Management	<b>Income Area:</b>	Trade Waste
<b>Head of Service:</b>	Cherylle Evans	<b>Service Manager / Accountant:</b>	Val Steel / Adam Price

Net Expenditure (£)	Income (fees and charges) (£)	Grant Income (£)	Third Party Spend (£)
£125,000	£325,000	Nil	£107,000

<b>Purpose of the business case</b>	<p>The purpose of this business case is to identify opportunities to increase income from Trade Waste.</p> <p>We currently operate a dedicated commercial waste collection service, which includes:</p> <ul style="list-style-type: none"> <li>• non-recyclable residual waste collections (refuse collections), employing 3 full time staff and 1 dedicated vehicle;</li> <li>• dry recycling collections, employing 2 full time staff and 1 dedicated vehicle; and</li> <li>• food waste collections, employing 2 full time staff and 1 dedicated vehicle.</li> </ul> <p>Customers are charged a price per lift, which varies by size of bin and the type of waste being collected. Internal customers (including schools) receive approx. 50% discount for refuse collections, and receive recycling collections free of charge. Bringing them in line with external customers would generate an additional £45k income for the Trade Waste budget. However, it is not clear whether the LA would be required to provide additional funding to the schools to meet this cost (negating any benefit to the LA).</p> <p>A full cost recovery analysis of the Trade Waste service has identified that it currently operates at a loss of £125k per year (based on 16/17 budget). Fees and charges income would have to increase by 38% to breakeven. A 15% increase in refuse collections from trade, while keeping the costs the same for recycling collections, has been deemed the most appropriate way forward by the service area to minimize drop off.</p> <p>In 2014/15 a waste management consultant was commissioned to review of the trade waste service. The recommendation was to adopt a Mandatory Recycling policy alongside a more competitive pricing strategy. The report stated that this would allow us to gain additional income by attracting new customers.</p>			<b>Preferred Option</b>
	<b>Background</b>			
<b>Options</b>	1	Increase the charging schedule by 15% (in refuse collection; price freeze in recycling collections)		✓
	2	Attempt to grow the number of customers (i.e. by adopting a more competitive pricing strategy)		
	3	Bring charges to schools in line with those to external businesses		

# Trade Waste

<b>Benefits (£, income /cost saving)</b>	<b>£41,000</b>
<b>Other Benefits</b>	Reduce refuse collection amounts Better understanding of our business customers

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# Trade Waste



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Project Next Steps	Key Activity	By Who	By When
	Establish if the LA has to provide additional funding to schools to meet any increase in waste collection charges.	AL / VS	March 2016
	Agree a new charging schedule	Cabinet	March / April 2016
	Notify customers of the new charges	VS	April / May 2016

Costs		FY14/15	FY15/16	FY16/17	FY17/18
	Fee / Charge	250 litre bin: £8.20 1,100 litre bin: £29.00	250 litre bin: £8.50 1,100 litre bin: £30.00	15% uplift 25litre bin: £9.78 1,100 litre bin: £34.50	
	Volume of customers		323 approx. external customers		
	Benchmark (Welsh Aver.)		See below		
	Staff Hours		See below		

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# Trade Waste



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Preferred Option – Risk Description(s)	Assessment of Risk				Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5)		Likelihood (1 to 5)			
	Low	High	Low	High		
<ul style="list-style-type: none"> <li>Reduction in customer numbers resulting in overall reduction in income.</li> </ul>	2		3		6	<ul style="list-style-type: none"> <li>Increasing fees by an average of 15% would mean we are more expensive than competitors. It is possible that such an increase would impact on demand.</li> </ul>
<ul style="list-style-type: none"> <li>Adverse effect on our recycling performance.</li> </ul>	3		2		6	<ul style="list-style-type: none"> <li>We are currently below our recycling target of 58%. However, we do not currently know the contribution the service makes towards overall performance (i.e. proportion of non-recyclable to recyclable material collected).</li> <li>Fines of £200 could be levied on the authority for every tonne we miss the target.</li> </ul>

## Assumptions and Analysis

Complete benchmarking information on competitors is not available, however, we have lift prices for 2 container sizes:

We are mid-priced for 240 litre bins but significantly higher for the larger 1100 litre bins.

Timescales within this business case are subject to consultation.

	240 litre bin	1100 litre bin
MTCBC	8.50	30.00
Company A	8.00	13.00
Company B	10.00	18.00
Company C	7.86	14.22
Current estimated number of lifts per year	3,456	1,776

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# Trade Waste

## Current Staffing Arrangements

7 full time collection staff (3 drivers at grade 4, and 4 assistants at grade 3).  
1 full time Trade Waste officer.

## HR Implications

N/A

## Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

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# Day Services Meals



**MERTHYR TYDFIL**  
County Borough Council  
Cyngor Bwrdeistref Sirol  
**MERTHYR TUDFUL**

<b>Service Area:</b>	Social Services	<b>Income Area:</b>	Day Services
<b>Head of Service:</b>	Lisa Curtis Jones	<b>Service Manager / Accountant:</b>	Mark Anderton/Stacey Evans
<b>Net Expenditure (£s)</b>	<b>Income (fees and charges) (£)</b>	<b>Grant Income (£)</b>	<b>Third Party Spend (£)</b>
960,000	83,000	0	40,000

<b>Purpose of the business case</b>	The council provide for up to 40 meals a day at the Health Park. The current charge is <b>£3.87</b> for each meal and this has been previously a subsidised service. Full cost recovery for meals within the Health Park was agreed by Cabinet on 16 <sup>th</sup> December 2015 with an effective date of 18 <sup>th</sup> January 2016		
<b>Background</b>			
<b>Options</b>	<b>1</b>	Pass meal charge onto service users	<b>Preferred Option</b> ✓
	<b>2</b>	Continue subsidising service	
	<b>3</b>		

<b>Benefits (£, income /cost saving)</b>	<b>£6,000</b>
<b>Other Benefits</b>	

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# Day Services Meals



**MERTHYR TYDFIL**  
County Borough Council  
Cyngor Bwrdeistref Sirol  
**MERTHYR TUDFUL**

		Key Activity				By Who	By When
		Project Next Steps		Cabinet Report to agree full cost recovery of meals within Day Centre			
Any changes to the Meal charge will be reviewed annually as part of the budget setting process and the additional income factored in to the Medium Term Financial				Lisa Curtis Jones & Steve Jones	Annually @ Budget Setting		
Costs		FY 14/15	FY15/16	FY16/17	FY17/18		
	Fee / Charge						
	Volume of customers						
	Benchmark (Welsh Aver.)						
	Staff Hours						

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# Day Services Meals

Preferred Option – Risk Description(s)	Assessment of Risk		Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High	Likelihood (1 to 5) Low High		
<ul style="list-style-type: none"> <li>Increase to full cost recovery for Meals within Health Park DC</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>Report Submitted to Cabinet 16<sup>th</sup> December 2015 and approved</li> </ul>

Assumptions and Analysis

# Day Services Meals

## Current Staffing Arrangements

- Not Applicable

## HR Implications

- Not Applicable

## Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

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# Day Services



**MERTHYR TYDFIL**  
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**MERTHYR TUDFUL**

<b>Service Area:</b>	Social Services	<b>Income Area:</b>	Day Services
<b>Head of Service:</b>	Lisa Curtis Jones	<b>Service Manager / Accountant:</b>	Mark Anderton/Stacey Evans
<b>Net Expenditure (£)</b>	<b>Income (fees and charges) (£)</b>	<b>Grant Income (£)</b>	<b>Third Party Spend (£)</b>
960,000	83,000	0	n/a

<b>Purpose of the business case</b>	Local Authorities are required by Section 22 of Part III of the National Assistance Act 1948 to set a standard charge for the services it provides. MTCBC has four Day Centres comprising: Learning Disability Day Centre (Health Park); EMI Day Centre (Health Park); Skills Day Centre (Salvation Army) and Older Persons Day Centre (Ty Cwm)			
<b>Background</b>	The previous Standard Charge was <b>£256</b> per week, as part of the review of the standard fees and charges to a full cost recovery model the Standard Charge was agreed by Cabinet on 16 <sup>th</sup> December 2015 with an effective date of 18 <sup>th</sup> January 2016 and increased/decreased to: <b>£372</b> per week for LD Day Centre (Health Park) and <b>£130</b> per week for the Skills Day Centre (Salvation Army) The Standard Charge will be reviewed annually as part of the budget setting process and the additional income factored in to the Medium Term Financial			
<b>Options</b>	<b>1</b>	Increase Standard Charge		<b>Preferred Option</b>
	<b>2</b>	No Increase on Standard Charge		✓
	<b>3</b>			
<b>Benefits (£, income /cost saving)</b>	<b>£10,000</b>			
<b>Other Benefits</b>				

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# Day Services

Project Next Steps	Key Activity		By Who	By When
	Cabinet Report to agree Standard Charge Rate		Lisa Curtis Jones & Steve Jones	16 <sup>th</sup> December 2015
	The Standard Charge will be reviewed annually as part of the budget setting process and the additional income factored in to the Medium Term Financial		Lisa Curtis Jones & Steve Jones	Annually @ Budget Setting

  

Costs		FY 14/15	FY15/16	FY16/17	FY17/18
	Fee / Charge				
	Volume of customers				
	Benchmark (Welsh Aver.)				
	Staff Hours				

# Day Services

Preferred Option – Risk Description(s)	Assessment of Risk				Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High		Likelihood (1 to 5) Low High			
<ul style="list-style-type: none"> <li>Increase Standard Charge</li> </ul>	3		3		9	<ul style="list-style-type: none"> <li>Report Submitted to Cabinet 16<sup>th</sup> December 2015 and approved</li> </ul>

Assumptions and Analysis
<ul style="list-style-type: none"> <li>If there is an increase in the standard charge, there will likely be an increase in income generated by the service for the financial year. The amount of the increase will be dependent upon continuation of Other Local Authority commissioning services. These amounts will fluctuate and could go down as well as up.</li> </ul>



# Day Services

## Current Staffing Arrangements

- Not Applicable

## HR Implications

- Not Applicable

## Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

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# Accommodation (HFE's)



<b>Service Area:</b>	Social Services	<b>Income Area:</b>	Accommodation (HFE's)
<b>Head of Service:</b>	Lisa Curtis Jones	<b>Service Manager / Accountant:</b>	Mark Anderton/Stacey Evans
<b>Net Expenditure (£)</b>	<b>Income (fees and charges) (£)</b>	<b>Grant Income (£)</b>	<b>Third Party Spend (£)</b>
1,721,000	631,000	0	n/a

<b>Purpose of the business case</b>	Local Authorities are required by Section 22 of Part III of the National Assistance Act 1948 to set a standard charge for the services it provides. MTCBC has two Homes for the elderly comprise of the Northern Home and Southern Home. The previous Standard Charge was <b>£586</b> per week, as part of the review of the standard fees and charges to a full cost recovery model the Standard Charge was increased to <b>£783</b> per week by Cabinet on 16 <sup>th</sup> December 2015 with an effective date of 18 <sup>th</sup> January 2016.		
<b>Background</b>	The Standard Charge will be reviewed annually as part of the budget setting process and the additional income factored in to the Medium Term Financial		
<b>Options</b>	<b>1</b>	Increase Standard Charge	<b>Preferred Option</b> ✓
	<b>2</b>	No Increase on Standard Charge	
	<b>3</b>		

<b>Benefits (£, income /cost saving)</b>	<b>£205,000</b>
<b>Other Benefits</b>	

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# Accommodation (HFE's)

		Key Activity				By Who	By When
		Project Next Steps		Cabinet Report to agree Standard Charge Rate			
	The Standard Charge will be reviewed annually as part of the budget setting process and the additional income factored in to the Medium Term Financial				Lisa Curtis Jones & Steve Jones	Annually @ Budget Setting	
Costs		FY 14/15	FY15/16	FY16/17	FY17/18		
	Fee / Charge						
	Volume of customers						
	Benchmark (Welsh Aver.)						
	Staff Hours						

# Accommodation (HFE's)

Preferred Option – Risk Description(s)	Assessment of Risk		Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High	Likelihood (1 to 5) Low High		
<ul style="list-style-type: none"> <li>Increase Standard Charge</li> </ul>	2	2	4	<ul style="list-style-type: none"> <li>Report Submitted to Cabinet 16<sup>th</sup> December 2015 and approved</li> </ul>

## Assumptions and Analysis

- If there is an increase in the standard charge, there will likely be an increase in income generated by the service for the financial year. The amount of the increase will be dependent upon usage and occupancy levels. These amounts will fluctuate and could go down as well as up.

# Accommodation (HFE's)

## Current Staffing Arrangements

- Not Applicable

## HR Implications

- Not Applicable

### Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	



**MERTHYR TYDFIL**  
County Borough Council  
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# Independent Domiciliary Care (1)

<b>Service Area:</b>	Social Services	<b>Income Area:</b>	Independent Domiciliary Care
<b>Head of Service:</b>	Lisa Curtis Jones	<b>Service Manager / Accountant:</b>	Mark Anderton/Stacey Evans
<b>Net Expenditure (£)</b>	<b>Income (fees and charges) (£)</b>	<b>Grant Income (£)</b>	<b>Third Party Spend (£)</b>
1,655,000	488,000	0	n/a

<b>Purpose of the business case</b>	Under section 1 of the Social Care Charges (Wales) Measure 2010 local authorities have a discretionary power to impose a reasonable charge for the non-residential social services for adults provided under the service provision powers listed in section 13 of the Measure.		
	While it provides authorities with this power to impose a reasonable charge should they wish, the Measure does not place a duty on authorities to charge but leaves this to their discretion.		
<b>Background</b>	Retrospective fee uplift for WG rates in respect of Non Residential Charges £5pw to current maximum charge of <b>£60pw</b>		<b>Preferred Option</b>
<b>Options</b>	1	Retrospective increase of income budget assumptions to match the £60pw charge rate	✓
	2	No Charge for Non-residential services	
	3		

<b>Benefits (£, income /cost saving)</b>	<b>£30,000</b>
<b>Other Benefits</b>	

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# Independent Domiciliary Care (1)

Project Next Steps	Key Activity	By Who	By When
	Adjust budget assumptions within 16/17 accounts and MTFP	Steve Jones	16/17 budget setting deadline

Costs		FY 14/15	FY15/16	FY16/17	FY17/18
	Fee / Charge				
	Volume of customers				
	Benchmark (Welsh Aver.)				
	Staff Hours				

# Independent Domiciliary Care (1)

Preferred Option – Risk Description(s)	Assessment of Risk				Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High		Likelihood (1 to 5) Low High			
<ul style="list-style-type: none"> <li>Adjust income budgets for 16/17 and MTFP</li> </ul>	1		1		3	

Assumptions and Analysis



# Independent Domiciliary Care (1)

## Current Staffing Arrangements

- Not Applicable

## HR Implications

- Not Applicable

## Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

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# Independent Domiciliary Care (2)



<b>Service Area:</b>	Social Services	<b>Income Area:</b>	Independent Domiciliary Care
<b>Head of Service:</b>	Lisa Curtis Jones	<b>Service Manager / Accountant:</b>	Mark Anderton/Stacey Evans
<b>Net Expenditure (£s)</b>	<b>Income (fees and charges) (£)</b>	<b>Grant Income (£)</b>	<b>Third Party Spend (£)</b>
4,227,000	1,682,000	0	n/a

<b>Purpose of the business case</b>	Retrospective fee uplift for non Residential Charges within Independent sector based on changes to means tested charge & Statutory charge to Health within Legislative restrictions.		
<b>Background</b>			
<b>Options</b>	<b>1</b>	Retrospective increase of income budget assumptions to match current care population make up	<b>Preferred Option</b>
	<b>2</b>		✓
	<b>3</b>		

<b>Benefits (£, income /cost saving)</b>	<b>£50,000</b>
<b>Other Benefits</b>	

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# Independent Domiciliary Care (2)

Project Next Steps	Key Activity	By Who	By When
		Adjust budget assumptions within 16/17 accounts and MTFP	Steve Jones

Costs		FY 14/15	FY15/16	FY16/17	FY17/18
	Fee / Charge				
Volume of customers					
Benchmark (Welsh Aver.)					
Staff Hours					

# Independent Domiciliary Care (2)

Preferred Option – Risk Description(s)	Assessment of Risk				Risk Score (Impact x Likelihood)	Option Analysis
	Impact (1 to 5) Low High		Likelihood (1 to 5) Low High			
<ul style="list-style-type: none"> <li>Adjust income budgets for 16/17 and MTFP</li> </ul>	1		1		3	

Assumptions and Analysis
Content area for assumptions and analysis

# Independent Domiciliary Care (2)

## Current Staffing Arrangements

- Not Applicable

## HR Implications

- Not Applicable

## Business Case Approval

Approved By	Date
Finance	
Chief Officer	
Change Management Steering Group (viewed and challenged by this group)	
Change Management Board	
Other:	

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