

**CABINET  
DECISION RECORDING LOG**

**DECISION DETERMINED ON: 4<sup>th</sup> MARCH 2015**

**DECISION WILL COME INTO EFFECT ON: 13<sup>th</sup> MARCH 2015**  
**(Subject to "Call-in" by appropriate Select Committee)**

**SUBJECT: CAPITAL BUDGET MONITORING 2014/15 MONTH 9 OUTTURN FORECAST STATEMENT**

**DIVISION//WARD AFFECTED: ALL AUTHORITY**

**PURPOSE:**

The purpose of this report is to provide Members with information on the capital forecast outturn position of the Authority at the end of month 9 for the 2014/15 financial year.

**DECISION:**

1. That Members consider the position concerning 3rd quarter capital monitoring with a revised budget of £16.1 million, month 9 spending of £8.2 million and forecast spend of a further £7.7million in last 3 months of financial year, to derive an outturn underspend of £187,000.
2. That in light of previous concerns about the level of progress with capital projects that Cabinet considers the slippage levels of £9.1 million identified in Appendix 1, and
  - accepts slippage proposals totalling £8,159,000 subject to final outturn position being confirmed
  - de-prioritises schemes totalling £771,000 whose funding is of a general nature subject to final outturn position being confirmed:
    - Property Maintenance Schemes £185k
    - Infrastructure Schemes £218k
    - ESR Access for All £136k
    - General Access for All £200k

RDP £ 16k

Cemeteries £ 15k

- Refers ICT schemes totalling £195,000 whose funding is from the IT transformation reserve to the Digital Board for them to consider whether the scheme should be decommitted or slipped as appropriate in the light of other pressures on the IT transformation Reserve
3. That Cabinet seek confirmation that practice designed to mitigate the level of slippage going forward in future years will be improved such as:
- Ensuring that capital schemes are planned before the beginning of the financial year so that spend can take place in the better weather rather than risk being deferred due to inclement weather later in the year
  - Ensuring that there is clear agreement of interested parties as to what is being delivered, that any other funding streams brought to the project by third parties is confirmed, and that the project can progress significantly in the year the budget is requested to be profiled.
  - Ensuring that project managers more carefully consider the plans to complete their schemes and estimate realistic timescales for completion so that budgets can be more accurately profiled
4. Utilises in part the £771,000 scheme decommitment above to fund the £395,000 new capital priorities of the 2015-16 budget report as per para 3.2.9 and unfinanced additional expenditure of £87,000 manifest at month 9 as per para 3.4.3 subject to final outturn position.

#### **REASONS:**

To identify the progress with capital projects and improve the timely utilisation of resources

#### **RESOURCE IMPLICATIONS:**

As contained in the report.

#### **CONSULTEES:**

Strategic Leadership Team

All Cabinet Members

All Select Committee Chairman

Head of Legal Services

Head of Finance

#### **CABINET MEMBERS PRESENT:**

County Councillors G. Burrows, P. Fox, R. Greenland, E. Hackett Pain, P. Hobson, G. Howard, B. Jones and P. Murphy

**OTHER ELECTED MEMBERS PRESENT:**

County Councillors D. Batrouni, S. Howarth, J. Higginson and M. Powell

**INTEREST DECLARED:**

County Councillor R.J. Higginson declared an personal interest pursuant to the members code of conduct, as a member of the governing body at Durand Primary School, Caldicot.

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**SUBJECT: WHOLE AUTHORITY STRATEGIC RISK ASSESSMENT**

**DIVISION//WARD AFFECTED: ALL**

**PURPOSE:**

1. To provide Cabinet with an overview of the current strategic risks facing the authority.
2. To seek Cabinet approval of the whole authority risk assessment.
3. To seek approval for the revisions to the risk assessment process.

**DECISION:**

1. That Cabinet members approve the risk assessment shown at appendix 1 as a realistic and evidenced appraisal of the strategic risks facing the authority over the next three years.
2. That Cabinet approve the amendments to the risk assessment policy referred to in paragraphs 3.4 to 3.7.

## **REASONS:**

To ensure that:

4.1 Strategic risks are identified and assessed robustly by the authority and that risk controls are put in place that are appropriate and proportionate and supported by effective operational activity to ensure risk reduction / risk management.

4.2 Responsibility for strategic risk management is taken on board and that:

- Senior managers are accountable for systematically reviewing and addressing strategic risks facing the authority
- Cabinet as the executive takes responsibility to oversee the risk management function and ensure that decision making takes all identified risks into account
- Audit Committee takes responsibility to scrutinise that a risk management culture and effective risk management arrangements are applied across the authority
- Select Committees challenge officers and members responsible for the risks as an intrinsic part of holding them to account for risk management / mitigation

4.3 An articulate and documented strategic risk management approach is implemented so that the council is not exposed to the potential of poor regulatory assessment. This also takes on board the related issues of:

- protecting the council's assets, resources and staff
- improving business planning and performance and informing calculated risks
- avoiding unnecessary liabilities and costs
- avoiding poor reputation and loss of confidence in the council

## **RESOURCE IMPLICATIONS:**

Resource implications are associated with some risks and in implementing actions to manage them. There are no additional resource implications as a result of implementing the strategic risk management process.

## **CONSULTEES:**

Senior Leadership Team  
Select Committees

Views have been sought throughout the process and have been used to inform the development of the paper before Cabinet today.

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**OTHER ELECTED MEMBERS PRESENT:**

County Councillors D. Batrouni, S. Howarth, J. Higginson and M. Powell

**INTEREST DECLARED:**

None

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**SUBJECT: EFFECTIVENESS OF COUNCIL SERVICES – QUARTER 3 UPDATE**

**DIVISION//WARD AFFECTED: ALL**

**PURPOSE:**

To provide Cabinet with a quarter 3 update on how Council is performing against a set of outcome measures that are important when forming an opinion on the current effectiveness of Council services and the likely year end position.

**DECISION:**

1. That Cabinet use this report to help their continuous monitoring and evaluation of the effectiveness of services and the extent to which they are contributing to the council's priorities of the education of children, support for vulnerable people and enterprise and job creation.
2. That Cabinet use this report as an opportunity to identify any action that may need to be taken to drive improvement, ensuring that services are as effective and efficient as possible in the context of current resources.

**REASONS:**

To provide Cabinet with timely information to ensure that the authority is well-run and able to maximise its contribution to achieving the vision of building sustainable and resilient communities.

**RESOURCE IMPLICATIONS:**

None

**CONSULTEES:**

Senior Leadership Team  
Cabinet

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**INTEREST DECLARED:**

None

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**SUBJECT: BUDGET MANDATE 2015/16 – PREPAREDNESS ASSESSMENT**

**DIVISION//WARD AFFECTED: ALL**

**PURPOSE:**

The purpose of this report is to provide Cabinet with an assessment on the preparedness of services to deliver the 2015/16 budget mandates.

**DECISION:**

It is recommended that Cabinet:

1. Receive the report setting out the preparedness of services to deliver the 2015/16 budget mandates and
2. note any areas of potential risk will be subject to intervention by senior managers to mitigate the risk and progress captured in future quarterly reports;
3. Accept the format of the status review going forward for future reporting of the business mandates.

**REASONS:**

It is important that the council effectively manages and tracks the delivery of the mandates. This framework will provide an accurate picture of the status of each individual mandate.

**RESOURCE IMPLICATIONS:**

The costs associated with the monitoring of the mandates will be met within existing budgets.

**CONSULTEES:**

SLT & SMT  
Cabinet

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**OTHER ELECTED MEMBERS PRESENT:**

County Councillors D. Batrouni, S. Howarth, J. Higginson and M. Powell

**INTEREST DECLARED:**

None

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**SUBJECT: IMPLEMENTATION OF COMMUNITY HUBS AND CONTACT CENTRES**

**DIVISION//WARD AFFECTED: ALL**

**PURPOSE:**

To agree the proposals for the implementation of the Community Hubs and Contact Centre, following Councils approval of the budget mandate.

**DECISION:**

**Community Hubs & Strategic Library Service**

1. That Cabinet agree to the proposed Community Hub Staffing Structures
2. That Cabinet agree to the proposed Strategic Library Service staffing structures
3. To approve the hub venues as Caldicot library, Chepstow library, Rolls Hall Monmouth and 35 Maryport Street.
4. To agree to the on-going review of accommodation options in Abergavenny, the outcome of which is to be reported back to Cabinet at a future date.

5. To delegate the decision regarding opening hours and the community hub names and branding to the Head of Community Delivery in consultation with the Cabinet Members for Innovation, Enterprise and Leisure and Community Development.
6. That the Caldicot one stop shop building is declared surplus following the creation of the hub within the existing library.

### **Contact Centre**

7. To approve the location of the Contact Centre as 1<sup>st</sup> floor Chepstow Library;
8. To approve the proposed staffing and structure associated staffing costs
9. A review of the service demand will be undertaken 12 months after commencing operation. Should the staffing structure exceed demand, any staffing savings accruing will be transferred to the Community Hubs budget to maintain front line service delivery.
10. To approve the transfer of staff/budget in from the Highways and Property Services departments to support the Contact Centre
11. To approve the strategy for dealing with Welsh Language standards and compliance
12. To approve the move to a single Monmouthshire number in due course and delegation given to the Head of Service in consultation with the relevant Cabinet Member to determine what the number will be
13. To approve the opening hours and allow delegation to managers to extend opening hours should budget and staffing levels permit in due course

### **REASONS:**

1. Staff have been faced with the proposed changes to service delivery and resulting job cuts since last November, approval of the staffing structures contained within this report will remove any further uncertainties and allow the implementation of the hubs and contact centre to be commenced.
2. The budget approved on the 22<sup>nd</sup> January included the allocation of £250,000 savings in 2015/16 arising as a result of staff savings through the implementation of the new service delivery model.
3. The proposals enable the Council to continue to provide valued local services within a context of reducing financial resources and provide a model and venues that enable other Council services or partner agencies to provide services in a more cohesive, joined up manner whilst securing operating efficiencies.

## RESOURCE IMPLICATIONS:

1. Mandate 28 requires recurrent revenue savings of £250,000 in 2015/16 and a further £50,000 in 2016/17. It is anticipated that the proposed changes will generate sufficient savings to cover these amounts, as illustrated below.

Existing	OSS	Libraries	Total	Saving
Monmouth	156,649	114,679	271,328	
Abergavenny	213,637	118,555	332,192	
Caldicot	179,192	103,344	282,536	
Chepstow	177,020	127,378	304,398	
Usk		52,131	52,131	
Gilwern			12,895	
	<b>726,497</b>	<b>516,087</b>	<b>1,255,479</b>	
<b>Proposed</b>				
Monmouth			165,134	
Abergavenny			194,010	
Caldicot			169,274	
Chepstow			198,150	
Usk			55,790	
Gilwern			14,726	
Contact Centre			210,457	
			<b>1,007,541</b>	
				<b>247,938</b>

2. Capital expenditure of £300,000 to enable layout alterations and adaptations to Rolls Hall, Caldicot Library, Chepstow Library and 35 Maryport Street.

## CONSULTEES:

All Cabinet Members  
Leadership team  
Head of Legal Services

## CABINET MEMBERS PRESENT:

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**OTHER ELECTED MEMBERS PRESENT:**

County Councillors D. Batrouni, S. Howarth, J. Higginson and M. Powell

**INTEREST DECLARED:**

None

**AUTHOR:**

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Roger Hoggins Head of Operations  
Rachel Jowitt Head of Waste and Street Services

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**SUBJECT: WHOLE PLACE STRATEGY**

**DIVISION//WARD AFFECTED: ALL**

**PURPOSE:**

To present on behalf of the Place Programme Board, the Whole Place Strategy. The Strategy provides an integrated single framework in which to develop, guide and support delivery of Whole Place Plans which reflect local distinctiveness. Linked to the need for efficient and effective delivery of Whole Place is a need to commission a review of community governance which should be reported to Council upon its conclusion in June 2015.

**DECISION:**

1. To approve the Whole Place Strategy and its aim of creating a single framework to advance the development and delivery of unique and locally-led Whole Place Plans;
2. To note the appended 'self-evaluation' of Whole Place; and, the wider update on progress against the Proposals for Improvement set out by WAO in 2014, recognizing the contribution they both make to the Whole Place Strategy; and,
3. To commission a review of community governance through which to support the efficient and effective local delivery of Whole Place and to report the findings of this to Council in June 2015.

## **REASONS:**

1. Within the context of reducing financial and staff resources, the Whole Place agenda is the one of the key delivery agents for fulfilling the Council's core purpose around building sustainable and resilient communities.
2. A single strategy enables 'consistency within diversity' and provides a framework for anchoring our interventions – different though they will be.
3. Demonstrating continuing progress against the Proposals for Improvement and embedding an approach to self-evaluation ensures that we sustain momentum and enhance self-awareness.
4. Undertaking a review of community governance will enable us to play a role in working with communities to develop fit for purpose structures that maximize the efficiency and effectiveness of local delivery of Whole Place.

## **RESOURCE IMPLICATIONS:**

There are no resource implications outside of existing budgets associated with this report.

## **CONSULTEES:**

All Cabinet Members  
Leadership Team  
Head of Finance  
Place Programme Board  
Local Partnership Programme Boards

## **CABINET MEMBERS PRESENT:**

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## **OTHER ELECTED MEMBERS PRESENT:**

County Councillors D. Batrouni, S. Howarth, J. Higginson and M. Powell



**INTEREST DECLARED:**

None

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**SUBJECT: MANAGEMENT REALIGNMENT IN REGULATORY SERVICES**

**DIVISION//WARD AFFECTED: ALL**

**PURPOSE:**

To seek Cabinet approval to the proposed realignment of management responsibilities and accountabilities in Regulatory Services, Enterprise and Operations.

**DECISION:**

1. Cabinet approve the proposed changes to the management responsibilities and accountabilities outlined in appendix 1 in order to maximise overall service effectiveness.
2. Cabinet approve to reserve fund the redundancy cost, identified in appendix 1, if redeployment is not possible and the costs cannot be met through existing service budgets.

**REASONS:**

To ensure that responsibility and accountability for service delivery is clear and management is appropriately aligned to the corporate structure in order to ensure efficient and effective service delivery.

**RESOURCE IMPLICATIONS:**

The resource implications are identified in appendix 1 (exempt). The identified savings are part of budget mandate 40, agreed by council in January 2015.

**CONSULTEES:**

The managers within the affected areas are being consulted and the closing date for comments is 27th February. Members will be updated regarding any comments received prior to the cabinet meeting. To date no comments have been received.

**CABINET MEMBERS PRESENT:**

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**OTHER ELECTED MEMBERS PRESENT:**

County Councillors D. Batrouni, S. Howarth, J. Higginson and M. Powell

**INTEREST DECLARED:**

None

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