

Appendix 4 – Supported Business Cases



MERTHYR TYDFIL
County Borough Council
Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL

Registrars – Approved Premises Fees

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

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

Purpose of the business case	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).			Preferred Option
	Background	<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>		
Options	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		
Benefits (£, income /cost saving)	£2,125			
Other Benefits				

Registrars – Approved Premises Fees



MERTHYR TYDFIL
County Borough Council
Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL

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			

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

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"> Increased fees results in a reduction in demand 	2	1	2	<ul style="list-style-type: none"> 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.

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
Merthyr Tydfil	270	270	300	330	130	130	160	N/A
Max	400	400	450	620	200	255	290	187
Min	240	260	280	310	120	130	130	130
Mean	300	315	350	400	155	165	180	160
Median	275	300	330	385	155	160	170	160

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

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



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

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

Purpose of the business case	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.		
Background	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.		
Options	1	Increase the fee	Preferred Option ✓
	2	Do nothing	

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

Clinical Waste Collections



MERTHYR TYDFIL
County Borough Council
Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL

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)		

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

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"> Loss of income if the client rejects the new charge and provide the service in-house / find a new supplier 	3	2	6	<ul style="list-style-type: none"> 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.

Assumptions and Analysis
<ul style="list-style-type: none"> 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. Benchmarking information is not available as this is a specific arrangement between the authority and the client. Timescales within this business case are subject to consultation.

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:	

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

Contact Magazine



MERTHYR TYDFIL
County Borough Council
Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL

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

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

Purpose of the business case	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.			
Background	To reduce the net cost of the service its proposed to introduce advertising within the magazine . 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.			
Options	1	Do nothing	Preferred Option	
	2	Introduce advertising within the magazine		✓
	3	Do not to issue the magazine and save £27k for what is a discretionary function		
Benefits (£, income /cost saving)	£4,380 (£3,360 - £5,400)			
Other Benefits				

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

Contact Magazine



MERTHYR TYDFIL
County Borough Council
Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL

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

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

Contact Magazine



MERTHYR TYDFIL
County Borough Council
Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL

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"> External provider unable to provide service, i.e. not sell advertising 	2	4	8	Test the market. Develop clear implementation approach.
<ul style="list-style-type: none"> Insufficient capacity to deliver in-house, i.e. not sell advertising 	2	5	10	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.

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

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:	

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

Default Works – Admin Charge



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

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

Purpose of the business case	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.		
Background	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). Need to have an idea of the number of hours to estimate income.		
Options	1	Introduce an administrative fee for default works	Preferred Option
	2	Do nothing	
Benefits (£, income /cost saving)	£unknown		
Other Benefits			

Default Works – Admin Charge



MERTHYR TYDFIL
County Borough Council
Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL

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

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

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				
<p>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).</p> <p>Timescales within this business case are subject to consultation.</p>				

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
Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL

Service Area:	Environmental Health	Income Area:	Dog Warden
Head of Service:	Steve Peters	Service Manager / Accountant:	Sue Gow / Adam Price

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

Purpose of the business case	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).		
Background	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.		
Options	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.		Preferred Option
	1	Increase the basic fee to £50	✓
	2	Increase the basic fee to £80	
Benefits (£, income /cost saving)	£1,333		
Other Benefits	Lower stray dogs		

Dog Warden Fees



MERTHYR TYDFIL
County Borough Council
Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL

Project Next Steps	Key Activity	By Who	By When
		Agree the new fees	Cabinet
	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			

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

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"> Some service users may be unable to pay the increased fee 	1	3	3	Clear communication channels Set up process for payment over set time period
<ul style="list-style-type: none"> Negative impact on Council's reputation 	2	3	6	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



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

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

Purpose of the business case	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.		
Background	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).		
	Preferred Option		
Options	1	Increase fee to £50 per collection	✓
	2	Do nothing	
Benefits (£, income /cost saving)	£3,390		
Other Benefits			

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		

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	1	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	12	Monitor progress and performance of fly-tipping hit squad team. Clear communications.
• Adverse effect on recycling performance	3	2	6	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

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

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

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

Purpose of the business case	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.		
Background	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"> • 2016/17 £150,000 • 2017/18 £125,000 • 2018/19 £75,000 • 2019/20 £50,000 		
Options	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.	Preferred Option ✓
	2	Do nothing	
Benefits (£, income /cost saving)	£150,000 (2016/17)		
Other Benefits			

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:	

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

Land Drainage



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

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

Purpose of the business case	To increase the revenue income associated with Land Drainage activities		
Background	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:		Preferred Option
Options	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		
Benefits (£, income /cost saving)	An additional £5,000 (minimum) should be realised. No significant impact upon the cost of provision envisaged.		
Other Benefits	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	March 2016
	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		

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

Land Drainage



MERTHYR TYDFIL
County Borough Council
Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL

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"> Achieve an increase in SLA contract value of £5k p.a. 	2	3	6	Clear communications with key stakeholders
<ul style="list-style-type: none"> Achieve an increase in SLA contract value of less than £5k p.a. (of say £2k p.a.) 	4	4	16	Clear communications with key stakeholders
<ul style="list-style-type: none"> Achieve an increase in SLA contract value of more than £5k p.a. (of say £10k p.a.) 	1	1	1	Clear communications with key stakeholders

Assumptions and Analysis

- Timescales within this business case are subject to consultation.

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

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:	

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

Lifeline



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

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

Purpose of the business case	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.			Preferred Option
	Background			
Options	1	Increase fees to £2.50 per week on renewal		✓
	2	Do nothing		

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

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		16	Clear communication channels. Discuss with stakeholders.
• Drop in new future clients	4		3		12	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:	

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

Numbering and Naming

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

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

Purpose of the business case	To increase the revenue income associated with Street Numbering / Naming		
Background	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		
Options	1	Introduce a revised charging structure for the Numbering / Naming of properties as from 01/04/2016	Preferred Option ✓
	2	Increase charges to achieve full cost recovery	
	3	Do nothing	
Benefits (£, income /cost saving)	Based upon the activity recorded for 2014/15, an additional £750 of income would have resulted from the introduction of the revised charging structure.		
Other Benefits			

Numbering and Naming



MERTHYR TYDFIL
County Borough Council
Cyngor Bwrdeistref Sirol
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
	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		

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

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"> Introduce the revised charging structure as from 1/4/16 	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.

Street Naming & Numbering Fees	Current Fee	From 1/4/16
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



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

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

Purpose of the business case	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.		
Background			
Options	1	Additional £25,000 income from new lease agreements	Preferred Option ✓
	2	Do nothing	

Benefits (£, income /cost saving)	£25,000 from new lease agreements
Other Benefits	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

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

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"> Negotiations are not completed for lease agreements 	4	3	12	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"> JV negotiations are not concluded quickly 	5	3	15	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.

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

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

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

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

Purpose of the business case	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.		
Background	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.		
Options	1	Increase prices to achieve additional income of £2,000	Preferred Option ✓
	2	Do nothing	
	3		

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

Other Benefits	
-----------------------	--

Print and Design



MERTHYR TYDFIL
County Borough Council
Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL

Project Next Steps	Key Activity	By Who	By When
		Agree prices	Cabinet
	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		

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

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

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:	

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

Procurement Card Rebate



MERTHYR TYDFIL
County Borough Council
Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL

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

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

Purpose of the business case	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.		
Background	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.		Preferred Option
Options	1	Do nothing.	
	2	Focus card spend on high value transactions to maximise rebate	✓
Benefits (£, income /cost saving)	£25,000		
Other Benefits			

Procurement Card Rebate



MERTHYR TYDFIL
 County Borough Council
 Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL

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

*Merthyr Tydfil ...
 ... a place to be proud of*

*Merthyr Tudful ...
 ... lle i fod yn falch ohono*

Procurement Card Rebate



MERTHYR TYDFIL
County Borough Council
Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL

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.

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

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

Service Area:	Engineering & Highways	Income Area:	Street Works
Head of Service:	Cherylee Evans	Service Manager / Accountant:	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

Purpose of the business case	To increase the revenue income associated with Street Work activities.		
Background	There are currently a number of activities for which MTCBC does not make a charge. These are outlined in the options listed below.		
Options	1	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.	Preferred Option ✓
	2	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.	✓
	3	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.	✓
Benefits (£, income /cost saving)	Estimated income generation: Option 1 = £7,000 p.a. Option 2 = £2,880 p.a. Option 3 = £4,860 (net)		
Other Benefits			

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	

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

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"> Difficult to identify the offender and hence get the charge 	2	4	8	Assess on a case by case basis Ensure cost effective to pursue
<ul style="list-style-type: none"> Increased level of activity outside the process in place 	2	4	8	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:	

Taxi Licensing

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

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

Purpose of the business case	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 defensible methodology. Using this, there is scope to increase the fees as follows:																						
Background	<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 nd 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.																							
Options	1	Increase fees as per the toolkit with the vehicle fee phased in over 2 years.	Preferred Option																				
	2	Do nothing																					
	3																						
Benefits (£, income /cost saving)	£9,000 (2016/17)																						
Other Benefits																							

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		

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

Taxi Licensing



MERTHYR TYDFIL
County Borough Council
Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL

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	9	Review service delivery. Clear communications to service users.
• Damaged relationship with the Taxi trade	2	3	6	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.

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

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:	

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

Trade Waste



MERTHYR TYDFIL
County Borough Council
Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL

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

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

Purpose of the business case	<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"> • non-recyclable residual waste collections (refuse collections), employing 3 full time staff and 1 dedicated vehicle; • dry recycling collections, employing 2 full time staff and 1 dedicated vehicle; and • food waste collections, employing 2 full time staff and 1 dedicated vehicle. <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>			Preferred Option
	Background			
Options	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

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

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

Trade Waste



MERTHYR TYDFIL
County Borough Council
Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL

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		

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

Trade Waste



MERTHYR TYDFIL
County Borough Council
Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL

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"> Reduction in customer numbers resulting in overall reduction in income. 	2		3		6	<ul style="list-style-type: none"> 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.
<ul style="list-style-type: none"> Adverse effect on our recycling performance. 	3		2		6	<ul style="list-style-type: none"> 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). Fines of £200 could be levied on the authority for every tonne we miss the target.

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

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

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:	

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

Day Services Meals



MERTHYR TYDFIL
County Borough Council
Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL

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

Purpose of the business case	The council provide for up to 40 meals a day at the Health Park. The current charge is £3.87 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 th December 2015 with an effective date of 18 th January 2016		
Background			
Options	1	Pass meal charge onto service users	Preferred Option ✓
	2	Continue subsidising service	
	3		

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

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

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					

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

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"> Increase to full cost recovery for Meals within Health Park DC 	3	3	9	<ul style="list-style-type: none"> Report Submitted to Cabinet 16th December 2015 and approved

Assumptions and Analysis
Content area for 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:	

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

Day Services



MERTHYR TYDFIL
County Borough Council
Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL

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

Purpose of the business case	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)			
Background	The previous Standard Charge was £256 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 th December 2015 with an effective date of 18 th January 2016 and increased/decreased to: £372 per week for LD Day Centre (Health Park) and £130 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			
Options	1	Increase Standard Charge		Preferred Option
	2	No Increase on Standard Charge		✓
	3			
Benefits (£, income /cost saving)	£10,000			
Other Benefits				

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

Day Services

Project Next Steps	Key Activity			By Who	By When
	Cabinet Report to agree Standard Charge Rate			Lisa Curtis Jones & Steve Jones	16 th 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"> Increase Standard Charge 	3	3	9	<ul style="list-style-type: none"> Report Submitted to Cabinet 16th December 2015 and approved

Assumptions and Analysis
<ul style="list-style-type: none"> 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.

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:	

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

Accommodation (HFE's)



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

Purpose of the business case	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 £586 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 £783 per week by Cabinet on 16 th December 2015 with an effective date of 18 th January 2016.		
Background	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		
Options	1	Increase Standard Charge	Preferred Option ✓
	2	No Increase on Standard Charge	
	3		

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

Accommodation (HFE's)

Project Next Steps	Key Activity		By Who	By When
	Cabinet Report to agree Standard Charge Rate		Lisa Curtis Jones & Steve Jones	16 th 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				

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"> Increase Standard Charge 	2	2	4	<ul style="list-style-type: none"> Report Submitted to Cabinet 16th December 2015 and approved

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
<ul style="list-style-type: none"> Not Applicable

HR Implications
<ul style="list-style-type: none"> 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:	



Independent Domiciliary Care (1)

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

Purpose of the business case	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.		
Background	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. Retrospective fee uplift for WG rates in respect of Non Residential Charges £5pw to current maximum charge of £60pw		
Options	1	Retrospective increase of income budget assumptions to match the £60pw charge rate	Preferred Option ✓
	2	No Charge for Non-residential services	
	3		

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

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"> Adjust income budgets for 16/17 and MTFP 	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:	

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

Independent Domiciliary Care (2)



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

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

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

*Merthyr Tydfil ...
... a place to be proud of*

*Merthyr Tudful ...
... lle i fod yn falch ohono*

Independent Domiciliary Care (2)

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 (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"> Adjust income budgets for 16/17 and MTFP 	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:	