Business Change Mandate (Including Budget Mandates) Proposal Number: B23
Title: Increase in the income generated through discretionary fees and charges by 10%

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

Mandate Completed by	*Joy Robson*
Date	*22/9/15*

How much savings will it generate and over what period?
£498,000 in 2016/17
Directorate & Service Area responsible
Various Directorates – schedule provided
Mandate lead(s)
If agreed, each service area affected will need to take the lead on reaching the target provided

Final mandate approved by Cabinet	**Date:**

1. Vision and Outcomes of the Mandate

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

What is the issue that the proposal is seeking to address?
The issue is the need to manage with less resources without cutting services
What evidence have you got that this needs to be addressed?
During public consultation meetings in previous budget consultations, members of the public expressed a preference for charges to increase rather than cutting services due to the reduction in resources available to the Council.
How will this proposal address this issue
This proposal looks at all discretionary fees and charges and calculates a target 10% increase in those sources of income, either by increasing charges and/or increasing customers to meet the targets
What will it look like when you have implemented the proposal
Income targets will be met and the need cut to frontline services will have been reduced
Expected positive impacts
Income targets met and frontline services maintained
Expected negative impacts
If prices are increased this could impact on the number of people using the services.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

	What savings and efficiencies are expected to be achieved?							
Service area	**Current Budget £**	**Proposed Cash Savings £**	**Proposed non cash efficiencies – non £**	**Target year**				**Total Savings proposed**
				16/17	**17/18**	**18/19**	**19/20**	
Various services (see Schedule)	**£9.849 million**	**£498,000**	**Need to consider extending direct debit as means of collecting income wherever possible**	**£489k**				**£498,000**

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Income generation strategy outlines many further options to be considered.	There are potentially significant lead in times for generating completely new sources of income, so the options in the Income Generation Strategy will be considered for future years of the MTFP	

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
SLT/managers	All	September 2015

Has the specific budget mandate been consulted on?		
Function	**Date**	**Details of any changes made?**
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

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

5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Each service area will need to consider whether to increase prices and/or undertake a marketing campaign to increase customers to meet the targets	Relevant manager for each fee charging service	

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Marketing capacity	Central communications team	

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Customers	Increase in number of fee paying customers								
Total income target	Budget set with 10% increase								

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the council's policy.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Risk that customers reduce if prices increase	operational	Customer behaviour				Need to consider sensitivity of demand to price changes, and consider if more customers can be encouraged to use the service to meet the income target	

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
There is no impediment to increasing charges	These are discretionary fees, any areas where there are limitations or other activity has already been proposed, these areas have been taken out of the targets	

10. Monitoring the budget mandate

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

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?