

21st July 2015**Notice of Special Meeting:****Economy and Development Select Committee****Wednesday 29th July 2015 at 10.00am
Council Chamber, County Hall, Rhadyr, Usk.**

**PLEASE NOTE THAT THERE WILL BE A PRE-MEETING
FOR ECONOMY AND DEVELOPMENT SELECT
COMMITTEE MEMBERS AT 9.30am**

AGENDA

The Council welcomes contributions from members of the public through the medium of Welsh or English. We respectfully ask that you provide us with adequate notice to accommodate your needs.

Item No	Item
1.	Apologies of Absence
2.	Declarations of Interest.
3.	Scrutiny of the performance during 2014-2015 in line with the Improvement Plan 2014-2017 and Outcome Agreements (copy attached).
4.	Pre-decision Scrutiny of the Events Strategy (copy attached).
5.	Performance Report on the Return of Investment of Cycling Events (copy attached).
6.	Period 1 Revenue and Capital Outturn Forecast Statement 2015-16 (copy attached).

7.	Work Programming (copies attached): (i) Economy & Development Select Work Programme for 2015 – 2016. (ii) Cabinet and Council Forward Work Planner.
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**Paul Matthews,
Chief Executive**

Economy and Development Select Committee

County Councillors:

D.L.S. Dovey
D.L. Edwards
D.J. Evans
R.J.C. Hayward
S. Jones
J.L. Prosser
A.C. Watts
S. White
A. Wintle

Aims and Values of Monmouthshire County Council

Building Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

- Older people are able to live their good life
- People have access to appropriate and affordable housing
- People have good access and mobility

People Are Confident, Capable and Involved

- People's lives are not affected by alcohol and drug misuse
- Families are supported
- People feel safe

Our County Thrives

- Business and enterprise
- People have access to practical and flexible learning
- People protect and enhance the environment

Our priorities

- Schools
- Protection of vulnerable people
- Supporting Business and Job Creation
- Maintaining locally accessible services

Our Values

- **Openness:** we aspire to be open and honest to develop trusting relationships.
- **Fairness:** we aspire to provide fair choice, opportunities and experiences and become an organisation built on mutual respect.
- **Flexibility:** we aspire to be flexible in our thinking and action to become an effective and efficient organisation.
- **Teamwork:** we aspire to work together to share our successes and failures by building on our strengths and supporting one another to achieve our goals

SUBJECT: Performance Report: 2014/15 Improvement Objective and Outcome Agreement

MEETING: Economy & Development Select Committee

DATE: 29th July 2015

DIVISIONS/WARDS AFFECTED: All

1. PURPOSE

- 1.1 To present the end of year data for the Improvement Objective and Outcome Agreement objectives which are under the remit of Economy and Development Select Committee:
- Improvement Objective 3 “We want to enable our county to thrive.” (Annex A)
 - Outcome agreement theme 3 “Poverty and material deprivation” (Annex B)
- 1.2 To present further key performance measures and targets that are under the committee’s remit set in the Council’s publically available key performance plans (Annex C)

2. RECOMMENDATIONS

- 2.1 That members scrutinise the performance achieved and impact made to assess progress and performance against the objectives.
- 2.2 That members identify and explore any areas of underperformance or concerns, and to seek assurance from those responsible for future activity where they conclude that performance needs to improve.
- 2.3 That members confirm the evaluation scores based on the evidence provided.
- 2.4 That members scrutinise the targets and any revisions for the key Performance Indicators that fall within the remit of the Select Committee.

3. KEY ISSUES

- 3.1 The Outcome Agreement and the Improvement Objectives have a different focus:
- Improvement Objectives are set annually by the Council to deliver on priorities. Despite objectives being focused on the long term the specific activities that support them are particularly focussed for the year ahead.
 - The Outcome Agreement is an agreement with the Welsh Government for a three year period, where the council needs to deliver on performance activity and associated targets that contribute to the Wales Programme for Government. The current agreement covers the period from 2013 to 2016. The council is awarded funding each year from the Welsh Government based on the performance achieved.

3.2 Performance against the Improvement Objectives and the Outcome Agreement is assessed using separate evaluation criteria.

Improvement Objectives

3.3 Improvement Objectives are scored based on the Council’s Self-evaluation framework, as set in the Improvement Plan 2015/17, Table 1, and performance against them is reported in the Stage 2 Improvement Plan published in October each year.

3.4

Level	Definition	Table 1: Description
6	Excellent	Excellent performance in all areas. All actions will have been delivered.
5	Very Good	Major strengths – A significant majority of actions and measures are on track. No more than one or two falling short.
4	Good	Important strengths with some areas for improvement – The weight of evidence shows that successes are greater than the areas which have not been achieved.
3	Adequate	Strengths just outweigh weakness – The evidence of success marginally outweighs areas which are not on track. Some actions are behind schedule and some measures are falling short of planned targets.
2	Weak	Important weaknesses – The majority of measures and actions have not been achieved.
1	Unsatisfactory	Major weakness – In most areas performance is assessed as moving in the wrong direction and the vast majority of actions have not been delivered

ut in Lower Wye and Central Monmouthshire when the programme is sufficiently embedded within Severnside and Bryn y Cwm.

3.4.2 The implementation of the Local Development plan has contributed to an increase in the housing land supply to 5.2 years. Recycling rates achieved following changes to the waste service last year are being maintained, although overall residual waste collected has increased and is above targets. A Strategic Transport working group has been established with a work programme to tackle strategic transport issues, in particular the group has overseen the development of the Local transport plan

3.4.3 New strategies for Business Growth and Enterprise and the rural development plan submission have been completed. Assistance from Monmouthshire Business and Enterprise and partners helped create some notable inward investment/job creation opportunities with 313 jobs created in the year. This exceeded the target of 200 in particular because of two larger projects that have significantly increased the number of jobs created in the year. 2 inward investment projects have been supported compared to the 5 targeted. Average wage levels in the County increased by £39 to £466. The Monmouthshire Broadband Mapping study has been completed identifying future opportunities for broadband coverage in the County.

3.4.4 A high- level events strategy for Monmouthshire has been developed and the tourism team supported a number of major event in the year. Tourism data from STEAM in 2014 indicates the total economic impact of tourism in Monmouthshire

was £173.15 million, a 2.1% increase on the 2013 figure. A Strategic Transport working group has been established, to tackle strategic transport issues.

3.4.5 Information from the National Survey for Wales has revealed - there has been an increase in the percentage of people with a feeling of belonging to their local area in Monmouthshire to 88% which is the third highest for local authority areas in Wales. There has been a decrease in the percentage of people who agree they can influence decisions affecting local area to 21%, below the level targeted which places Monmouthshire as 9th amongst local authorities, the Wales Average also decreased and is 20%.

Outcome Agreement

- 3.5 The Outcome Agreement is evaluated annually using the Welsh Government scoring mechanism, Table 2. Performance will be reported to Welsh Government in summer 2015.

Table 2: Outcome Agreement Scoring	
Definition	Points award
Fully Successful	2
Partially Successful	1
Unsuccessful	0
To achieve 100% funding for the Outcome Agreement we must achieve at least 8 points from a possible 10 across the 5 themes within the agreement	

- 3.6 Outcome Agreement Theme 3 - Poverty and material deprivation contains activity within the Committee's remit. This theme has also been reported to the Children and Young People Select Committee due to the activity in the theme cross cutting Select Committee's remit. Outcome Agreement Theme 3 has been scored as Fully Successful – 2 points the main points for consideration in the agreement are:

3.6.1 85% of children on the Flying Start scheme are reaching or close to their development milestones at 2 years, which is slightly below targets and 81% of children are reaching or close to their development milestones at 3 years, which is below the 83% targeted. 88 parents completed Incredible Babies/Toddlers programmes with 99% demonstrating a positive distance was travelled.

3.6.2 For the Acorn Project 90% of parents reported an improvement in parenting skills and 92% reported improved confidence in supporting their children after receiving Acorn Project support, both are above the targets. 100% of parents reported an improvement in their child's development.

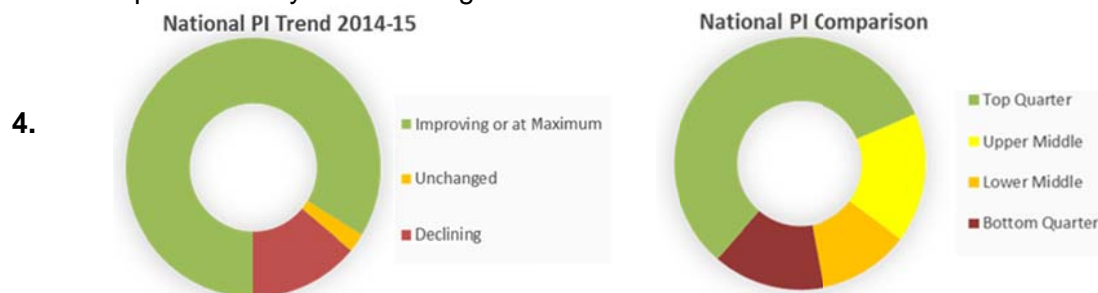
3.6.3 A Monmouthshire Business Growth and Enterprise Strategy has been implemented as planned, which focusses delivery on providing the right services to help the county's businesses develop.

3.6.4 Monmouthshire Business and Enterprise continue to enhance their work with partners to develop a pipeline for pre-start businesses in Monmouthshire. While average wage levels in the County increased by £39 to £466.

3.6.5 We have developed an Anti-Poverty Programme of Intent which highlights the key anti-poverty themes of the Single Integrated Plan. We have nominated a corporate champion, established governance arrangements and set key performance indicators to measure progress. Two of Welsh Government's flagship programmes responding to the anti-poverty agenda are: Flying Start which supports families with

children under 4 years of age in selected areas (based on deprivation) of Abergavenny, Caldicot, Chepstow and Monmouth and Families First which has been re-commissioned to focus on needs.

- 3.7 For the Outcome agreement, the performance across all five themes indicates the Agreement is “Fully Successful” based on scoring 9 points out of a possible 10 and Council would receive 100% of the funding, however all scorings across all five themes are subject to the approval of Welsh Government. This may also include using a percentage of the grant to support any statutory recommendations made to Welsh Ministers concerning the corporate governance arrangements of the Authority by the Auditor General for Wales, should such a recommendation be made.
- 3.8 Annex C sets out the Key Performance Indicators that are under the committee’s remit and are set in the Council’s publically available key performance plans, the Improvement Plan 2015-17 and Outcome Agreement 2013 -16. The primary purpose is to highlight the performance achieved in 2014/15 and also targets that have been set for 2015/16, including a small number of revisions that have been made to targets since they were first published. In some cases this may result in duplication of indicators already included in other sections of the report. Where indicators relate to the performance of services that are under the remit of more than one committee these will also be reported to the other relevant committee(s).
- 3.9 The Partnership Administrations Continuance Agreement sets the political objectives and intended approach for Monmouthshire County Council for the remainder of the electoral term. The future targets shown in Annex C to this report will help members start to reflect on the performance expectations of the agreement and the extent to which the trajectory of past performance will be influenced by resource pressures in some areas. Business cases to deliver budget savings are underpinned by clear and measurable targets. These will be vital to demonstrate that the authority is meeting its duty to make arrangements to deliver continuous improvement. Future targets for this set of indicators, and any additional relevant indicators will be set in line with this.
- 3.10 Across the whole authority an overview of measures in the national performance framework shows a positive improvement trajectory for the third consecutive year with 84% of indicators improving since March 2014. Around 57% of measures are forecast to be in the top quartile based on the latest available data. These are represented by the following charts:



REASONS:

- 4.1 To ensure that members have an understanding of performance across publically available indicators in their remit and are able to hold officers and the executive to account.
- 4.2 To maximise the revenue funding achieved as part of the Outcome Agreement 2013-16 with Welsh Government.

5. AUTHOR:

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Annex A Improvement Objective 3: We want to enable our county to thrive			
Council Priority: Supporting business & job creation		Single Integrated Plan Outcome: Business and enterprise & protect and enhance the environment	
What do we want to achieve this year?			
We will: <ul style="list-style-type: none"> • Invest in communities to enable them to build their own resilience • Promote a community-wide vision for land-use • Assist in enabling business and enterprise to prosper • Continue to work towards providing a safe, clean and sustainable environment 			
Why have we chosen this?			
This objective aligns closely with the single integrated plan for Monmouthshire. For our county to thrive we need to continue to work with our residents, invest in communities and base our delivery on ‘what matters’ to people in their communities. Shaping our approach like this will help us to meet needs and expectations of our residents and join up our services to make more efficient use of increasingly limited resources.			
The objective brings together three inter-related elements of our approach; supporting and encouraging enterprise and job creation, whole place area delivery and minimising the impact on the environment.			
Overall impact score?			
Level 4 – Good – Important strengths with some areas for improvement			
What will we do?	What have we done?	What difference has it made?	Progress
Support the activities of the Caldicot Town team in their first year of operation.	Activities supported with the Town Team include; finalising a legal constitution, facilitating their Annual General Meeting, drafting the legal agreement for the local magazine, providing funding in advance of the S106, help drafting an Action Plan and working in partnership with the Town Team to develop a linkage strategy	<p>The Town Team now has over 80 members contributing to their local community.</p> <p>A publication now reaches all of the homes in Severnside and promotes local traders.</p> <p>The Town Team’s involvement in the linkage design resulted in changes to the bus stop locations and other design elements. They were a partner in the consultation process, thereby raising their profile and influencing the decision process.</p> <p>Forming the ideas around an action plan has focused attention to projects agreed by the community. From giving the Town Team arm’s length support the team has had the confidence to find their own premises in the town centre to have a physical presence and</p>	On target

		accommodation to take projects forward.	
What will we do?	What have we done?	What difference has it made?	Progress
Support the roll out of the Business Improvement district in Abergavenny.	The Council is working alongside the consultants and local project team and have developed a draft Business Case to set out the parameters of what having a Business Improvement District (BID) would be able to deliver. This will form the basis of the ballot which will take place during June/July.	The Business Case being set and all the businesses working together has enabled them to be in a position to go to ballot. The BID group have been working in consultation with other local groups to ensure that benefits are maximized and not duplicated.	On target
Evaluate the Whole Place approach in Severnside.	An evaluation of Whole Place has been completed in February 2015 appraising the progress to date, including progress against Wales Audit Office proposals. The evaluation concludes that while whole place is still in its infancy as an approach significant progress has been made and added value evidenced, but there is still considerable distance to travel.	The evaluation identifies the areas where value has been added and also where lessons have been learnt. The evaluation identified that work in taking the next steps and rolling out the Whole Place approach will need to take account of the findings of the evaluation. This will now guide the approach when it is decided to be rolled out in Lower Wye and Central Monmouthshire. The national survey for wales has revealed there has been an increase in the percentage of people with a feeling of belonging to their local area in Monmouthshire to 88% which is the third highest for local authority areas in Wales. However, there has been a decrease in the percentage of people who agree they can influence decisions affecting local area to 21%, which places Monmouthshire as 9 th amongst local authorities, the Wales Average is 20%, which also decreased.	On target
What will we do?	What have we done?	What difference has it made?	Progress
Develop Whole Place	In addition to the evaluation, a Whole Place Strategy has	The Whole place strategy provides a simple framework to guide	Not started

<p>Plans for Lower Wye and Central Monmouthshire.</p>	<p>been implemented creating a single framework to advance the development and delivery of Whole Place Plans. A review of community governance has also been initiated to support the efficient and effective local delivery of Whole Place</p> <p>The Whole Place approach in Lower Wye and Central Monmouthshire areas will be progressed when the programme is sufficiently embedded within Severnside and Bryn y Cwm.</p> <p>The Evaluation, ‘Single Strategy’ and proposal to review Community Governance structures are key steps on our journey to scaling up the approach.</p>	<p>how the council will invest in communities in order to enable them to build their own resourcefulness. With the first review and evaluation of Whole Place plans in Severnside and Bryn-y-Cwm supporting and highlighting the importance of difference and diversity– and yet the need to position it within a consistent strategic framework.</p> <p>The strategy sets out the key purpose; core principles and potential benefits to the Council and local communities of whole place that will guide the approach when it is decided to develop plans for Lower Wye and Central Monmouthshire.</p> <p>.</p>	
<p>Enable and support festivals and events in the County, including establishing a special events team.</p>	<p>A high- level events strategy for Monmouthshire has been developed which will underpin the Council’s commitment, approach and vision for supporting, hosting and staging events within the county. The events team are developing a toolkit to assist and sustain current and new events within the county. An established special events team will deliver the strategy supported by the county’s network of volunteers, community groups, town teams and local businesses.</p> <p>The tourism team have already supported a number of major events in the year including Wye Valley River Festival, the National Road Race Championships and a stage of the tour of Britain cycling. Also, 140 volunteers have been trained so far to assist in promoting Monmouthshire’s tourism offer as Tourism Ambassadors, this enables communities to promote their own county to help it thrive.</p>	<p>The Events strategy has been put together to develop and support this existing programme of events, to create a framework within which new events can be encouraged and flourish, whilst ensuring they make a meaningful contribution to the local economy. A recent tourism report estimates 94% of visitors recommend Monmouthshire to others once they have visited the County.</p> <p>Festival and events have already contributed significantly to the local economy. Tourism data from STEAM in 2014 indicates the total economic impact of tourism in Monmouthshire was £173.15 million, a 2.1% increase on the 2013 figure and 2,733 (FTE) jobs were supported by Tourism in 2014.</p> <p>While evaluations of specific cycling events supported indicates that the Returns on Investment for the Road Race Championships have been estimated at £2.76m and £715k for the Tour of Britain stage 3</p>	<p>On target</p>
<p>What will we do?</p>	<p>What have we done?</p>	<p>What difference has it made?</p>	<p>Progress</p>
<p>Establish an</p>	<p>The Monmouthshire Business Growth and Enterprise</p>	<p>The strategy addresses customer needs through the provision of</p>	<p>On target</p>

<p>enterprise strategy and lead on the joint Rural Development Plan (RDP) submission for Monmouthshire and Newport.</p>	<p>Strategy has been approved following consultation and development with the business community to help define the needs of businesses in the county.</p> <p>The strategy focuses on three strategic priorities:</p> <ul style="list-style-type: none"> • Supporting business growth • Encouraging inward investment • Growing Entrepreneurs <p>In addition to the development of the strategy, Monmouthshire Business and Enterprise continue to enhance their work with partners to develop a pipeline for pre-start businesses in Monmouthshire. This is evidenced by 122 business being supported to start-up during 2014/2015.</p> <p>The strategy is complemented by the Vale of Usk Local Development Strategy (LDS) that has been submitted to Welsh Government for the next round of RDP funding (2014-2020). This is based around five themes developed following consultation with rural communities; Adding Value to local identity and natural and cultural resources, Facilitating precommercial development; business partnerships and short supply chains; exploring new ways of providing non statutory local services; Renewable energy at Community level and Exploitation of digital technology.</p>	<p>a programme of business support, networking and facilitation which will help unlock the potential for growth in the County. The focus will be on the delivery of the three strands of the Monmouthshire Business Growth and Enterprise Strategy.</p> <p>Assistance from Monmouthshire Business and Enterprise and partners helped create some notable inward investment/job creation opportunities with 311 jobs created in the year. This exceeded the target of 200 in particular because of two larger projects that have significantly increased the number of jobs created in the year. 2 inward investment projects have been supported compared to the 5 targeted.</p> <p>The LDS will create further opportunities for targeted funding for rural communities. For the 2014-2020 period the Vale of Usk Local Action Group, covering the rural wards of Monmouthshire and Newport, have been awarded a minimum indicative allocation of £2.79M based on a 5% allocation of RDP funds. The programme is due to commence in July 2015</p>	
<p>What will we do?</p>	<p>What have we done?</p>	<p>What difference has it made?</p>	<p>Progress</p>
<p>Determine the</p>	<p>A Monmouthshire Broadband Mapping Study identifying</p>	<p>The broadband mapping report secures resources to ensure that</p>	<p>On target</p>

<p>availability and coverage of superfast broadband access in Monmouthshire and identify opportunities for businesses to exploit the benefits.</p>	<p>future opportunities has been completed and was presented to cabinet in March 2015.</p> <p>Monmouthshire Business and Enterprise are continuing to work with BT on Superfast Cymru and Welsh Government on ICT Exploitation.</p>	<p>the potential of Superfast Cymru and associated programmes identified are maximised for the benefit of Monmouthshire businesses and residents.</p> <p>To date 25,500 premises in Monmouthshire have been enabled with high speed fibre broadband.</p> <p>Superfast Cymru have announced work will commence by September 2015 to bring superfast internet speeds to these areas of Monmouthshire: Crucorney, Dingestow, Pontrilas, Shirenewton, Skenfrith, Tintern, Trelleck, Wolvesnewton enabling household and business to benefit from improved technology.</p>	
<p>Enable the on-going sustainability of communities through implementation of the Local Development Plan (LDP) Framework.</p>	<p>LDP Pre planning advice has been provided to 20 applications and 112 observations have been made on planning applications to ensure they are dealt with within the requirements of LDP policy and to improve quality of planning applications. Pre application policy advice and negotiation with developers has been undertaken on S106 Obligations for the provision of infrastructure.</p> <p>Four supplementary planning guidance notes (SPG) have been formally adopted. Two further SPGs have been subject to external consultation, with an additional two SPGs in preparation – all to provide practical guidance for applicants and officers on the detailed interpretation of LDP policies.</p>	<p>There has been a rise in planning applications received in 2014/15 compared to 2013/14, for example for a comparable period between October – December in 2013/14 233 applications were received and in the same period in 2014/15 288 were received, a 23% increase in the period. This is likely to be an indication of the improving economic situation and the effect of certainty - having in place an approved LDP, including allocated housing & employment sites. The implementation of the Local Development plan has contributed to an increase in the housing land supply to 5.2 years.</p> <p>94.6% of planning applications decided have been approved, a total of 996 out of 1053 decided, which indicates the impact of the pre-application process to improve in the quality of planning applications submitted and the Council's willingness to seek a positive outcome, as well as accuracy of interpretation of LDP policy in decision making.</p>	<p>On target</p>
<p>What will we do?</p>	<p>What have we done?</p>	<p>What difference has it made?</p>	<p>Progress</p>
<p>Sustain improvements in recycling and waste</p>	<p>Monmouthshire residents continue to comply with the changes to the waste service implemented in June 2013.</p>	<p>Monmouthshire residents continue to recycle and compost their waste helping the Council to meet its target and sustain the high</p>	<p>On target</p>

<p>performance.</p>	<p>New grey bags for landfill waste were issued in May with a leaflet to remind residents of the service.</p>	<p>levels of recycling achieved in 2013/14, with a recycling rate of 63% once again achieved in 2014/15. The recycling rates continues to outperform the National Target and is amongst the best performance for local authorities in Wales.</p> <p>The levels of residual waste produced however is projected to increase above levels from last year and the target for this year</p> <p>The response time for collecting fly tipping remains high while fly tipping incidents reported have reduced to in line with levels seen before the waste changes were introduced, with 306 incidents reported in 2014/15.</p>				
<p>Establish a strategic transport working group.</p>	<p>A Strategic Transport working group has been established and meets on a regular basis. The group has overseen the development of the Local transport plan which was submitted to Welsh Government in January 2015.</p> <p>The group has also been active in responding to a number of Rail consultations including the Western Route Study.</p> <p>A work programme is now moving forward to include the implications of the Local Transport Plan and how this develops over its time span (2015-20), The Active Travel Act and electrification of the South Wales main line.</p>	<p>The Local Transport plan sets out the Council's Strategic Priorities and schemes, this will facilitate bids for external grants, and secure contributions from developments.</p> <p>The group is now fully established with a work programme to tackle strategic transport issues that effect the county or region.</p>				<p>On target</p>
<p>How will we know the difference it has made</p>		<p>2012/13</p>	<p>2013/14</p>	<p>2014/15 Target</p>	<p>2014/15 Actual</p>	<p>Trend</p>
<p>How much did we do?</p>						
<p>Number of new business start-ups where assistance was provided by</p>		<p>60</p>	<p>103¹</p>	<p>70</p>	<p>122</p>	<p>Improved/met</p>

Monmouthshire Business and Enterprise and Partners					target
Number of inward investment projects delivered as a direct result of Monmouthshire Business and Enterprise support	5	1	5	2	Improved/ below target
Number of tourists per year ⁱⁱ	2,015,300	2,052,500	>2,052,500	2,100,000	Improved/ met target
Housing land supply years ⁱⁱⁱ	4.4	3.6	5	5.2	Improved/ met target
Total tonnes of overall residual waste collected ^{iv}	20,045	16,774	<17,000	17,957	Declined/ missed target
How well did we do it?					
Number of new jobs created where assistance was provided by Monmouthshire Business and Enterprise and Partners	331	130	200	311	Improved/ met target
Percentage of planning applications approved	93.7%	93.7%	93%	94.6%	Improved/ met target
Percentage of municipal waste which is recycled / composted	55.5%	62.94%	63% ^v	63.32%	Improved/ met target
Percentage of reported fly tipping incidents cleared within 5 working days	82.12%	95.9%	96%	97.78%	Improved/ met target
Is anyone better off?					
Percentage of people with a feeling of belonging to local area ^{vi}	82%	84%	>84%	88%	Improved/ met target
Percentage of people who agree they can influence decisions affecting local area ^{vii}	22%	26%	>26%	21%	Declined/ below target
Average wage levels in the county (gross weekly pay by workplace) ^{viii}	£438	£427	£465 ^{ix}	£466	Improved/ met target
Income generated from tourism per year ^x (£ millions)	£167.85	£169.66	>£165.08	£173.15	Improved/ met target
Partners we are working with?					
Community and Town Councils, local citizens, local community groups, businesses along with national and international organisations and our key partners such as Aneurin Bevan University Health Board, Gwent Police and Housing Associations					

Outcome Agreement**Annex B**

Outcome Agreement Theme	Theme 3: Poverty and material deprivation
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Monmouthshire Theme(s)	People are confident, capable & Our County Thrives		
Wales Programme for Government Theme & Outcome	Poverty and material deprivation		
MCC Projected Score 2014/15	Fully Successful – 2 points		
What will success look like?			
<p>An increased number of jobs will benefit people throughout the county. This will begin to filter through to child poverty levels - although we need to recognise that changes to the benefit system and the uncertain economic outlook overall will limit potential over the lifetime of this agreement.</p> <p>The Flying Start scheme will continue to impact on the development milestones of young children.</p> <p>The Acorn Project will aim to improve parenting skills and confidence in disadvantaged families.</p>			
During the term of the agreement we will:	What have we done so far?	What difference has it made so far?	Progress
Deliver the Flying Start Scheme, including parenting programmes and early language development	<p>158 children have benefitted from Flying Start nursery provision in 2014/15.</p> <p>The Incredible Babies and Incredible Toddler programmes are being delivered each term in each of the three Flying Start areas of Abergavenny, Caldicot and Monmouth.</p> <p>The benefits of childcare are actively promoted to families by health Visitors and pre School Support Workers.</p>	<p>85% of children on the flying start scheme are reaching or close to their development milestones at 2 years, which is slightly below targets</p> <p>81% of children on the flying start scheme are reaching or close to their development milestones at 3 years, which is below the 83% targeted.</p> <p>88 parents completed Incredible Babies/Toddlers programmes with 99% demonstrating a positive distance was travelled.</p>	Below target
During the term of the agreement we will:	What have we done so far?	What difference has it made so far?	Progress

<p>Deliver the Acorn Project to families in need, including parenting support and early years support.</p>	<p>The service has continued to provide parenting programmes across the county for children from birth to 12 years with 14 in total completed this year. Bespoke packages of care continue with 113 being offered .</p> <p>Informal structured group You and Your Family is now delivered in 4 areas in Monmouthshire on a rolling programme. 14 Chatty Chimps early language programmes have been delivered to support families.</p>	<p>90% of parents reported an improvement in parenting skills and 92% reported improved confidence in supporting their children after receiving Acorn Project support, both are above the targets.</p> <p>100% of parents reported an improvement in their child's development.</p>	<p>On target</p>
<p>Continue to assist pre start and existing business in Monmouthshire to access support through Monmouthshire Enterprise and other partners.</p>	<p>Monmouthshire Business and Enterprise continue to enhance their work with partners to develop a pipeline for pre-start businesses in Monmouthshire. This is evidenced by 122 business start-ups being assisted during 2014/2015.</p> <p>Other activity that has taken place includes the delivery of the First Business Breakfast which was oversubscribed by businesses and MCC staff.</p> <p>The third Monmouthshire Business Awards took place in October 2014 and preparations for the 2015 are now well underway.</p>	<p>Assistance from Monmouthshire Business and Enterprise and partners helped create some notable inward investment/job creation opportunities with 311 jobs created in the year. This includes two larger projects that have significantly increased the number of jobs created in the year.</p> <p>The Business awards were attended by 220 guests with 11 award categories presented. The awards promoted new and existing business success and Monmouthshire as the place to set up business.</p>	<p>On target</p>
<p>Develop an Enterprise Strategy</p>	<p>The Monmouthshire Business Growth and Enterprise Strategy has been approved following consultation and development with the business community to help define the needs of businesses in the county.</p> <p>The strategy focuses on three strategic priorities:</p> <ul style="list-style-type: none"> • Supporting business growth • Encouraging inward investment • Growing Entrepreneurs 	<p>Consultation has ensured the strategy is focused on providing the right services to help the county's businesses develop. The strategy addresses customer needs through the provision of a programme of business support, networking and facilitation which will help unlock the potential for growth in the County. The focus will be on the delivery of the three strands of the Monmouthshire Business Growth and Enterprise Strategy</p>	<p>On target</p>

During the term of the agreement we will:	What have we done so far?	What difference has it made so far?	Progress
<p>Deliver an entrepreneurship programme aimed at first time business people, in particular carers and full – time mums.</p>	<p>A specific entrepreneurship programme has not been created. The Monmouthshire Business Growth and Enterprise Strategy now provides the focus of delivery of a programme of business support, networking and facilitation based on the need defined in the County. This action therefore is superseded by the action above.</p>		<p>Not started</p>
<p>Develop and implement an anti-poverty strategy</p>	<p>We have developed an Anti-Poverty Programme of Intent which highlights the key anti-poverty themes of the Single Integrated Plan. We have nominated a corporate champion, established governance arrangements and set key performance indicators to measure progress:</p> <ul style="list-style-type: none"> ○ Preventing Poverty ○ Helping People into Work ○ Jobs Creation ○ Mitigating the Impact of Poverty <p>We continue to deliver two of Welsh Government’s flagship programmes responding to the anti-poverty agenda:</p> <p><i>Flying Start</i> supports families with children under 4 years of age in selected areas (based on deprivation) of Abergavenny, Caldicot, Chepstow and Monmouth.</p> <p><i>Families First</i> which has been re-commissioned to focus on needs and directly aligns to the Single Integrated Plan.</p>	<p>This is on-going work and enables us to map provision and develop partnerships with the community, service providers, the third sector and employers to ensure tackling poverty is a cross-cutting theme as set out in the Single Integrated Plan and through Local Service Board Partnerships.</p> <p>In particular, the Flying Start and Families First programmes work closely together to ensure seamless universal support for all children (0-4) and not just those living in designated Flying Start areas.</p>	<p>On target</p>

	2012/13 Actual	2013/14 Actual	2014/15 Target	2014/15 Actual	2015/16 Target	RAG & Trend	Comment
How much did we do?							
Number of children benefitting from Flying Start nursery provision	82	119	130	158	150	Improved / above target	
Number of new business start-ups where assistance was provided by Monmouthshire Enterprise and Partners	60	103	70	122	To be set 75	Improved/ above target	2015/16 target set based on external market factors that influence development times for projects and knowledge of existing pipeline projects.
How well did we do it?							
Percentage of children on the flying start scheme reaching, exceeding or within one age band below the developmental norm at 24 months	85%	80%	86%	85%	86%	Improved / below target	In expansion areas, children may have received a SoGS assessment but have not received the full Flying Start offer. The low number of assessments completed, are not necessarily represented within the percentages.
Percentage of Acorn Project parents who report improved parenting skills	79%	88%	82%	90%	85%	Improved/ above target	In 2013-14, 133/151 parents who returned distance travelled questionnaires showed a positive impact In 2014-15 this figure was 202/224
Is anyone better off?	2012/13 Actual	2013/14 Actual	2014/15 Target	2014/15 Actual	2015/16 Target	RAG & Trend	Comment
Percentage of Acorn project parents who report improved confidence as a parent	79%	83%	81%	92%	83%	Improved/ above target	In 2013-14, 126/155 parents who returned distance travelled questionnaires showed a

							positive impact In 2014-15 the figure was 240/262
Percentage of children on the flying start scheme aged 23-25 months who were more than one age interval below the developmental norm who show an improvement at 35 – 37 months	63%	71%	64%	Not available	65% tbc	Not available	Data is currently being collated to inform performance against this indicator.
Is anyone better off?							
Proportion of children living in low income families ^{xi}	12.5% (2011 data)	11.9% (2012 data)	12.3%	Not available	12.2%	Improved/on target (based on available data)	The latest available data produced by HMRC is from 2012. Based on available data there has been an improvement (decline) from 13.1% in 2010 to 11.9% in 2012
Average wage levels in the county (gross weekly pay by workplace)	£438	£427	£465	£466	£475	Improved/on target	

Further Key Performance and target Data

Annex C

Key to acronyms

Department: CEO = Chief Executive's, SCH = Social Care and Health, ENT = Enterprise, CYP = Children and Young People, OPS = Operations, D&R = Democratic and Regulatory Services.

Plans: IP15-17 = Improvement Plan, IO15-17 = Improvement Objective 2015-17, OA = Outcome Agreement

Indicator	2011/12	2012/13	2013/14	2014/15	2014/15	2015/16	Ref	National or Local PI	Plans it features in	Dept .	Reason for target change
	Actual	Actual	Actual	Target	Actual	Target					
The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	5962	6852	8099	7800	7893	7600 7204	LCS/002	National	IO15-17; OA;	ENT	Target has been set lower due to school rebuilding impacting on Monmouth Leisure Centre.
Number of new business start-ups where assistance was provided by Monmouthshire Enterprise and Partners	57	60	103	70	122	75 the		Local	OA; IO 15-17;	ENT	Number of start-ups increased in 2014/15. However there is a risk that numbers may fall back again as employment market stabilises and people revert to seeking new employment rather than self-employment.
Number of new jobs created where assistance was provided by Mon Enterprise and partners	185	331	124	200	311	200 180		Local	IO 15-17	ENT	2014/15 jobs created were significantly improved as a result of two larger projects. 2015/16 target set based on external market factors that influence development times for projects and knowledge of existing pipeline projects.
Total number of premises with access to high-speed broadband	-	-	-	Not set	25,500	35,500		Local	IO 15-17	ENT	
The number of businesses that submitted an	-	-	Scheme not	Not set	49	50		Local	IO 15-17	ENT	

Indicator	2011/12	2012/13	2013/14	2014/15	2014/15	2015/16	Ref	National or Local PI	Plans it features in	Dept .	Reason for target change
	Actual	Actual	Actual	Target	Actual	Target					
Expression of Interest to the Superconnected Cities Voucher Scheme'			available								
Average wage levels in the county (gross weekly pay by workplace) ^{xii}	£452	£438	£427	£465	£466	£475		Local	OA	ENT	
Proportion of children living in low income families	Not Produced	12.5 (2011 data)	11.9 (2012 data)	12.3%	Not produced	12.2%		Local	OA	All	The latest available data produced by HMRC is from 2012.

ⁱ 2013/14 data revised as part of audit process. 104 originally reported in Stage 1 improvement plan 2014/17 which was prior to completion of audit.

ⁱⁱ Based on annual calendar year data produced by STEAM

ⁱⁱⁱ Data is produced each year by Monmouthshire County Council Joint Housing Land Availability Study. The land supply is dated at 1st April each year and looks at activity in the previous year, for example as at 1 April 2014 data relates to activity in 2013/14 and the target for 2014/15 relates to the land supply situation at 1 April 2014, a figure that will not be formally established until September 2014 or, if subject to objection, until an inspector's report is provided in March 2015. Local planning authorities are required by Planning Policy Wales to ensure that sufficient land is available, or will become available, for a five-year supply of land for housing.

^{iv} (This includes all black bag waste, kerbside & CA sites, street sweepings, fly tipping & trade waste)

^v Data in 2013-14 has improved from initial data through the data audit process with Natural Resources Wales.

^{vi} Welsh Government [National Survey for Wales](#)

^{vii} Welsh Government [National Survey for Wales](#)

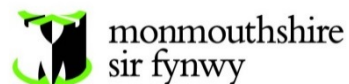
^{viii} ONS, Annual Survey of hours and earnings - based on 2012, 2013 & 2014 data respectively. Median earnings in pounds for employees who work in Monmouthshire. This based on place of employment not place of residence; therefore this is likely to include a mix of people who live outside as well as inside Monmouthshire. NOMIS Official labour market statistics - www.nomisweb.co.uk

^{ix} Target set in Outcome Agreement 2013-16 with Welsh Government, the NOMIS Official labour market statistics data on which this target was based has been revised.

^x Based on annual calendar year data produced by STEAM. Income is indexed using the Retail Price index therefore data from 2012 is revised from £163.33 and 2013 from £165.08.

^{xi} [HM Revenue & Customs](#) data. The Children in Low-Income Families Local Measure shows the proportion of children living in families in receipt of out-of-work (means-tested) benefits or in receipt of tax credits where their reported income is less than 60 per cent of UK median income.

^{xii} ONS, Annual Survey of hours and earnings - based on 2012, 2013 & 2014 data respectively. Median earnings in pounds for employees who work in Monmouthshire. This based on place of employment not place of residence; therefore this is likely to include a mix of people who live outside as well as inside Monmouthshire. NOMIS Official labour market statistics - www.nomisweb.co.uk



SUBJECT:	MONMOUTHSHIRE EVENT STRATEGY
MEETING:	ECONOMY AND DEVELOPMENT SELECT COMMITTEE
DATE:	29th July 2015
DIVISION/WARDS AFFECTED:	All

PURPOSE:

1.1 Further to the Monmouthshire's Events strategy presented to Economy and Development Select Committee on the 24th February Officers seek to provide further detailed information and request approval for temporary reserve funding to compensate for the timing of upfront costs associated with securing and facilitating events, to ultimately be paid for from the receipts generated from such events. The budget will support the delivery of major events in the County with a view to increasing income generation opportunities.

2. RECOMMENDATIONS:

2.1 To receive and approve the appended strategy (*Appendix One*) and business case (*Appendix Two*) which will demonstrate how the Monmouthshire events team will achieve the aims of Monmouthshire's Events Strategy.

2.2 To approve the delivery structure of the Monmouthshire Events team who will facilitate the coordination of the Council's resources and work with a network of Monmouthshire's communities to enable events in the county to flourish and develop.

- 2.3 To approve an Events Framework which will put the internal mechanisms in place to ensure that the Monmouthshire Events team can deliver at pace to maximise income generation opportunities. This framework will enable the Head of Service / Chief Officer to make the initial event decision in close liaison with the relevant Cabinet Member. Decisions will then be reported back to Committee on a bi-annual basis.
- 2.4 To approve a £100,000 reserve budget which the Monmouthshire Events team can call upon to attract and deliver events of great significance that will not only attract new visitors to the county but will also enable the Council to co-invest in sustainable income generation opportunities. The budget will be used to facilitate up front costs of events mostly deposits to artists and suppliers rather than full payment. On event completion this budget would be replenished out of ticket sales so it gives the team a level of cash flow.
- 2.5 To approve the work and development of return on investment model that will enable the collation of impact data that will not only acknowledge volunteer investment in events but will also measure the economic and social return on investment.

3. KEY ISSUES

- 3.1 The previously submitted Monmouthshire Events Strategy provides a much needed opportunity not only to outline the Council's ambitions but also to recognise the social capital of Monmouthshire's active communities in staging local events. The strategy also demonstrates the Council's recognition of the significant role that major events can play, not only in generating income for the County but in also in generating greater impact, when working with communities to help facilitate and improve the coordination of localised events.
- 3.2 In order to maximise opportunities and income generation a suitably resourced delivery structure is required. This delivery structure consists not only of a small yet capable Monmouthshire Events team but also illustrates how activity will be coordinated across many Council services to ensure that health and safety, highways, audit and many other requirements are satisfied as illustrated within *Appendix Two*. This coordinated approach will also ensure that local events are given the support that they need to enable them to maximise the economic and social benefits of their activities.
- 3.3 Although Monmouthshire Events is an embryonic team in comparison to others in the Council the team have quickly recognised that in order to move at pace and have an ability to secure big name artists/events that will generate high return, a more streamlined approach to decision making is required. The need for an events framework has therefore been recognised that will put in place the internal

mechanisms required to enable the team to be efficient and effective see *Appendix Three*. The team therefore request that Head of Service/Chief Officer holds responsibility for the initial event decision, which can then be reported back as part of a bi-annual update to Economy and Development Select Committee. If deemed necessary a retrospective single member decision or full council ratification report can be included for significant investments.

- 3.4 The Monmouthshire events team also recognise that in order to secure big name artists/events that will generate high return a working capital reserve budget of £100,000 is required that can be called upon to provide up front funding to ensure that the team can act quickly to avoid lost opportunities. It is the intention that the budget will be used to provide the funding to enable the team to put down deposits to book artists and equipment after suitable market testing and demand analysis on the understanding that the event ticket sales will be used to replenish the budget. To ensure that budgets are replenished a cost analysis/viability test will be undertaken for each event which will be assessed by the team's finance officer, to ensure that the event is economically viable as illustrated within *Appendix Two*.

4. REASONS

- 4.1 It is an undisputed fact that events encourage growth and economic opportunities, we only need look at the well publicised 2014 'Grand Départ' in [Yorkshire](#) which has already resulted in the hosting of [Le tour](#) this year, a highly sponsored event which will no doubt generate even further economic impact for Yorkshire. However in order for Monmouthshire to attract large events there is a need to move at pace in order to secure opportunities. Opportunities to secure big name artists which can generate significant income often come at short notice, the Council therefore needs to reconsider its current practices to ensure significant income generation is not lost in the future.
- 4.2 Whilst the income generation associated with securing a big name artist can be clearly demonstrated the measurement of return on investment from a wider economic and social perspective across the county is less clear. Therefore in order to truly demonstrate the worth of a well-coordinated, county wide events programme a methodology which will measure both the social and economic return is required. The events programme will be developed when the larger events are identified and confirmed for 2016. These are currently being discussed and will be confirmed at the end of summer 2015. The events team will develop a calendar in conjunction with the Visit Monmouthshire team.
- 4.3 Methodologies can be as complicated as we wish to make them but in this instance a simple yet effective process is proposed. Table One below suggests some of the key performance indicators and associated collation methods for approval:

Key Performance Indicator	Method of collation	Methodology
No. of additional visitors	Data survey using iPads/Survey Monkey	Footfall figures taken week before event compared with footfall figures during the event.
Average spectator spend generated as a result of the event	Data survey using iPads/Survey Monkey	Visitors asked their average spend e.g. food, drink, merchandise at the event multiplied by the footfall figures. Spend not to include cost of the ticket.
Increased local spend generated as a result of the event	Trade survey	Where appropriate town teams to be asked to undertake a post event trade to ascertain an average percentage increase in trade as a result of the event.
Average spectator spend on accommodation as a result of the event	Data survey using iPads/Survey Monkey	Visitors asked: <ul style="list-style-type: none"> • Overnight stay? • Average number of nights per person • Average spend per person (cost of stay divided by number of visitors)
Social investment achieved	Volunteer timesheets	For each event, each volunteer will be required to submit a timesheet. For each task allocated to each volunteer an hourly rate will be allocated accordingly e.g. site coordinator £15 per hour, barrier warden national minimum wage £6.50 21 and over. At the end of each event the timesheets will be calculated and the social investment assessed.

A more comprehensive list of strategic actions and evaluation indicators is contained in the Business Case.

- 4.4 It is mindful to note that with any event there is a danger that spectators will spend with non local vendors e.g. out of county on site refreshment providers. In order to encourage economic growth and maximise income generation for Monmouthshire the Monmouthshire events team will work with local businesses to encourage local suppliers to attend events where possible.

5. RESOURCE IMPLICATIONS

- 5.1 In order to secure big name artists/events that will generate a high return a working budget of £100,000 is required to be replenished through ticket sales, advertising revenue, sponsorship and merchandising opportunities. In addition, costs will be kept to a minimum through smarter procurement and practises i.e. holding back to back events to get best value from infrastructure, and use of low cost marketing techniques. The reserves budget will only be used for the purposes of securing big name artists and events and will not be used to subsidise ongoing salary costs of events team staff.

6. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

- 6.1 The decisions highlighted in this report have no safeguarding or corporate parenting implications.

7. SUSTAINABILITY AND EQUALITY IMPACT ASSESSMENT

- 7.1 The sustainability and equality impacts of county events are positive given the opportunity that support for events presents in terms of income generation opportunities and and economic and social return on investement. The sustainability and equality impact assessment is available at *Appendix Four*.

8. CONSULTEES:

Senior Leadership Team
Economy and Development Select Committee Members

9. BACKGROUND PAPERS:

Appendix 1 - Event Strategy
Appendix 2 - Event Business Plan
Appendix 3 - Checklist for finance decision
Appendix 4 - Equality Impact Assessment and Sustainability Checklist

10. AUTHORS:

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Make It Happen

Enabling events in Monmouthshire
2014 - 2016



monmouthshire
sir fynwy



Events in Monmouthshire

Events are an important component of the cultural, social and economic life in Monmouthshire and are valued as such by residents, businesses and visitors alike.

Your County Your Way sets out the vision for a Council that leans in to its communities as a means of tuning in to the ideas, opportunities and resource solutions that will allow Monmouthshire to thrive and prosper. Events are an important component of the cultural, social and economic life in Monmouthshire and are valued as such by residents, businesses and visitors alike. They are an integral channel in enabling, rehearsing and manufacturing the kind of future in which Council and community co-design and co-deliver products, services and opportunities. In order to consolidate and develop this position, an events strategy is required to provide the context in which events are supported and encouraged in Monmouthshire. People involved with organising events harness a flair for solving problems, thinking innovatively and engaging with others - we want to help to Make It Happen.

Monmouthshire is fortunate to be home to some of the most creative, active and passionate communities who are keen to showcase the place in which they live. Abergavenny Food Festival, county agricultural shows, Monmouth Festival and Chepstow Walking Festival are prime examples that our communities have the skill required to develop exciting ideas to provide a platform to promote and shout about Monmouthshire's culture and beauty. Make It Happen has been put together to develop and support this existing programme, to create a framework within which new events can be encouraged and flourish, whilst ensuring they make a meaningful contribution to the local economy. Recent Tourism reports estimate 94% of visitors recommend Monmouthshire to others once they have experienced our wonderful County.

Monmouthshire recognises that events empower our communities to collectively capture pride and excitement throughout the towns in which our residents live - they are not just short term projects, but a vehicle to mobilise some of our most passionate people of our county. The purpose of this strategy is to outline our organisation's commitment to support our current events to grow and be sustainable whilst introducing fresh thinking for new events across the county.

Our Vision

Events are an important component of the cultural, social and economic life in Monmouthshire and are valued as such by residents, businesses and visitors alike.

The portfolio of events delivered in 2014 within Monmouthshire tells us that this county loves events which will only continue to grow for years to come. The vision for Tourism, Leisure and Culture is to develop and promote an enterprising culture, which builds business resilience and creates excellent outcomes for our communities.

Our task over the next couple of years is to position our organisation so it is best placed to support our county's current portfolio of events to grow and be sustainable. We must also actively introduce new events which complement the cultural, heritage, food and sporting assets of the county to further promote the profile of Monmouthshire regionally, nationally and internationally.

Tightening local government budgets require us to think more creatively to deliver our aspirations. Our thinking around *Whole Place* and *Your County, Your Way* will be paramount in enabling our communities to make events happen in Monmouthshire.

These are the set of key guiding principles of Monmouthshire's event toolkit:

- deliver clear and measurable benefits to Monmouthshire in line with Your County Your Way, Monmouthshire's Destination Plan and complementary Council strategies and priorities;
- deliver a demonstrable return on public investment;
- create and enhance a strong sense of place, aligned to Monmouthshire's thinking of Whole Place delivery;
- support the development of a strong and sustainable events industry in Wales;
- strike a balance between attracting one-off major events, growing existing events and creating new events;
- position the Council as an effective partner of event organisers across the county.





Fresh thinking for Wales

The 2020 Vision for Wales: Wales recognised as a consistently outstanding destination for major events.

The Monmouthshire strategy for events is aligned to Welsh Government’s Event Wales: A Major Events Strategy for Wales 2010 – 2020. Our country is committed to developing a portfolio of events designed to achieve positive outcomes for Wales, that including a healthy future, a prosperous society, living communities, learning for life and a sustainable environment. Monmouthshire shares the Government’s enthusiasm to ensure the best for our heritage and traditions in a vibrant, contemporary and sustainable fashion. We aspire to deliver world class events and play our part in delivering those events that Welsh Government are developing; an example being the Wales Velothon, similar to Ride London, which will be delivered annually from the summer 2015.

Developing this strategy in line with Welsh Government’s focus will enable Monmouthshire to link directly to funding opportunities and closer working with Welsh Government Major Events team and neighbouring counties.

Showcasing a beautiful county

Any successful Events Strategy will rely on both the natural and physical assets that the County can offer. It’s a good job that we have a lot to shout about.

The wide range of existing events demonstrates a long history of successful management delivered through many different models. Some are organised privately with the Council’s support and others are organised by or funded by Monmouthshire County Council.

Sporting events include the National Road Race Cycling Championships, the Tour of Britain, various town events and grassroots tournaments. The scenic backdrop and interesting routes makes the County a natural choice for outdoor events. Walking, cycling and orienteering festivals are regularly and keenly attended by participants from across the country, enjoying the vista of historic hills and tackling the infamous Tumble climb.

Music, Arts and Culture Events range from local town based events, which showcase local and national talent such as Chepstow’s Castell Roc, Usk Agricultural Show, Abergavenny Food Festival, Devauden Music Festival, Monmouth Walking Festival, re-enactments and associated events at Caldicot Castle and activities at Chepstow Racecourse.

Business events help our local employers to network and celebrate their contribution to the national economy whilst giving them an opportunity to sell their products to the public. Tourism and culture is vital to Monmouthshire’s economy in terms of providing employment and enterprise opportunities. The sector generates income to support a wide range of businesses that directly or indirectly benefit from visitor spending or that supply and service the county’s tourism industry, including the retail and catering sector and food and drink producers. In 2014, Monmouthshire welcomed an estimated 2.1 million visitors.

In recent years the County has demonstrated that it has the potential to attract and hold successful events appealing to a wide range of visitors. This track record gives confidence that the aspirations of this Strategy are a natural fit and provide a solid base from which to expand.



A toolkit to make it happen

Make It Happen sets out our aims for how events will contribute to the development of tourism, culture and community animation in Monmouthshire. Whilst specific deliverables and ideas may change over time, this strategy informs an events toolkit to help us achieve greater impact and successes for our county, its people and our future. The initiatives in the toolkit challenge Monmouthshire's potential as a brilliant county to host events which underpins and showcases community engagement and empowerment, inclusion, business growth and opportunity.

This strategy sets out to develop a toolkit which will continue to develop as our communities evolve and is built on four key goals, all of which resonate with the Council's third priority of its Single Integrated Plan; to enable the county to thrive. Our Make It Happen toolkit will:

Encourage Monmouthshire County Council to enable events

It is recognised that Monmouthshire County Council has lacked the function of event coordination in recent years and support for events has relied on individual departments to offer their services. It is to be proposed that a dedicated event and marketing team is to be set up, to assist the coordination of the Council's resources and skill to best lend itself in enabling events to flourish and develop. Monmouthshire provides a wide range of other assistance to support events, such as traffic management, road closures and licencing.

Establish a county-wide events team and wider network

We are home to some of the most creative and passionate people who love to showcase the place in which they live and work. This goal will look to connect teams and groups across the county from all walks of life and events to develop a network where ideas, resources and experience can be shared. Monmouthshire's events team should provide event organisers useful links to ensure that events run smoothly and that the Council's involvement is seamless.

Attract events of great significance to Monmouthshire

Events play a key role in benefitting and growing Monmouthshire's economy, image, social capital and tourism legacy. We will aim to attract new visitors to the county whilst retaining returning visitors that love where we live. The image and reputation of Monmouthshire's beautiful countryside and landscape is a sought after experience that we must harness and develop. Our events will create vibrant and resilient communities by bringing people together to promote pride and belonging. Events create a feel good factor that is immeasurable and is a great platform to support the regeneration of an area.

Support the marketing of Monmouthshire as a brilliant place to live, work and enjoy

Events will be an excellent tool to raise the profile of a place, venue and asset of the county as a valued place to live, work and visit. Hosting events like the Tour of Britain, National Road Cycling Championships and the National Eisteddfod attract great national and international media coverage which showcase the beautiful countryside and attractions that Monmouthshire has to offer and encourage future tourism and further economic growth in our towns.





Making it happen in Monmouthshire

The function and support of events within the county falls within the Tourism, Leisure and Culture Service of the Council's new Enterprise division which connects our people and performance with the Council's core purpose of delivering sustainable and resilient communities.

Events embrace a spirit of enterprise which empowers people to have ideas and make things happen in line with purpose. The Events Team should advocate for, support and encourage our county's organisers and community animators in challenging the status quo to develop more effective ways of working and turn ideas into action with confidence and clarity. One of the three objectives identified in Monmouthshire's Improvement Plan is to enable our county to thrive.

Delivering events and showcasing our county within a time of unparalleled financial constraint requires us to think, to operate and be enterprising. Whilst events could play a significant role in generating income for the County, it is more about creating value, enhancing the skillset and ideas of our most active communities, utilising our assets and resources to their absolute potential and above all, promoting a 'can-do' attitude and mind-set through our organisation. Fundamentally, events are a vehicle to connect people to contributing to our purpose; to delivering sustainable and resilient communities.

APPENDIX 2 – EVENTS BUSINESS CASE

Executive Summary

Monmouthshire County Council is currently administering the process to adopt an events strategy which is needed to provide closer alignment with Welsh Government's events strategy to opportunities, resources and an enabling network. This strategy outlines Monmouthshire's approach to events leadership and the value that can be harnessed through engaging our communities in securing, delivering and optimising the impact of well-run and ambitious events. The strategy aims to build upon recent successes in staging both major and local events. It brings together, the collective skills and resources of a variety of services, departments, other organisations, partners and the community and is an integral part of our approach to increasing potential for income generation as a key means through which to sustain the 'frontline' services provided by Tourism, Leisure and Culture.

More than this, hosting and delivering events build capacity within our communities, providing opportunities for 'on the job' training and development and volunteerism. It harnesses community spirit, local leadership of place and promotes a 'feel good' factor. Events provide an opportunity for the whole county to develop and showcase the Enterprise mind-set. As well as setting out a framework for securing and staging events, the strategy and accompanying toolkit provides a way of co-ordinating, aligning and marketing the plethora of events that already go on and thus, identifies potential to leverage further investment and opportunity. This will also provide some consistency around measuring important outcomes such as social and economic ROI.

Events – both local and major can play a role in generating significant social and economic returns. They encourage growth and economic opportunities in tourism, business and enterprise and are an important tool in building resilience and community spirit. The County is committed to investing in and delivering high quality events. The Eisteddfod is already planned into the timetable and there is a need to develop a supported timetable of growth and signature events in line with Monmouthshire priorities and Welsh Government's Events Strategy.

The events strategy will be delivered and implemented by a core events team supported by the county's network of volunteers, community groups, town teams and local businesses and as such the resources we draw upon in the main, relate to the skills, assets, ideas and 'people power' that is freely available. Major events that require investment from the Council will be the subject of separate reports for consideration as and when opportunities arise and are supported by compelling business cases.

The Vision

Events are an important component of the cultural, social and economic life in Monmouthshire and are valued as such by residents, businesses and visitors alike. The portfolio of events delivered in 2014 within Monmouthshire tells us that this country loves events which will only continue to grow for years to come. The vision for Tourism, Leisure and Culture is:

“to develop and promote an enterprising culture, which build business resilience and creates excellent outcomes for our communities.”

Our task over the next couple of years is to position our organisation so it is best placed to support our county's current portfolio of events and to grow and be sustainable. We must also actively introduce new events which complement the cultural, heritage, food and sporting assets of the county to further to promote the profile of Monmouthshire regionally, nationally and internationally.

Tightening local government budgets require us to think more creatively to deliver our aspiration. Our thinking around *Whole Place* and *Your County, Your Way*, will be paramount in enabling our communities to make events happen in Monmouthshire.

Guiding Principles

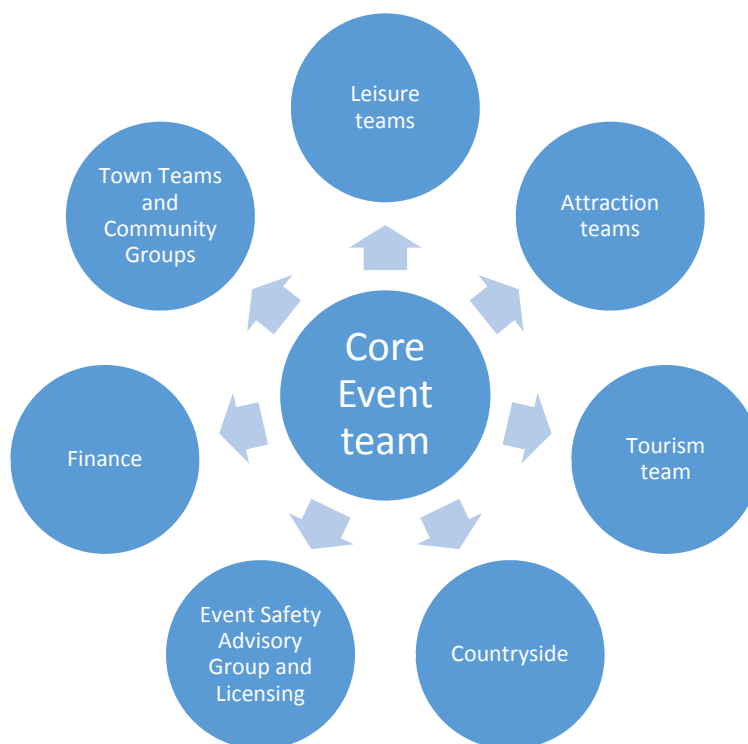
These are the set of key guiding principles:

- Deliver clear and measurable benefits to Monmouthshire in line with Your County, Your Way, Monmouthshire’s Destination Plan and complementing Council strategies and priorities;
- Deliver a demonstrable return on public investment;
- Create and enhance a strong sense of place, aligned to Monmouthshire’s thinking of Whole Place delivery;
- Support the development of a strong and sustainable events industry in Wales;
- Strike a balance between attracting one-off major events, growing existing events and creating new events;
- Position the Council as an effective partner of event organisers in the county.

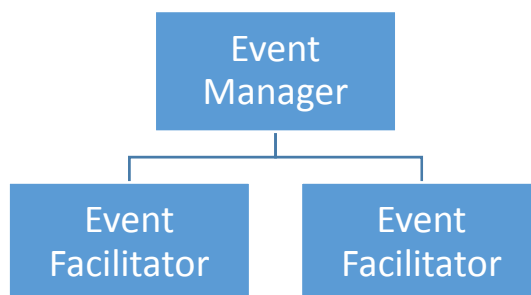
Monmouthshire’s Event Function

It is recognised that Monmouthshire County Council has lacked the function of event coordination in recent years and support for events has relied on individual departments to offer their services. A dedicated event and marketing team will assist the coordination of the Council’s resources and skill to best lend itself in enabling events to flourish and develop.

We are home to some of the most creative and passionate people who love to showcase the place in which they live and work. Our events function will connect a wide network of teams and group from across the county to develop a network where ideas, resources and experience can be shared. Monmouthshire’s events team should provide event organisers with a useful link to ensure that events run smoothly and that the Council’s involvement is seamless.



The Core Events team



Risk

Event Types

Schedule of Events

Event Category	Description	Net ticket price	Decision making process	Total outlay
A	A large scale event catering for 3,000+ people. Typically situated outside within a country park, countryside or open space.	£30 - £40 Average: £35	<ul style="list-style-type: none"> • Head of Service approval; • Accountant sighted on financial risk; • Individual member decision. 	
B	A medium scale event, held in a leisure centre or other suitable venue	£15 - £30 Average: £22.50	<ul style="list-style-type: none"> • Head of Service approval; • Accountant sighted on financial risk; 	
C	An event that is largely organised by a community group and supported by the Council.	N/A	<ul style="list-style-type: none"> • Head of Service approval; • Accountant sighted on financial risk; 	
D		N/A		

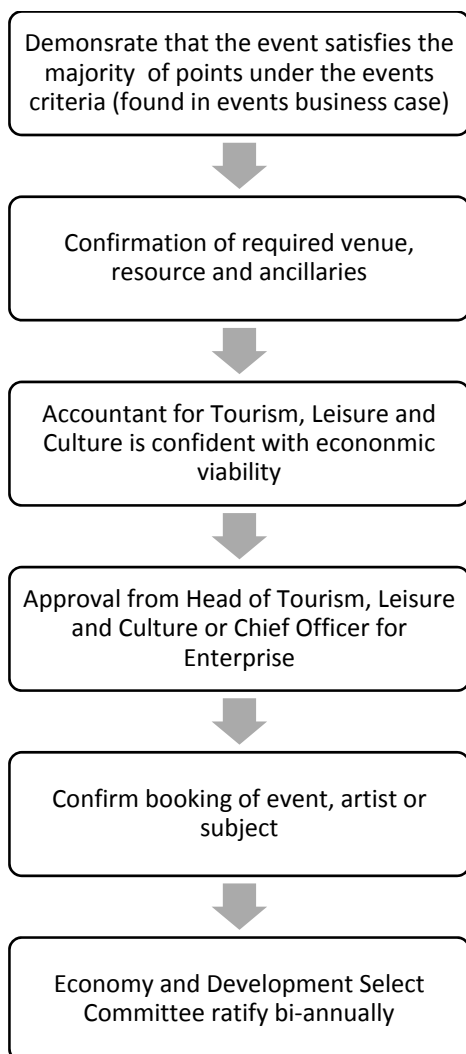
Typical Finance Model: Category A

Expenditure	
Main attraction / headline / activity	£50,000
Production / power	£20,000
Site infrastructure / security	£10,000
Marketing	£2,500
Insurance	£5,000
Internal staff cost (60 days @ £150/day)	£9,000
Total outlay	£96,500

Framework for Financing Events

It is evident that the nature and scope of individual events differs significantly. Whilst there are a range of annual events, there are also one-off opportunities or of such a scale that they would be beyond any existing or future revenue capacity. It is therefore proposed that any future programme (and funding) be developed on the following basis:

These events would, essentially, be one-off or short series. As part of any future arrangement it is proposed that an element of event funding be identified to manage medium scale one-off events as and when they occur. In this instance the following steps would be taken to gain approval to underwrite and confirm an event:



It is further proposed that this resource is also utilised across a wider scope of activity to include developing the infrastructure and resilience of events delivery across the county. The use of this resource will be key to respond to wider partners as well as providing opportunities to research and pilot future activities.

Levels of Events

There are a number of different levels of events that can help support the visitor economy and communities of the County:

- **National**
These can be defined as significant in attracting national visitors and national/regional media coverage.
- **Regional**
Of regional significance which attracts regional (South Wales/South West Wales/South East England) visitors and regional media coverage.
- **Local**
Significant to the local community and attracting local interest and local visitors.
- **Internal**
Events of significant importance in helping promote to residents and colleagues the work of the Council and encouraging more interaction with residents, colleagues and businesses.

Monmouthshire County Council's Role in Events

Monmouthshire County Council plays a crucial role in the delivery and development of events within the County. The Council undertakes four clear roles when supporting the development and implementation of events within the County:

- **Catalyst**
Championing, co-ordinating, advocating, planning and providing event focus for the County. Working with partners and developing co-operative arrangements for events.
- **Organiser**
Providing the organisation, management and promotion of events that add value to the tourism experience and the local economy.
- **Sponsor**
Investing in events organised by others. The investment can be either in kind or financial support.
- **Regulator**
The Authority has a regulatory and advisory role through the Event Safety Advisory Group (ESAG) and via licensing arrangements.

Links to Strategies

In developing this case, consideration has been given to how events support the aims and objectives of a number of internal and external strategies and policies:

- **Locally**
Destination Plan
The People Strategy
The Whole Place Plan
- **Regionally**
South East Regional Tourism Forum
- **Nationally**
Welsh Government's Major Events Strategy

Benefits of hosting events

Events can bring a number of benefits to the County; they can:

- Provide local entertainment for the community and additional recreational opportunities for residents across the County.
- Boost the local economy from increased visitor numbers and increased spending associated with events.
- Extend the tourist season by providing a programme of events in the "shoulder" months.
- Act as a platform for providing positive publicity about the area and the work of the Council in the local and national media and increase the
- County's profile locally, nationally and internationally by hosting events that attract a wide audience.
- Encourage economic growth opportunities by developing the local supply chain to respond to the needs of major events.

Event Criteria

This case focuses on events that:

- are organised, managed and promoted internally;
- are outward-facing;
- are aimed at raising the profile of the County;
- generate income for the Council;
- have a demonstrable economic impact.

In order to assess if an event meets this aim it is proposed that activities within the programme should broadly aspire to contribute to as many as possible of the following:

- Appeals to Monmouthshire's target visitor audience;
- Enhances Monmouthshire's profile as a cultural destination both regionally and nationally;
- Overtly encourages overnight stays by providing activity over multiple days and evenings;

- Generates a significant Return on Investment and maximises the economic impact for the event location and wider County;
- Generates visits outside of the main season as well as generating repeat visits;
- Be able to leverage investment from outside agencies, sponsors and income;
- Be rooted in Monmouthshire and/or have the potential to present Monmouthshire in an appealing way for visitors, bringing alive the built and natural landscapes and heritage in a manner that will attract new audiences;

Evaluation

In order to understand the value of each event there needs to be a robust and consistent evaluation framework. There are no common performance measures (social and economic) and currently each event commissions its own evaluation making it harder to compare the value of supporting individual events.

It is proposed that evaluation of events is centralised and an evaluation model developed via a single provider. This would allow for a range of indicators to include social, economic, financial and health that could be consistently applied to all events against preagreed outcome profiles.

The development of such an evaluation tool would certainly be challenging given its breadth and the need to meet both the Council’s and potentially external organisations requirements.

Strategic Action	Expected Impacts	Success Indicators
<p>Continue to encourage Monmouthshire County Council to enable events</p>	<ul style="list-style-type: none"> • Supporting tourism growth • Extending the tourism season to develop a year round visitor economy • Broadening the appeal of Monmouthshire by attracting new audiences • Celebrating the distinctive heritage and culture of Monmouthshire • Support of short supply chains and promotion of Monmouthshire suppliers e.g. food & drink producers • Increasing community engagement and pride • Encouragement of healthy / active lifestyles 	<ul style="list-style-type: none"> • Measurement of ROI using standardised model • Improved tourism performance – volume and value (STEAM) • Extension of tourism season (STEAM) • Increase in number of events held which celebrate the distinctive culture and heritage of Monmouthshire • Increase in number of local suppliers to Monmouthshire events (e.g. food & drink producers) • Number of community consultations undertaken • Assessment of type and nature of feedback received from locals • Number of events which encourage healthy / active

		lifestyles
Attract events of great significance to Monmouthshire	<ul style="list-style-type: none"> • Increase the profile and reputation of Monmouthshire as a great place to live, work and visit 	<ul style="list-style-type: none"> • Increased media coverage AVE • Increased engagement with visitors and locals on social media platforms • Monitor the perceptions of visitors and locals of Monmouthshire as a great place to live, work and visit
Develop a county-wide events network	<ul style="list-style-type: none"> • Sharing of best practice and support of event organisers • Continual improvement of existing events and ongoing development of new events • Continue to exceed visitor expectations 	<ul style="list-style-type: none"> • Development of events toolkit for event organisers • Number of downloads of events toolkit by Monmouthshire event organisers • Number of networking events held • Monitoring of visitor satisfaction with Monmouthshire events • Number of new events being staged
Support the marketing of Monmouthshire as a brilliant place to live, work and enjoy	<ul style="list-style-type: none"> • Raise the profile of Monmouthshire across all channels / media • Development of legacy product and experiences to maximise event benefits • Use events to maximise profile of Monmouthshire as the Food Capital of Wales • Development of new digital events marketing content which can be shared with partners and distributed across all channels 	<ul style="list-style-type: none"> • Increased media coverage (AVE) and engagement on social media channels • Number of new legacy products / experiences developed • Number of events which promote Monmouthshire's Food Capital of Wales status • New digital events marketing content developed and distributed

Signature Festivals and Events

The County will, from time to time, be afforded the opportunity to participate or stage events of a scale that are unachievable from on-going revenue resources. It may be necessary on such occasions to seek corporate funding from outside the cash limits should the Council be minded to support/provide the event.

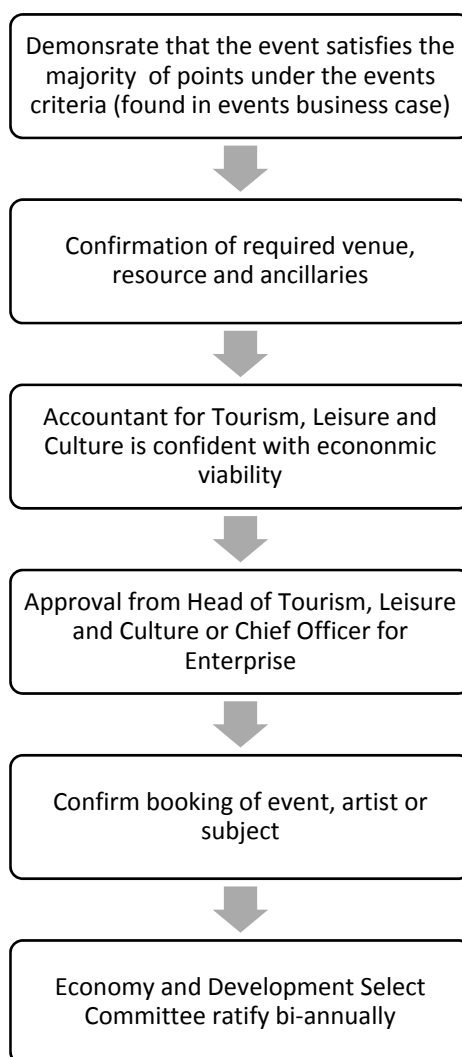
It is likely that signature events will be large scale with high costs and will therefore need to demonstrate the significant beneficial impact they would have for Monmouthshire. It is important to recognise that events of this nature would require corporate support.

APPENDIX 3

Framework for Financing Events

It is evident that the nature and scope of individual events differs significantly. Whilst there are a range of annual events, there are also one-off opportunities or of such a scale that they would be beyond any existing or future revenue capacity. It is therefore proposed that any future programme (and funding) be developed on the following basis:

These events would, essentially, be one-off or short series. As part of any future arrangement it is proposed that an element of event funding be identified to manage medium scale one-off events as and when they occur. In this instance the following steps would be taken to gain approval to underwrite and confirm an event:



It is further proposed that this resource is also utilised across a wider scope of activity to include developing the infrastructure and resilience of events delivery across the county. The use of this resource will be key to respond to wider partners as well as providing opportunities to research and pilot future activities.

APPENDIX 4

The “Equality Initial Challenge”

Name: Ian Saunders Service area: Tourism, Leisure & Culture - Events Date completed: 19 th July 2015		Please give a brief description of what you are aiming to do Introduce an Events Strategy into the authority	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age	<p>Events by their very nature can cause disturbance and can have negative impacts. Each event needs to be considered in isolation to ensure negative impact is reduced where possible and early consultation is required when details of any disruption is clear.</p> <p>All aspects of disruption will be considered from road closures, service disruption, business disruption and community disruption. From previously held events the team are working to ensure disruption is kept to a minimum and where possible early engagement occurs with elected members, Town and community councils and</p>		<p>Opportunities for community involvement and a sense of pride in communities.</p> <p>Encouragement of participation in events and celebrating culture, arts, sports and heritage depending on event type. Providing a range of local distinctive cultural experiences</p> <p>Opportunities for regeneration improved facilities and improving access to opportunities to participate. This could be starting a new club or society, working as a volunteer or helping to reduce social and rural isolation.</p> <p>Help to increase business opportunities in the local area so some employment and income generation especially around tourism & leisure industries.</p> <p>An estimated 10% of all retail expenditure is from visitors so events that attract more people into Towns increase expenditure</p>

	<p>impacted communities.</p> <p>The events manager will sit on ESAG to ensure health & safety and environmental issues are considered in developing and organizing events.</p> <p>This will apply to all below characteristics</p>		<p>helping make our high streets more sustainable.</p> <p>Increasing skills and employability develop bespoke packages for people to develop and gain employment.</p> <p>The strategy will work with WG Major Events and Visit Wales especially regarding raising the Wales reputation on an international scale. This will stimulate investment in high quality, reputation changing high quality events.</p> <p>The potential to develop new events which exceed customer expectations which also have capacity to extend the tourism season and enhance positive associations with Monmouthshire & Wales.</p> <p>.</p>
<p>Disability</p>			<p>One of only a small number of Local Authorities recognised for insport Bronze accreditation. Recently been identified by Disability Sport Wales as part of a National pilot of insport facility.</p> <p>New events could create an inclusive environment; reduce the potential of any barriers to access and provide an opportunity for all.</p> <p>Work is ongoing to promote our inclusive offer through Monmouthshire and ensuring events are available for all.</p>

Marriage + Civil Partnership		Not known	
Pregnancy and maternity			
Race			Events by their nature can promote community cohesion and a sense of pride in communities. Stronger links to education, knowledge and training for pupils and community.
Religion or Belief		Not known	As Above statement.
Sex (was Gender)			As Above statement.
Sexual Orientation		Not known	As Above statement.
Transgender		Not known	As Above statement.
Welsh Language			Working closely with policy team and policy officer for equalities in Welsh Language Further development in events to promote the Welsh Language Increased possibilities to work with Welsh Language partners eg Eisteddfod

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
<ul style="list-style-type: none"> ➤ Road closure and disturbance 	<ul style="list-style-type: none"> ➤ Work is ongoing to ensure consultation and early dialogue occurs with areas where disruption is likely. A recent debrief of Velothon Wales and also feedback from previous events will help provide a strong package of consultation tools including early member involvement, queries. ➤ The event manager will work with communication and marketing team to ensure information is accessible and available and that positive benefits of events are communicated to communities

<p>➤ Business disruption</p>	<p>➤ The events team will consult with local business, chamber of commerce to communicate positive opportunities</p>
------------------------------	--

Signed

Designation

Dated

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Introduction of events strategy	Tourism, Leisure & Culture
Policy author / service lead	Name of assessor and date
Ian Saunders	Ian Saunders 19 th July 2015

1. What are you proposing to do?

- Introduce an events strategy for Monmouthshire County Council

2. Are your proposals going to affect any people or groups of people with protected characteristics in a **negative** way? If **YES** please tick appropriate boxes below.

Age		Race	
Disability		Religion or Belief	
Gender reassignment		Sex	
Marriage or civil partnership		Sexual Orientation	
Pregnancy and maternity		Welsh Language	

3. Please give details of the negative impact

Each event is different in its nature and will all require investment in time and resources to mitigate potential negative impacts such as potential road closure of service disruption in local communities.

4. Did you take any actions to mitigate your proposal? Please give details below including any consultation or engagement.

The events team is building their knowledge and systems in ensuring they are fully aware of the impacts events bring to an area. Learning from previous events and developing strong local networks are helping to mitigate negative impact.

5. Please list the data that has been used to develop this proposal? e.g. Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc..

Signed.....**Designation**.....**Dated**.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Ian Saunders		Please give a brief description of the aims proposed policy or service reconfiguration Introduce An Events Strategy	
Name of the Division or service area Tourism, Leisure & Culture		Date “Challenge” form completed 19 th July 2015	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			
Ensure that more people have access to healthy food			Food festivals could introduce people to healthier food and show them how to cook / prepare it
Improve housing quality and provision		No impact.	
Reduce ill health and improve healthcare provision	Some events could cause service disruption. Eg carers can't get to clients due to road closure		One of the outcomes for Elite Sporting events is to encourage participation and people getting more active. Could help with encouraging long term adherence to exercise and essential life style changes. The Welsh Health Survey also indicates adults in Monmouthshire are active above the National

			average however through improved provision in our infrastructure and facilities will ensure our populations continue to participate in exercise and activity. Events can stimulate new facilities
Promote independence			Events can help improve confidence and increase social interaction. In so doing they generate positive experiences and enhance social skills.
Encourage community participation/action and voluntary work			<p>Events provide considerable community participation and volunteering programmes have exceeded all expectation with the events held so far. We have built solid foundations and continually deliver a range of volunteering opportunities.</p> <p>Events can enable young people to become more confident, show leadership and organizational skills and accreditation towards National education programmes such a Duke of Edinburgh and Welsh Baccalaureate.</p>
Targets socially excluded			
Help reduce crime and fear of crime			Through events the community can come together and promote cohesion.

Improve access to education and training			Events will improve opportunities to develop and train in new skills especially hospitality and tourism sector
Have a positive impact on people and places in other countries		Not known.	Welsh Government through their Major Events strategy has encouraged attracting visitors from UK, Europe and beyond. Some events can stimulate interest from all areas. Social media can also help promote the destination through sharing content across the world.
PLANET			
Reduce, reuse and recycle waste and water			The events team will encourage a re-usable /recycling approach where possible.
Reduce carbon dioxide emissions		Not known	
Prevent or reduce pollution of the air, land and water		Not known	.
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		Not known. Specific ecology impact assessments will be carried out as part of major events when needed	

Protect or enhance visual appearance of environment		Not known. Specific ecology impact assessments will be carried out when required	
PROFIT			
Protect local shops and services			Maintain and encourage support of local economy and businesses. Events bring people into the area and encourage them to spend money in local shops.
Link local production with local consumption			Continue to exploit opportunities to promote local schemes, National interventions and major events. Try to use local business and suppliers
Improve environmental awareness of local businesses		Not known	
Increase employment for local people			The increase in events will ultimately create new opportunities for employment.
Preserve and enhance local identity and culture			Maintain and develop local identity
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc.			Where possible
Increase and improve access to leisure, recreation or			Events encourage participation, regeneration and links to improving

cultural facilities			facilities. They can also encourage development of new groups and societies. Maintain and develop core leisure services/offer to enhance local sense of place and connections. Continually invest in buildings, fabric, new ideas and technology and the continual professional development of staff.
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What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤ Negative include road closures and possible temporary disruption to some services	➤ Ensure early consultation is completed. Make people aware of disruption and work with service and business to ensure continuity is considered. This exercise demonstrates that events can touch most if not all parts of the community in a positive way and a key delivery of the Councils priorities, core values and aspirations. ➤ Communication of the positive impacts of events to be communicated to communities during these consultations.

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

- | |
|--|
| <ul style="list-style-type: none"> • Deliver the strategy. • Ensure team are aware of wider responsibilities in delivering events and of income targets at this very challenging time. • Deliver a timetable and calendar of events in conjunction with Visit Monmouthshire team. |
|--|

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

- Ensure that targeted consultation occurs to impacted communities and work with local members, communities and business
 - .

Signed Ian Saunders

Dated 19th July 2015

SUBJECT: Monmouthshire 2014 Cycling Events ROI Evaluation
MEETING: Economy & Development Select Committee
DATE: 29 July 2015
DIVISIONS/WARDS AFFECTED: All

1 PURPOSE

- 1.1 To report the return on investment and provide members with a summary of the wide ranging benefits of delivering the 2014 National Road Cycling Championships (NRCCs) and the 2014 The Friends Life Tour of Britain (ToB) focusing on the economic and social benefits of these events.
- 1.2 This report collates and compares the results of the two separate economic impact studies undertaken: the economic impact assessment of the National Road Cycling Championships undertaken by Arkenford, (as a discrete element of Monmouthshire's annual visitor survey); and the economic impact report completed for Stage 3 of The Friends Life Tour of Britain 2014 by Frontline on behalf of the event organisers.

2 RECOMMENDATIONS

- 2.1 That the Economy and Development Select Committee review the estimated return on investment (ROI) that these high profile cycling events delivered across Monmouthshire.

3 KEY ISSUES

- 3.1 The events provided an opportunity to celebrate success and gather information regarding the cycling events in partnership with British Cycling, Welsh Cycling and the Tour Of Britain all of whom are keen to help promote cycling and build on staging national and local events. The events brought together collective skills and resources of a variety services, departments, other organisations, partners and the community and the collective effort of this activity should be recorded.
- 3.2 The cycling events gave many opportunities for marketing, business and tourism and the impact at the time of the events was considerable in terms of spectators, volunteers and community engagement. Some key drivers are that they encourage growth and economic opportunities in tourism, business and enterprise and are an important tool in building resilience and community spirit. They also showcased the beautiful countryside and diverse nature of our rich prosperous County to target markets in the UK and overseas and inspired population to get on their bikes and get involved in sport.
- 3.3 Measuring economic effects of tourism activity is extremely complex and involves making a number of estimates and assumptions. Whilst this report contains estimates of gross and net economic impacts to give an indication of the likely ROI for staging the two high profile cycling events last year, these are only estimates and care should be taken in making direct comparisons between the two different economic impact figures.
- 3.4 The two sets of results were based on surveys undertaken by different companies at a different scale and cost, and were based on different methodologies with different sets of assumptions. The survey for the NRCC was undertaken on a much smaller scale and lower cost with just 213 visitors completing the face to face cycling visitor survey over the four days of the National Cycling Championships, whilst the Frontline study for the ToB was based on a much larger sample (2,461) of spectators completing a web-based survey.

4 REASONS

- 4.1 Despite differences in survey methodologies and sample sizes some useful insights can be drawn. Both studies demonstrate that the events were a major influence on encouraging visitors to the area. The results of the NRCC survey for example show that 83% of people were aware of the

event before visiting and that it was a major factor in their decision to visit. It is estimated that this event attracted 40,000 people and that these were split 70% locals / 30% visitors. In comparison, Stage 3 of the ToB is estimated to have attracted 70,000 spectators, with 76% of these (53,200) estimated to have come from outside Powys and Monmouthshire. The main areas of origin of visitors to both events were Wales, SW England and West Midlands but the NRCCs also attracted a significant number of overseas visitors who made up 7% of all visitors to this event.

- 4.2 Both studies focus on the impact of visitor expenditure as this is known to account for more than 90% of the total net impact of events. (There will have been additional economic benefits resulting from race staffing and procurement, but these are likely to have accounted for less than 10% of the total net impact). In both studies the gross visitor expenditure figures were calculated from the aggregate visitor expenditure of the visitor survey respondents, scaled up to the total number of visitors.
- 4.3 Both studies demonstrate that the two high profile events staged in the county in 2014 brought significant economic benefit to Monmouthshire. According to the results of the NRCC visitor survey the total gross visitor expenditure at this event was estimated at £2.7m based on 40,000 people (12,000 of whom were visitors) attending the event over the four days. £1.7m of this expenditure is estimated to have been spent in Monmouthshire. For Stage 3 of the Tour of Britain, Frontline estimated the gross economic impact of Stage 3 as just over £4m with 70,000 visitors attending, £845,141 of which was estimated to have been spent in Monmouthshire.
- 4.4 In the Frontline study for ToB, the gross visitor spend was then converted to a net economic impact figure by taking out the effects of deadweight, leakage and displacement and adding a multiplier effect. The resulting net economic impact to Monmouthshire of the ToB was estimated as **£715,283**. This compares with a net economic impact of **£1.4m** to Monmouthshire for the NRCCs, if the same treatment is given to its total gross economic impact figure. (Displacement was not directly measured in the NRCC survey so the same percentage used in the ToB survey was applied and leakage was assumed to be 10% of expenditure at the county level in both surveys).
- 4.5 In terms of overnight visitors, the results indicate that the NRCC's attracted a higher percentage of overnight visitors (34% in total, 20% of whom stayed in Monmouthshire accommodation) whereas only 18% of visitors stayed overnight for Stage 3 of the ToB. The fact that the NRCCs was a four day event compared with Stage 3 of the ToB which was a one day event is likely to be main reason for this.
- 4.6 If, as in the ToB economic impact report, GVA impacts are assumed to be 51.7% of business turnover, (based on an analysis of turnover and GVA figures for the retail and hospitality sectors, as reported in the most recent Office for National Statistics Input-Output tables) and average productivity rates per full time equivalent (FTE) worker are assumed to be £39,000 (based on figures in the ONS Blue Book), the net employment and net GVA figures for both events can be estimated as follows:

Estimated economic impact in Monmouthshire	National Road Cycling Championships 2014	Stage 3 Tour of Britain 2014
Net expenditure	£1,404,557	£715,283
Net GVA	£726,156	£369,801
FTE employment	18	9

Thus the total net expenditure by visitors attending these events is estimated at £2,119,840, with 27 FTE jobs created. The cost to Monmouthshire County Council of staging these events was £176,362 which means the ROI can be estimated as £12 visitor expenditure in the county for every £1 spent by the Council with each FTE job created costing the Council £6,532. These ROI figures are in addition to the value of other identified benefits generated (e.g. the improved profile and reputation of the destination and the Council with 56% of spectators recognising MCC as a sponsor of Stage 3 of the ToB, or the health benefits of encouraging more cycling).

- 4.7 Word of mouth recommendations are increasingly important in influencing people's decision to visit an area so positive impressions taken away by event visitors also have significant value in terms of legacy benefit for the destination. Only the NRCC visitor survey included an assessment of visitor satisfaction with Monmouthshire as a destination, with 98% of respondents rating Monmouthshire as good or excellent, 98% of respondents saying they would be happy to recommend Monmouthshire to others and 97% of respondents saying they will return themselves for future visits. The ToB survey assessed spectator satisfaction with the race rather than the destination with 92% of spectators describing the race as very enjoyable with an average rating (on a scale of 1-5) of 4.7.
- 4.8 In terms of increasing participation in cycling, 61% of respondents in the Stage 3 ToB survey said they'd been inspired to cycle more, compared with only 21% of respondents in the NRCC survey who said they would or might cycle more as a result of attending the event.
- 4.9 Despite differences in survey methodologies, it is evident that the two high profile cycling events staged in Monmouthshire in 2014 delivered significant economic and social benefits during and after the events. These benefits are in addition to the significant value generated by the extensive media coverage secured (which raised Monmouthshire's profile and reputation in key target markets), the social capital realised within Monmouthshire through the wide range of volunteering opportunities, and the health benefits resulting from increased cycling.

5 RESOURCES

- 5.1 The ToB evaluation was part of the overall event package whilst the National Road Cycling Championships research was commissioned by the Tourism team. This report highlights the need for a more consistent approach to economic impact evaluation of future events. A new model, which draws on the most appropriate elements of both surveys, is currently being developed and will be piloted as part of a Welsh Government Regional Tourism Engagement Fund project.
- 5.2 As with the Events Team toolkit there is a need to build evaluation into planning considerations for events and future financial planning will reflect this.

6. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

- 6.1 The evaluation covered in this report has no safeguarding or corporate parenting implications

6. CONSULTEES

Senior Leadership Team
Economy & Development Select Committee

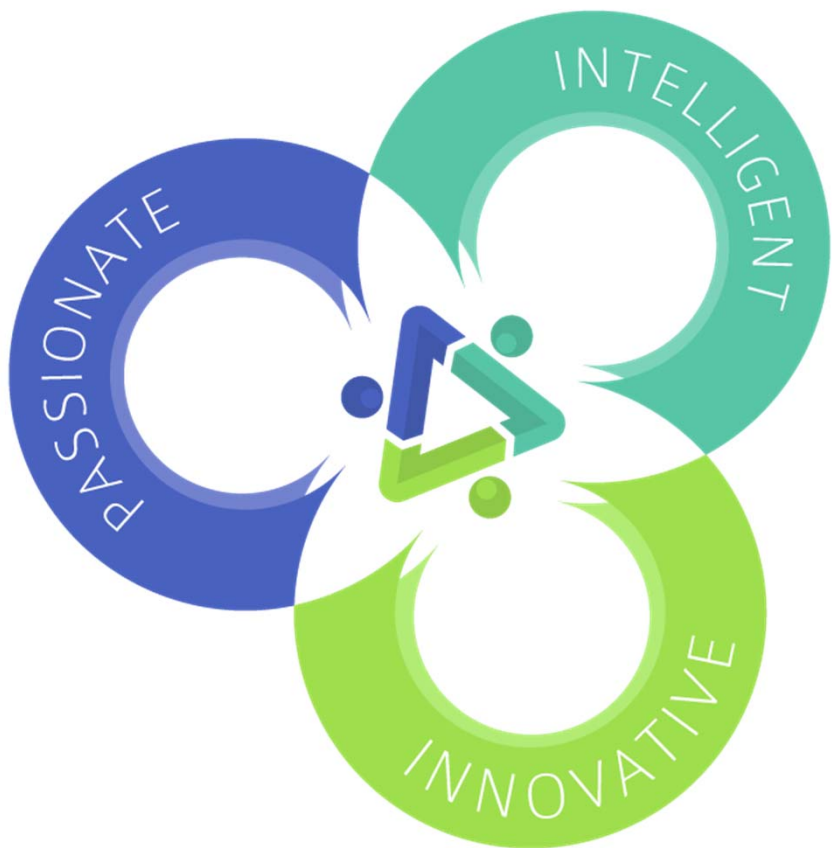
7 BACKGROUND PAPERS

Friends for Life Tour of Britain 2014 Economic Impact Report (Stage 3 Newtown – Abergavenny)
Post evaluation document – National Road Race Championships

.8 AUTHORS

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Arkenford

bright  minds

National Road Cycling Championships

Market Survey Results

July 2014

Introduction

- ▲ The National Road Cycling Championships (NRCC) were held in Monmouthshire at the end of June 2014
- ▲ 4 days of events were held around the championships
 - ▲ Thursday – Racing at Celtic Manor
 - ▲ Friday – Evening event for locals and children
 - ▲ Saturday – Sportive
 - ▲ Sunday – Racing round Monmouthshire with key focus in Abergavenny
- ▲ Monmouthshire commissioned Arkenford to undertake research to evaluate the impact on the event on tourism in the area

Methodology

Face to face interviews were conducted at key locations covering all the events

Day	Location	Completed
Thur	Celtic Manor, Newport	22
Thur	Celtic Manor, Newport	22
Fri	Abergavenny	19
Fri	Abergavenny	23
Sat	Bailey Park, Abergavenny	22
Sat	Bailey Park, Abergavenny	23
Sun	Abergavenny	23
Sun	Abergavenny	20
Sun	Abergavenny	22
Sun	Chepstow	17

The focus of the research is on visitors to the area so residents were excluded from the survey

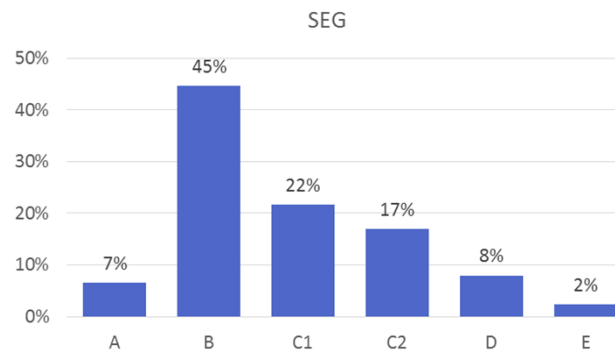
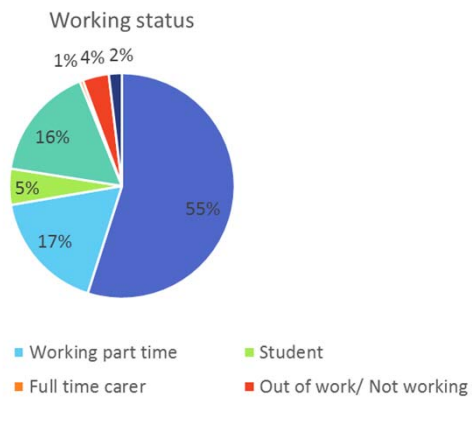
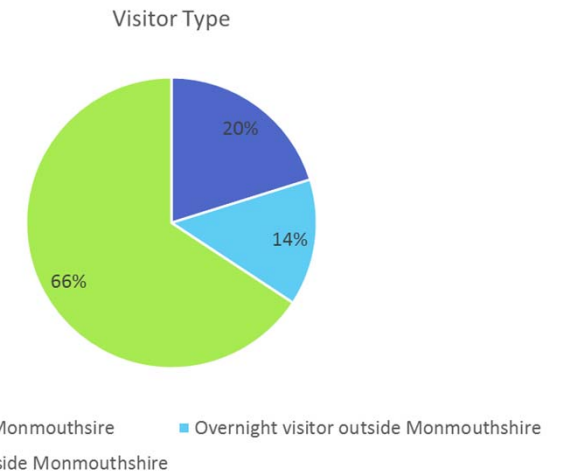
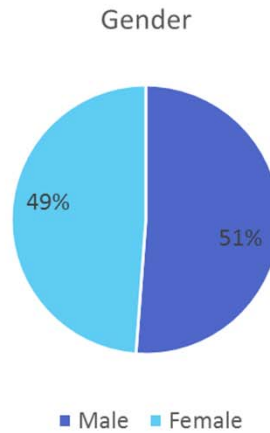
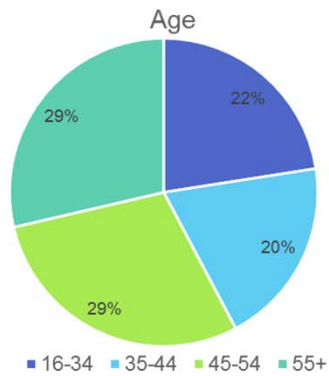
Finding the visitors

- Interviewers had to close interviews with locals and focus on finding the visitors to the area
- They marked how many locals they had to politely decline surveys with during their shifts

Location	Locals Bypassed	Completed	% local
Celtic Manor, Newport	27	22	55%
Celtic Manor, Newport	23	22	51%
Abergavenny	43	19	69%
Abergavenny	26	23	53%
Bailey Park, Abergavenny	85	22	79%
Bailey Park, Abergavenny	97	23	81%
Abergavenny	63	23	73%
Abergavenny	37	20	65%
Abergavenny	37	22	63%
Chepstow	117	17	87%
TOTAL	555	213	72%

- The shifts at Celtic Manor had an easier job finding visitors
- Chepstow had the highest proportion of locals in attendance
 - This was just a passing point in the tour and was not a hub of activity like Abergavenny
- Overall, 72% of people stopped were locals

What types of people did we find?



Base: 213 respondents

Segments visiting

High Streets are the segment with the highest proportion of visitors

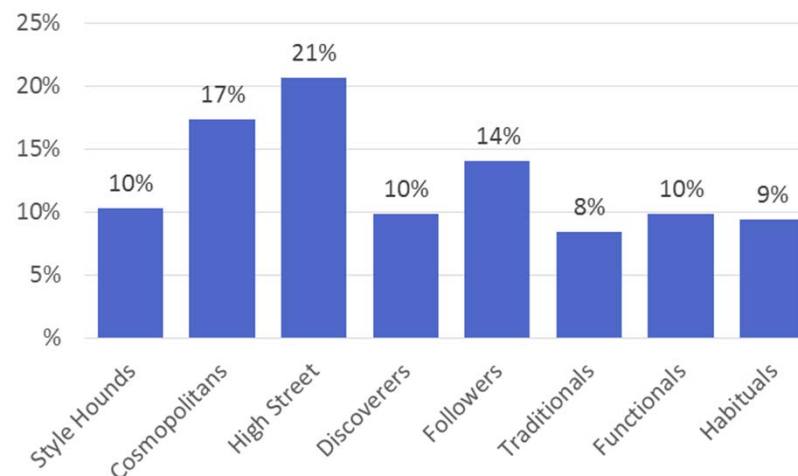
This group does rely on external sources for their ideas so if the races and events were heavily promoted in adverts and media then this group is likely to take notice

Cosmopolitans account for 17% of respondents

This group, being leading edge, will attend new or unique events in the area

Followers account for 14% of respondents

This group is keen on sports and the nature of the event is likely to spike their interest



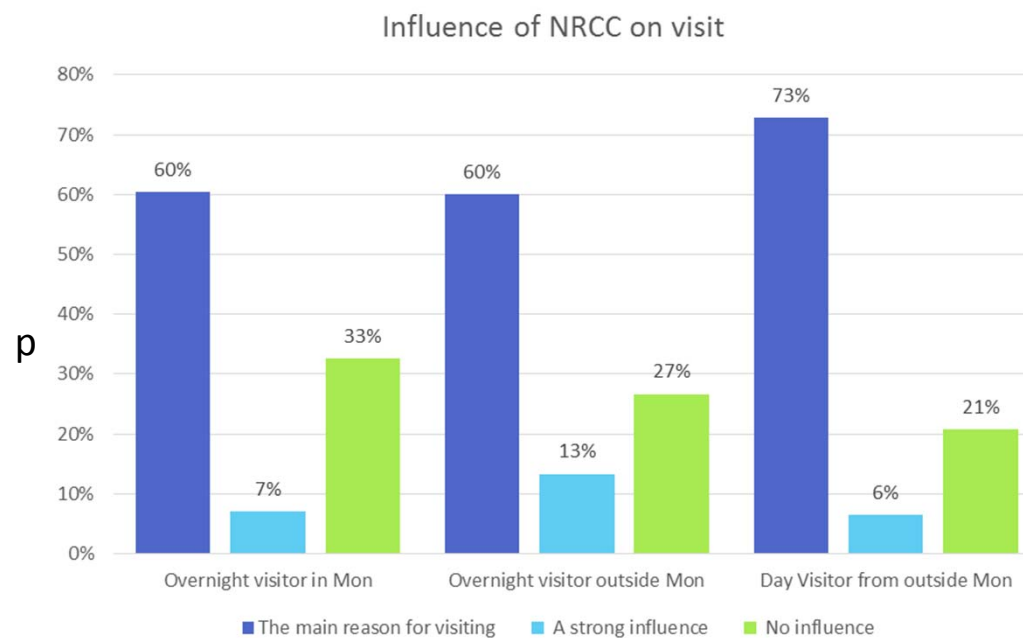
Awareness of NRCC

83% of respondents were aware before visiting that the NRCC was being held in Monmouthshire

Slightly less for overnight visitors but still high at 77%

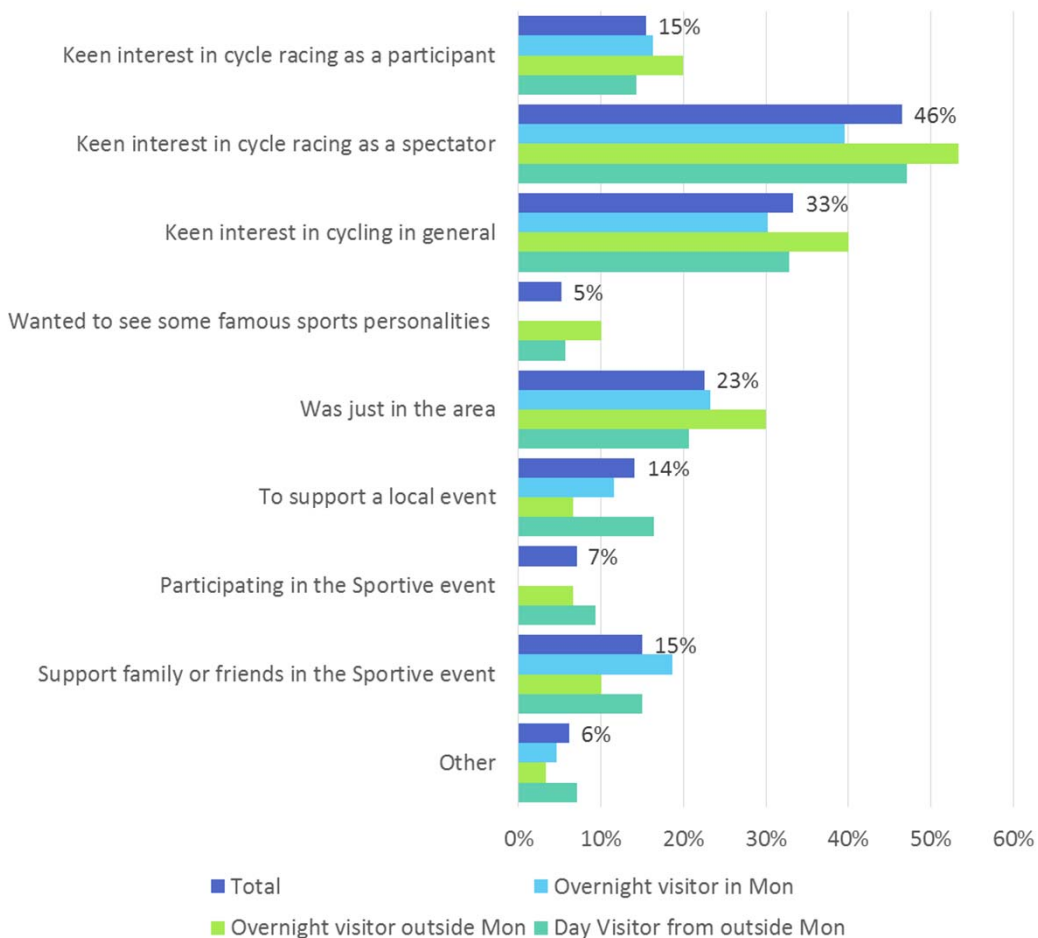
The event is a major influence on encouraging visitors to the area

More so for day visitors



Base: 213 respondents

What best describes your attendance here today?

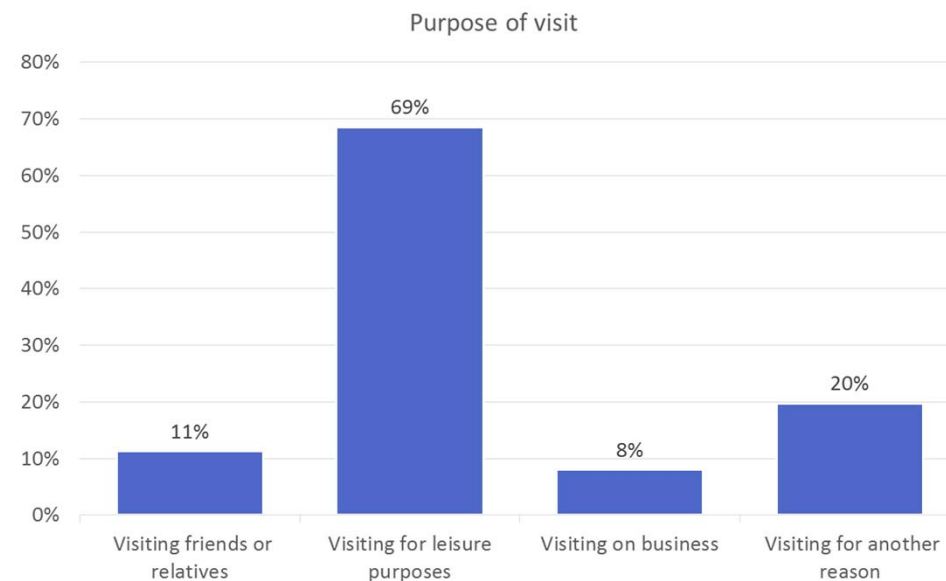


- ▶ The general event is the draw for most respondents rather than specific celebrities or keen cycle racers
- ▶ For 23% they stated they were just in the area and are therefore getting caught up in the buzz of the event
- ▶ Being a spectator sport means that the appeal can be a lot wider than participation events

Base: 213 respondents

Purpose of visit

- ▶ The vast majority are visiting for leisure purposes
- ▶ This was a multiple response question and all but 2 of the ‘Visiting for another reason’ responses are leisure related – mainly specifically visiting the race
- ▶ Overnight visitors in Monmouths



Base: 213 respondents

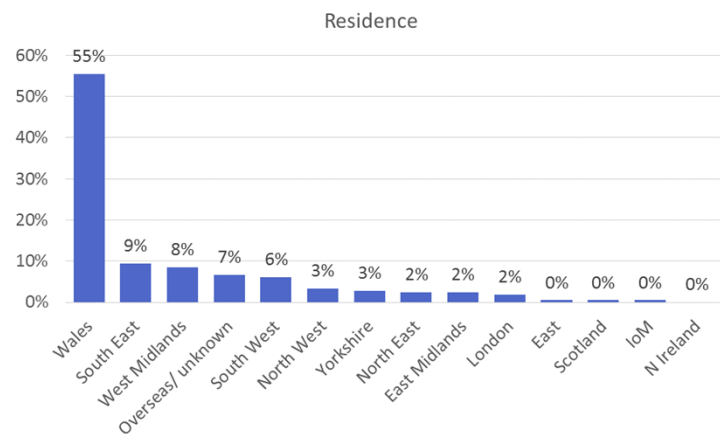
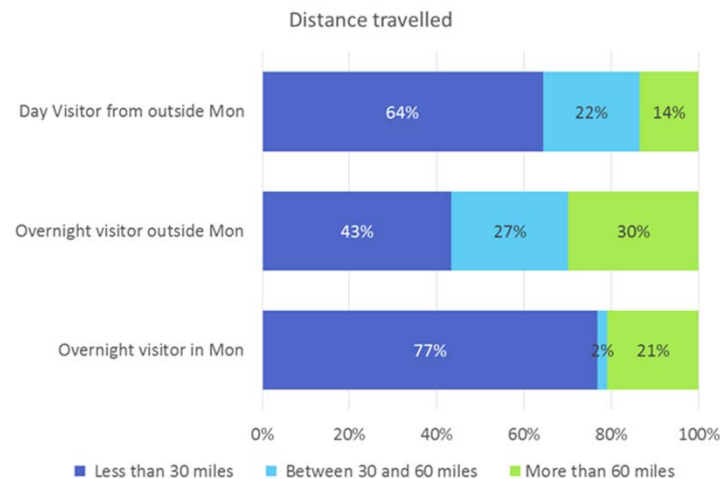
Distance travelled

Overnight visitors in Monmouthshire were generally travelling a short distance

They were less likely than other groups to be influenced to visit because of the event

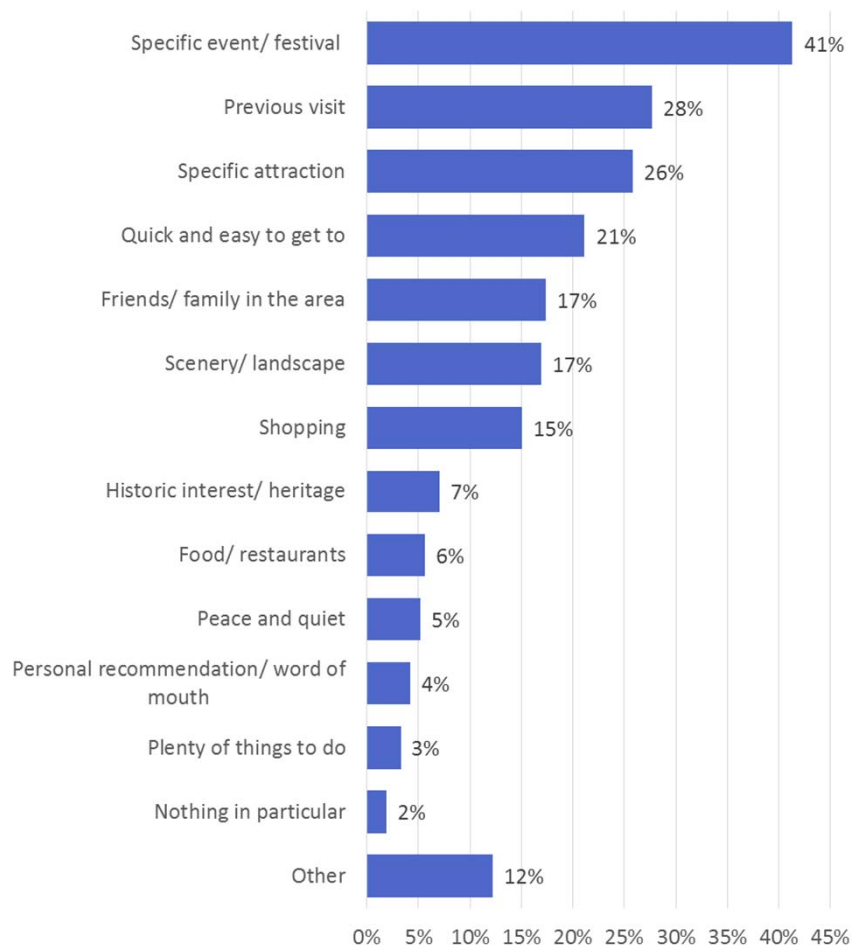
Day visitors from outside of Monmouthshire are also travelling in the main less than 30 miles to visit the event

This type of event is attracting a local market to the area



Base: 213 respondents

Factors influencing visit to Monmouthshire



△ The cycle events naturally had a big impact on influencing the people that we interviewed

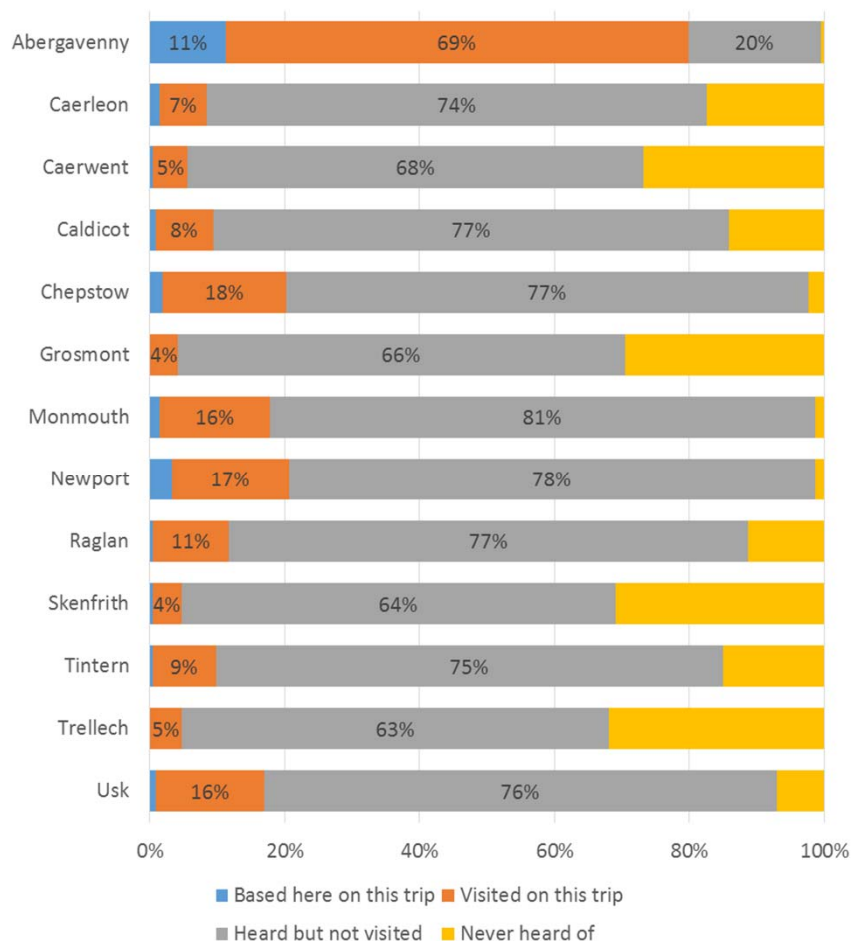
△ 41% specific event

△ 26% specific attractions – they may have used the word attraction to express the NRCC

△ As many have not travelled too far to visit, previous experience (28%) and quick and easy to get to (21%) were also common influencing factors

Base: 213 respondents

Places visited



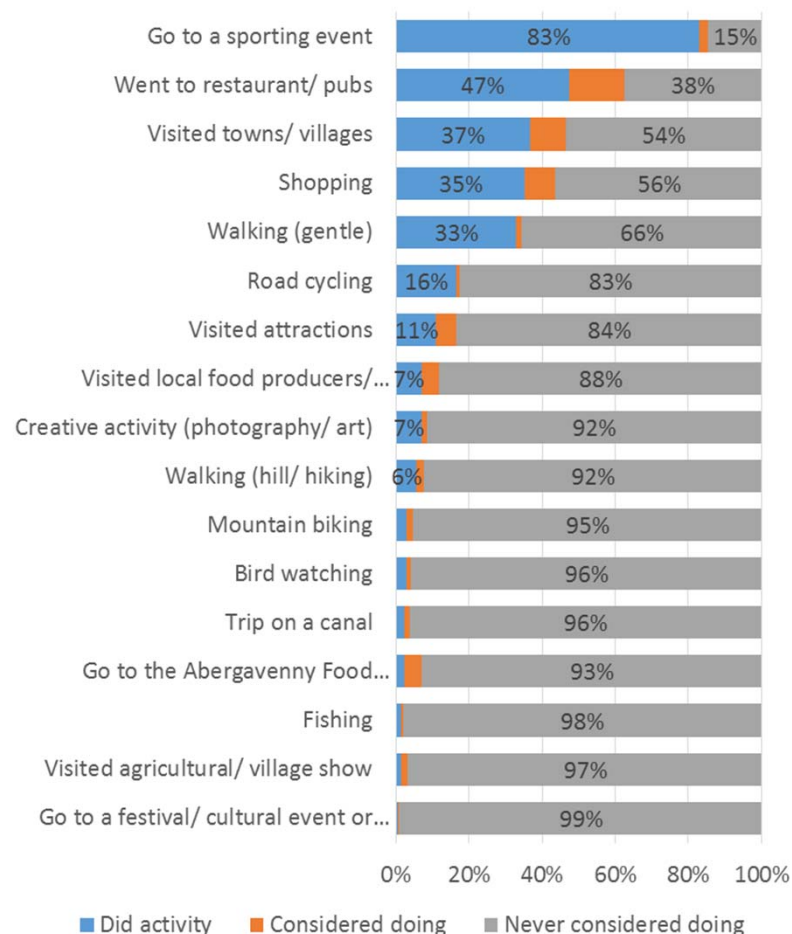
As most of the activity and interviewing was happening in Abergavenny it is no surprise to see such a high proportion visiting or based here

Newport (Celtic Manor) and Chepstow also had some shifts which is why they are showing a good proportion of visits

Usk and Monmouth also featured on the race circuit but had no interviews there

Their visit % is in line with Chepstow and Newport

Activities undertaken

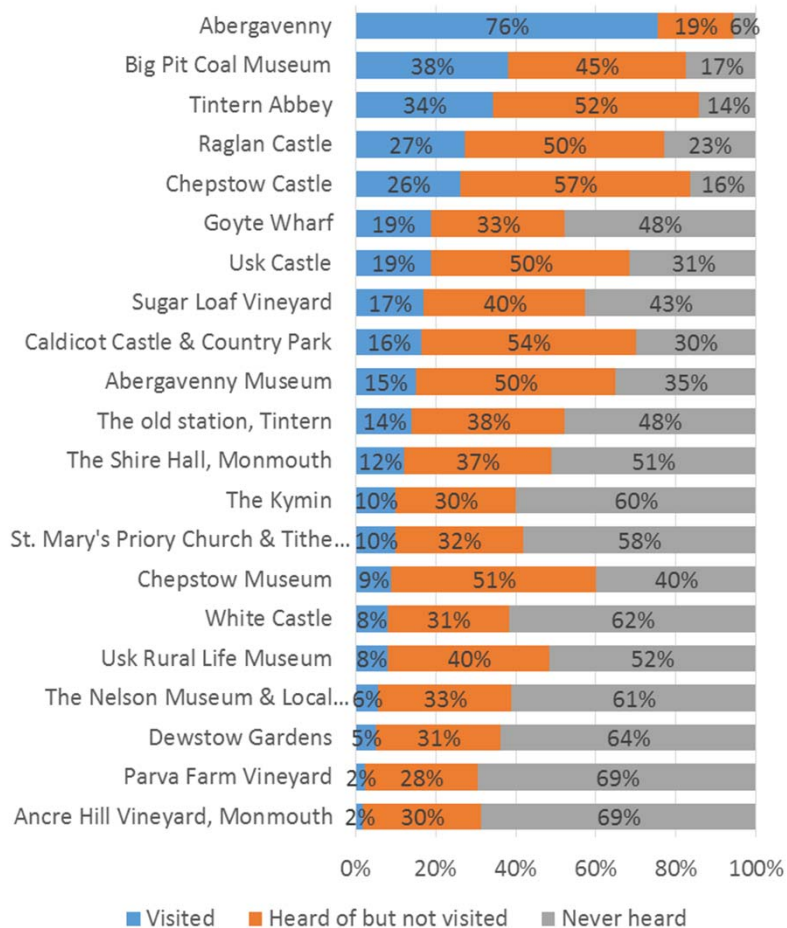


▲ Naturally with the interviewing taking place around a major sporting event the majority of people were there for that purpose

▲ With the sportive and town centre events, shopping, gentle walking and cycling were also done by up to a third of visitors

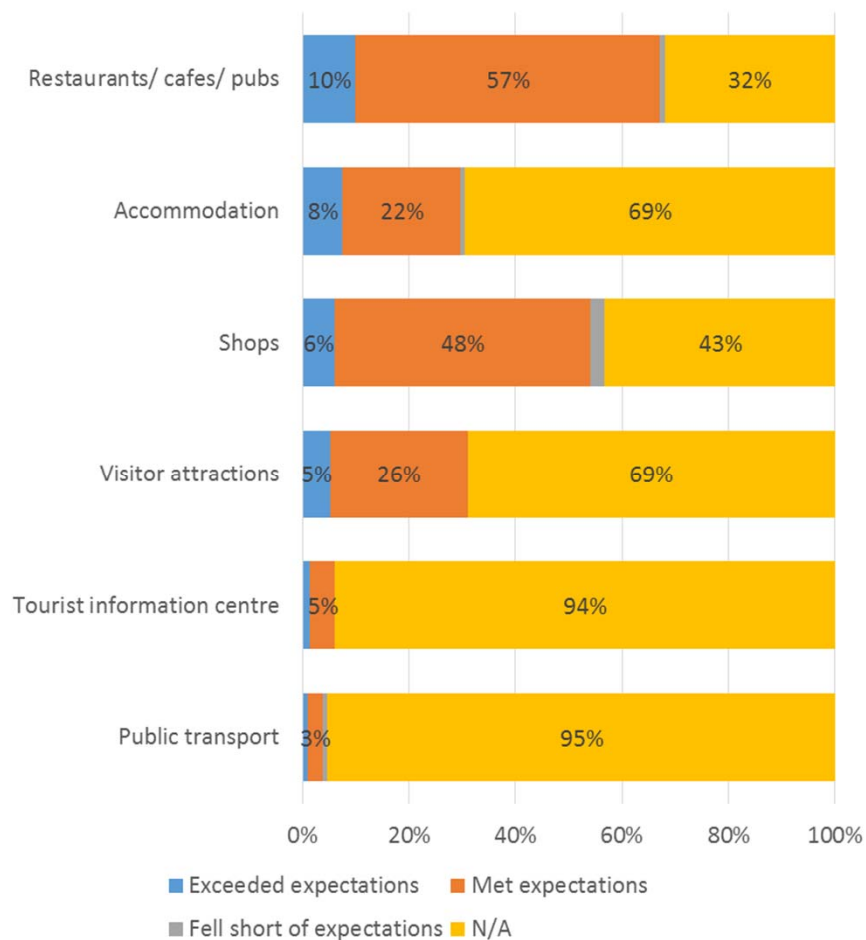
▲ Visitors to these events seemed to be here for one purpose only and did not do too many other tourist activities on the trip

Attractions visited



- ▲ Abergavenny is where the majority of interviewing took place so it is the most visited attraction
- ▲ Big Pit and Tintern Abbey have been visited by a third of respondents
- ▲ Below these it is a quarter of respondents or less visiting the attractions and lack of awareness becomes a factor
- ▲ As stated earlier, the cycle events are drawing people in for that purpose and little else
 - ▲ Feedback from interviews said that it was very busy during race times but people left quickly after they had passed

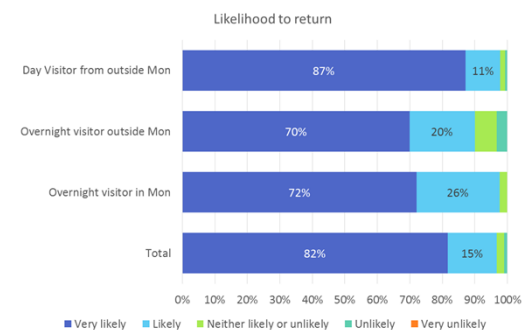
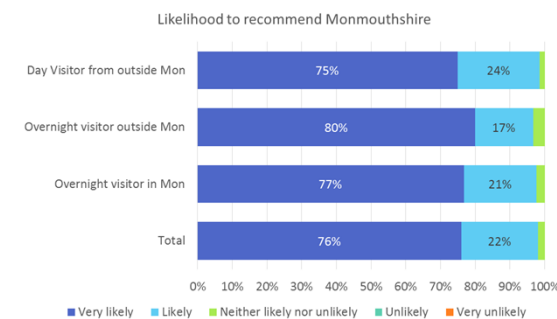
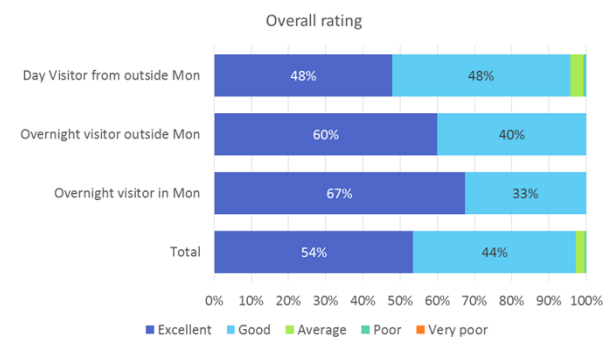
Ratings of Monmouthshire



- ▲ Fewer than 31% of people had experience of accommodation, visitor attractions, TICs or public transport
- ▲ Where there was experience, the vast majority had their expectations met
- ▲ 10% had exceeded expectations in the restaurants/ cafes or pubs
- ▲ A tiny fraction experienced any level of dissatisfaction

Ratings of Monmouthshire

- ▲ Visitors are clearly happy with what they are getting in Monmouthshire
- ▲ Overnight visitors in Monmouthshire are the most satisfied
- ▲ Day visitors are still very satisfied but not to the extent of staying visitors
 - ▲ Perhaps staying visitors are more relaxed and therefore more satisfied
- ▲ Respondents are happy to recommend Monmouthshire and return for future visits
- ▲ Overnight visitors staying outside of Monmouthshire are least likely to commit to returning
 - ▲ They are more likely to be in the High Street or Follower segment so maybe they have not seen enough of what they enjoy on their leisure trips but they are not really your core market anyway

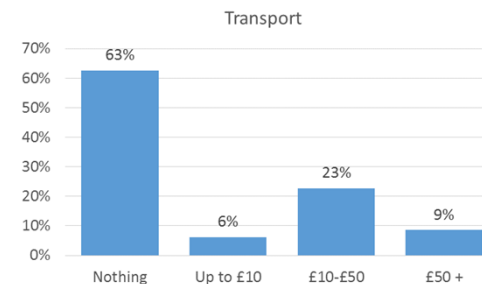
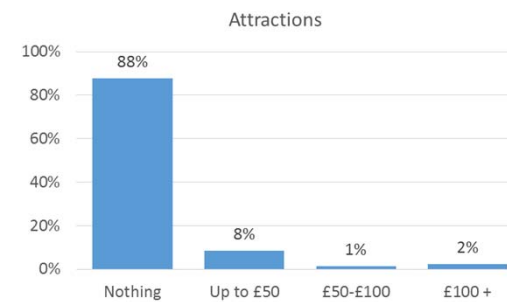


Base: 213 respondents

Spend

With the exception of food and drink, the largest spend category among respondents is ‘Nothing’

While this type of event is good at attracting people into the area they do not appear to be a high spending market



Base: 213 respondents

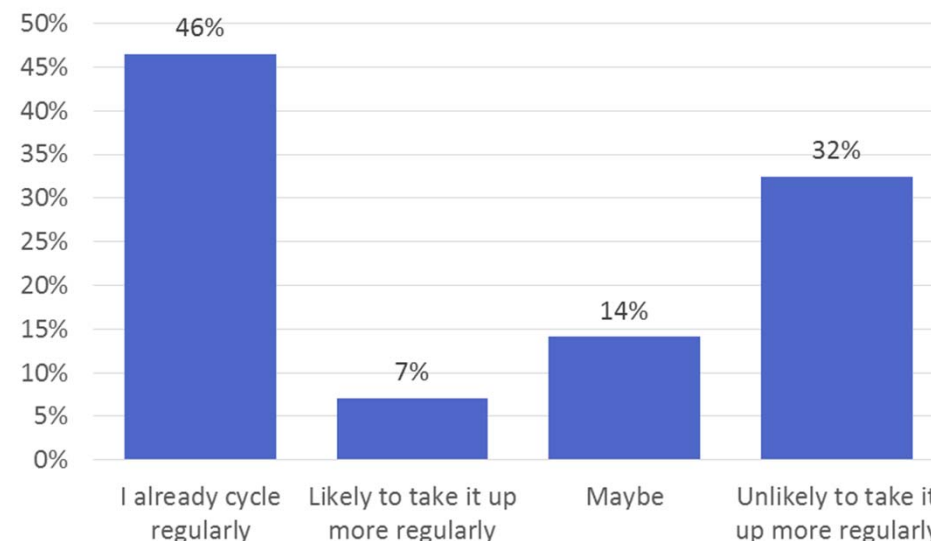
Has this event encouraged more cycling?

△ These events may increase cycling participation by a very small percent

△ 7% say they will but undoubtedly some of these will not commit

△ 14% say maybe so it can be assumed that many of these will not as people tend to overstate intended activity

△ The 16-44 year olds are more likely than average to state they will take up cycling more while the 55 year olds are more likely than average to state they will not take up cycling

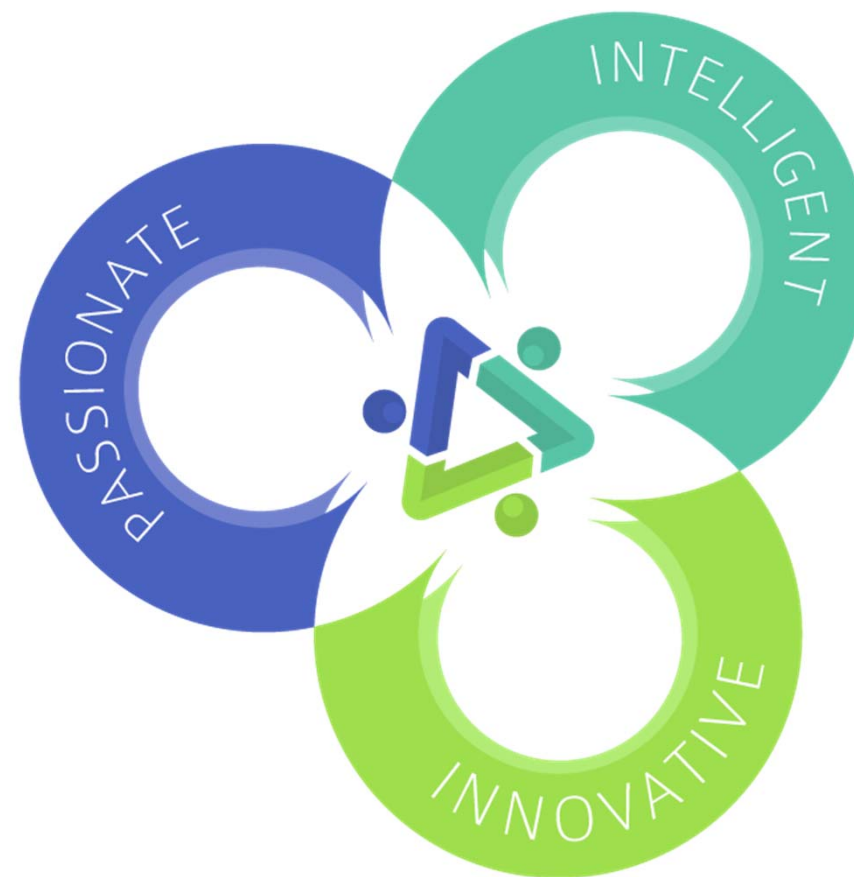


Base: 213 respondents

Summary and conclusions

- ▲ The NRCC and events surrounding it attracted a predominately local audience
 - ▲ It was roughly a 70:30 split in favour of locals to visitors
 - ▲ Visitors were mainly from elsewhere in Wales or the surrounding counties in the South West and Midlands
- ▲ The vast majority of visitors had come for the event and 2/3rd on a day trip from home
 - ▲ Few did any other tourist attractions or touring
- ▲ The appeal was largely as a spectator event and the buzz surrounding it rather than the draw of any celebrity names that may have been participating
- ▲ The businesses who benefited most from these visitors are the food and drink outlets as 77% of respondents spent in this category
- ▲ The opinion of Monmouthshire is a positive one from the respondents with 98% rating excellent or good

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The Friends Life Tour of Britain 2014

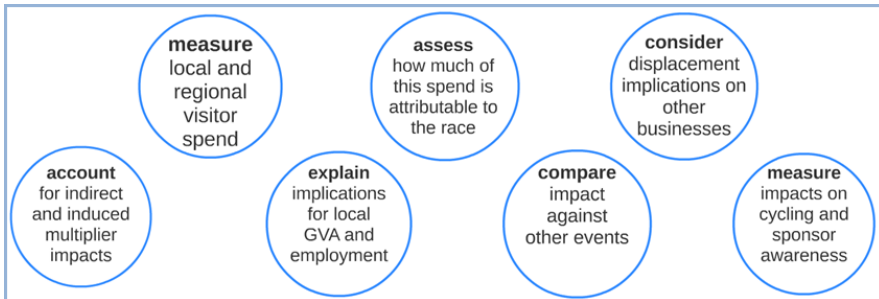
Economic Impact Report



Stage 3: Newtown to the Tumble, Abergavenny

1 Introduction

Welcome to Frontline's economic impact assessment of the Friends Life Tour of Britain 2014. This economic impact assessment is based upon the findings from a web-based survey of 2,641 Tour spectators and follows the principles set out in HM Treasury's 'Green Book' Appraisal and Evaluation Guidance and the EventIMPACT guidance. This paper explains the impacts resulting from stage three of the race, held between Newtown and Tumble on 09th September 2014. The objectives of the research are to:



The remainder of the paper is structured as follows:

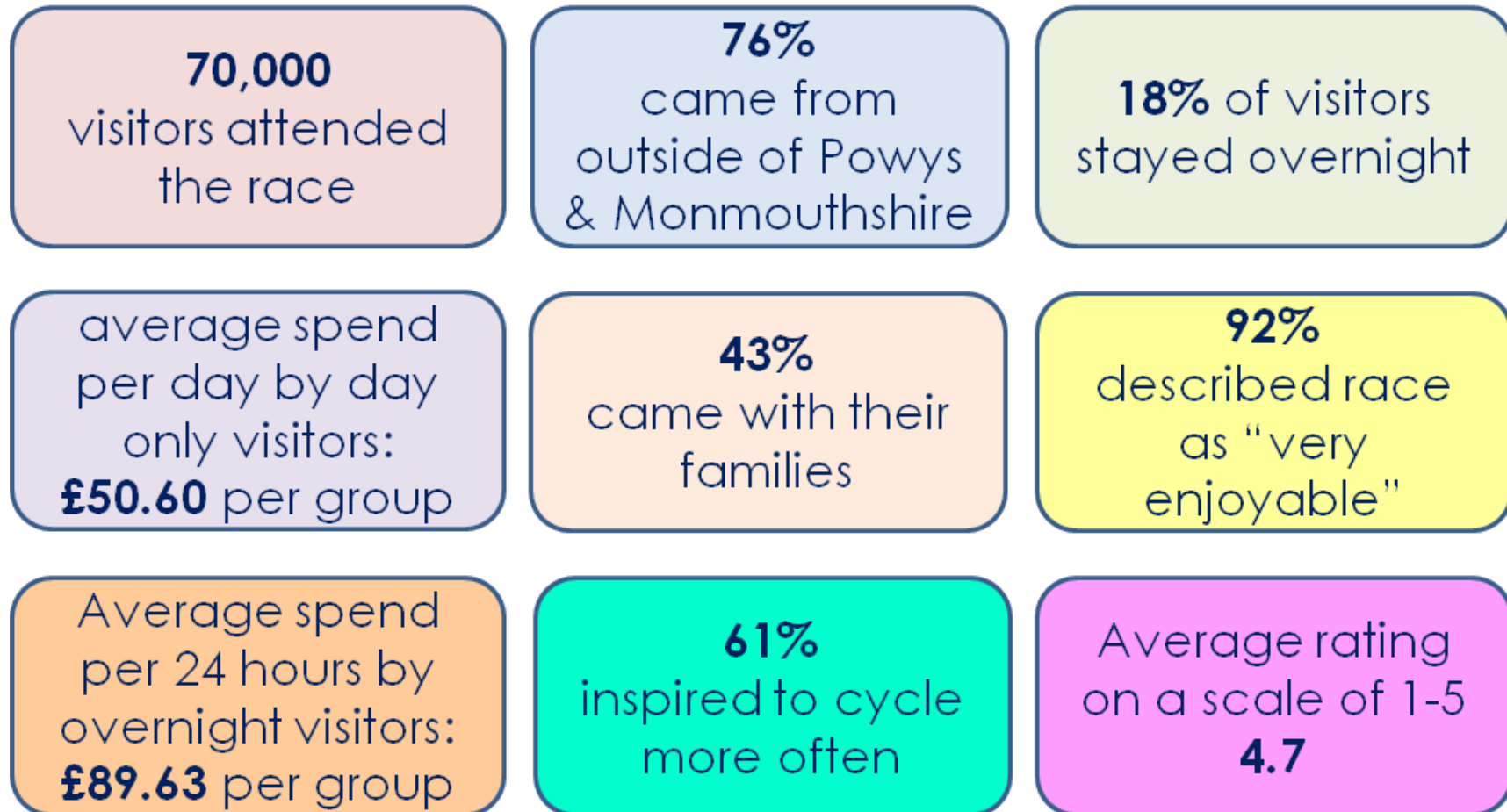
Section 2: The event and the visitors

Section 3: Economic impact assessment

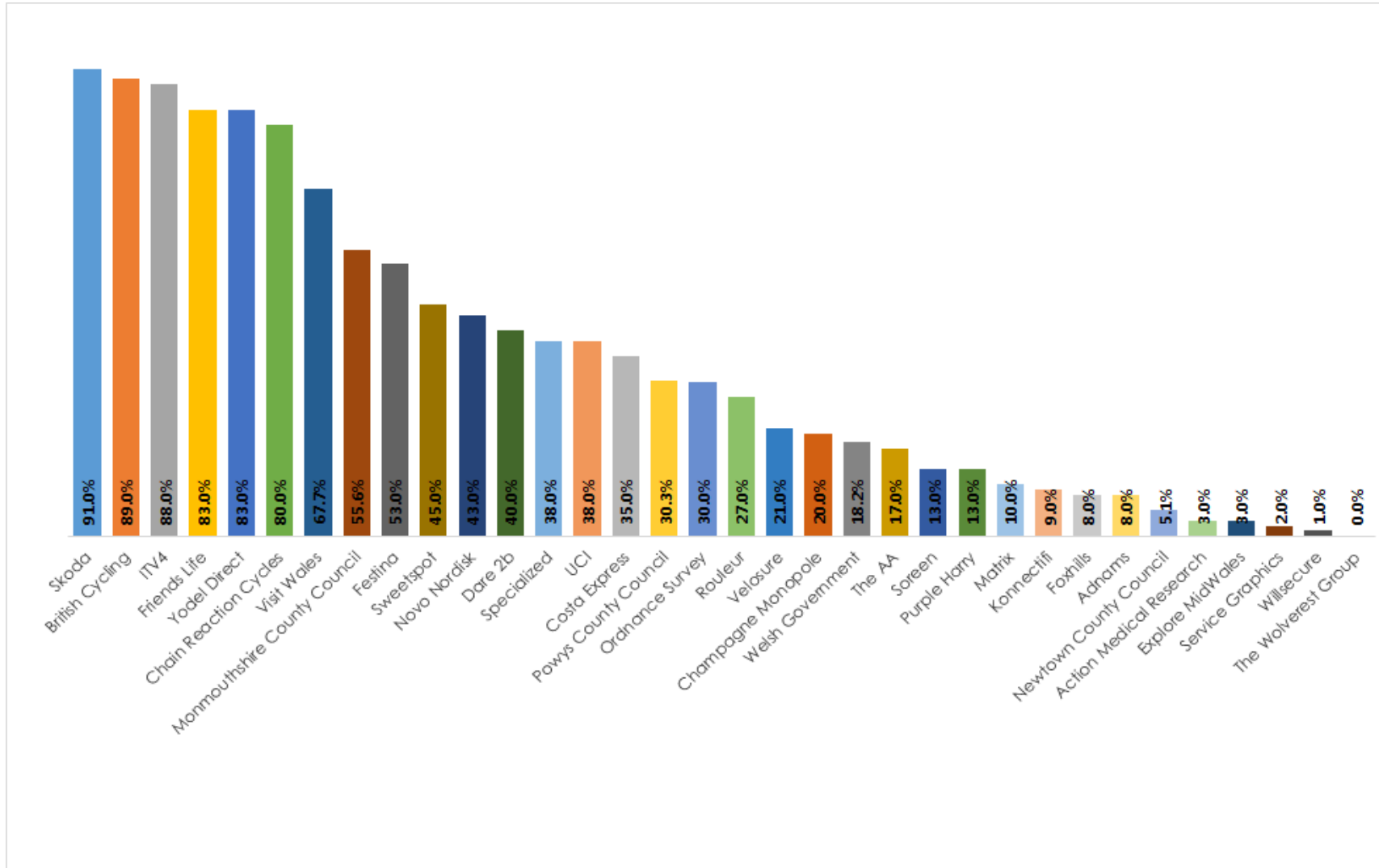


2 The event and its visitors

We show some of the key statistics for the race below:



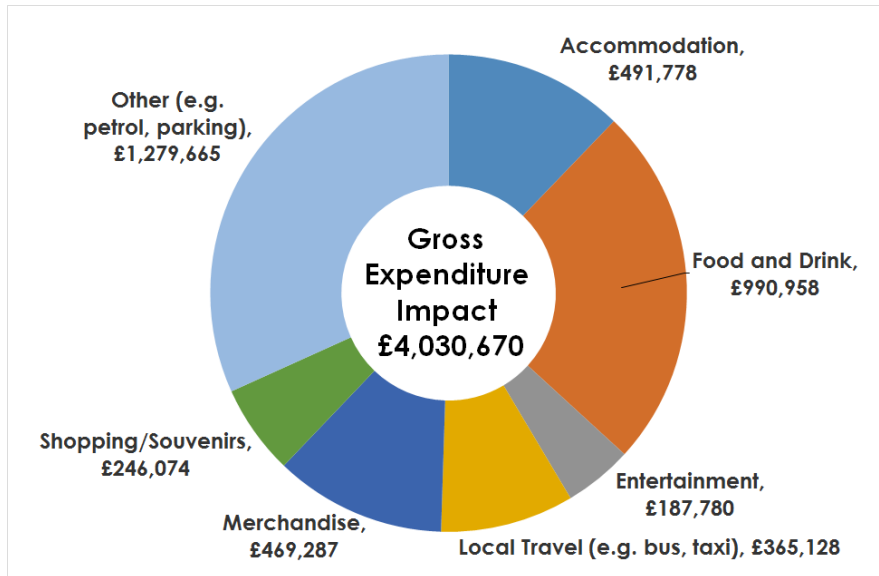
The following chart shows the % of visitors who associate each of the following sponsors with the race:



3 Economic impacts

While the race is likely to have brought about a number of different types of economic impacts, including impacts related to race staffing, and impacts associated with procurement expenditure by the event organisers, the impacts related to visitor expenditure are likely to significantly out-weigh these. For example, research into the 2008 Tour of Britain found that visitor expenditure accounted for 92% of the total net impact of this event. This research has therefore chosen to focus exclusively on visitor expenditure related benefits.

The total gross expenditure at the event was £4,030,670. This can be broken down as follows:



To calculate the net visitor expenditure, GVA and employment impacts we applied the following adjustments to this figure:

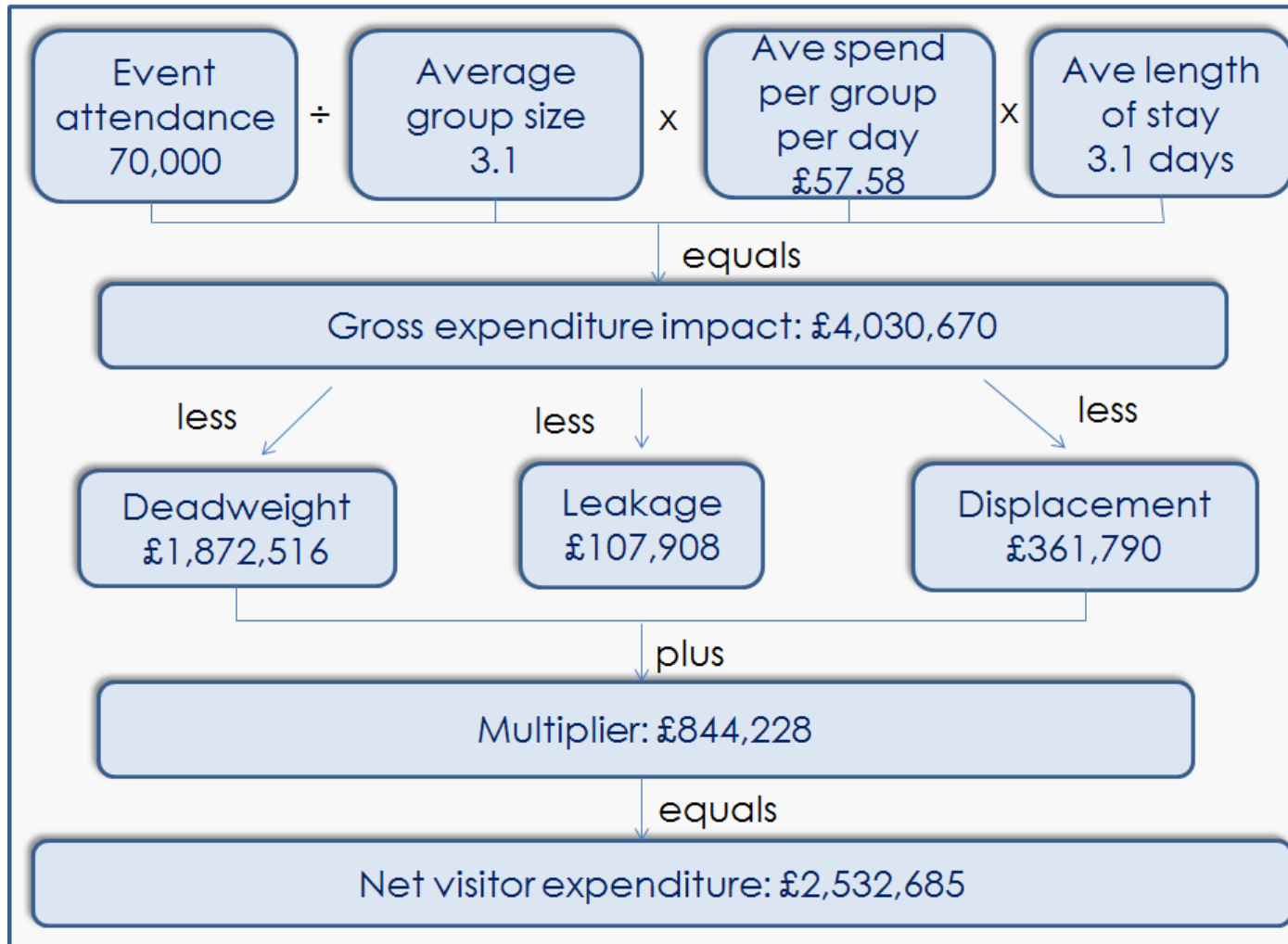
Deadweight	Money that would have been spent in the area anyway, even if the race hadn't taken place. E.g. spend by spectators for whom the event was not the sole reason for their attendance.
Displacement	Money that would otherwise have gone to another business in the local area. E.g. spend by visitors who would have otherwise visited another local attraction.
Leakage	Expenditure that took place outside of the local area. E.g. purchases of travel tickets or petrol at the start of the journey.
Multiplier Effects	Knock-on benefits resulting from further local supply chain purchases by the businesses that receive the visitor spend (indirect multipliers), or the personal expenditure of their staff (induced multipliers)

We provide full details of our methodological approach in Appendix 1.



Summary of economic impacts – UK

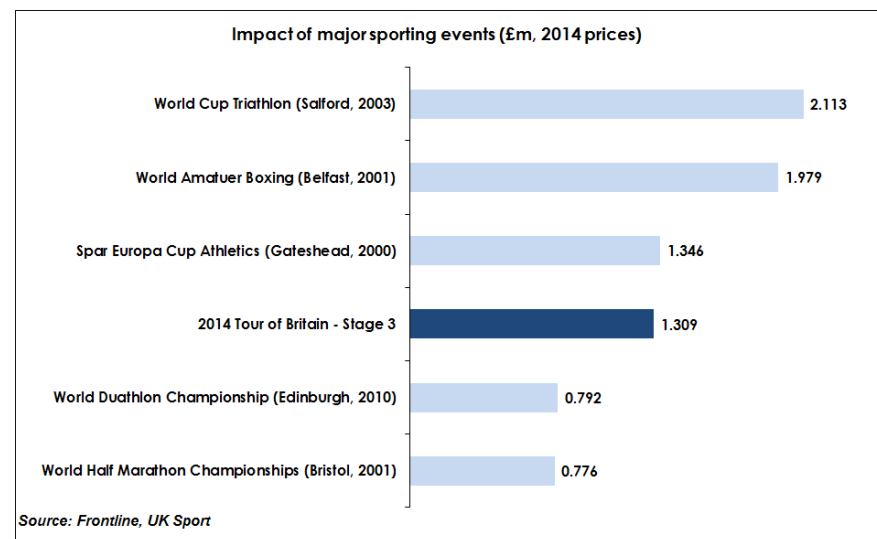
The figure below shows the net visitor expenditure of the event on the UK economy. We present our findings for other areas in Appendix 2.



We summarise the net expenditure, net employment and net GVA impacts in the table below. We have assumed that GVA impacts will equal 51.7% of business turnover, based on an analysis of turnover and GVA figures for the retail and hospitality sectors, as reported in the most recent Office for National Statistics (ONS) Input-Output tables. We also assume a UK average productivity rate of £39,000 per full time equivalent (FTE) worker (based on figures in the ONS Blue Book)

Visitor Characteristic	Powys	Monmouthshire	Wales	UK
Net expenditure impact	£596,562	£715,283	£2,122,705	£2,532,685
Net GVA impact	£308,423	£369,801	£1,097,438	£1,309,398
FTE employment impact	8	9	28	34

These impacts compare favourably with the net total expenditure impacts of other, similarly sized events, which have taken place in the UK over the past few years:



Appendix 1: Tour Series, Tour of Britain and Women's Tour of Britain economic impact assessment methodology

The gross visitor spend figures have been calculated based on the aggregate visitor expenditure of the visitor survey respondents, scaled up to the total number of visitors. This was then converted to a net economic impact figure based on the following approach:

Deadweight

We accounted for deadweight by asking the question "why did you come here today". Options included:

- Watching the race/stage was my sole reason for visiting
- Watching the race/stage was part of my reason for visiting
- Watching the race/stage was not part of my reason for visiting
- I live locally
- I work locally

We assumed that any spectator that comes to the location solely to watch the race should be classified as 0% deadweight; that any spectator for whom watching the Tour was part of their reason for attending should be classed as 50% deadweight, and that all other spectators should be classed as 100% deadweight.

Leakage

Based on experience from previous research studies, we assumed leakage of 20% at a town level, 10% at a county/local authority level and 5% at a UK level.

Displacement

We measured displacement by asking the question "if the Tour of Britain/Tour Series had not been on, what would you have done instead of your visit?".

Options included:

- visited another event or place in the host local authority areas
- visited another event or place elsewhere in the host region
- visited another event or place elsewhere in the UK
- visited another event or place outside of the UK
- stayed at home or gone to work

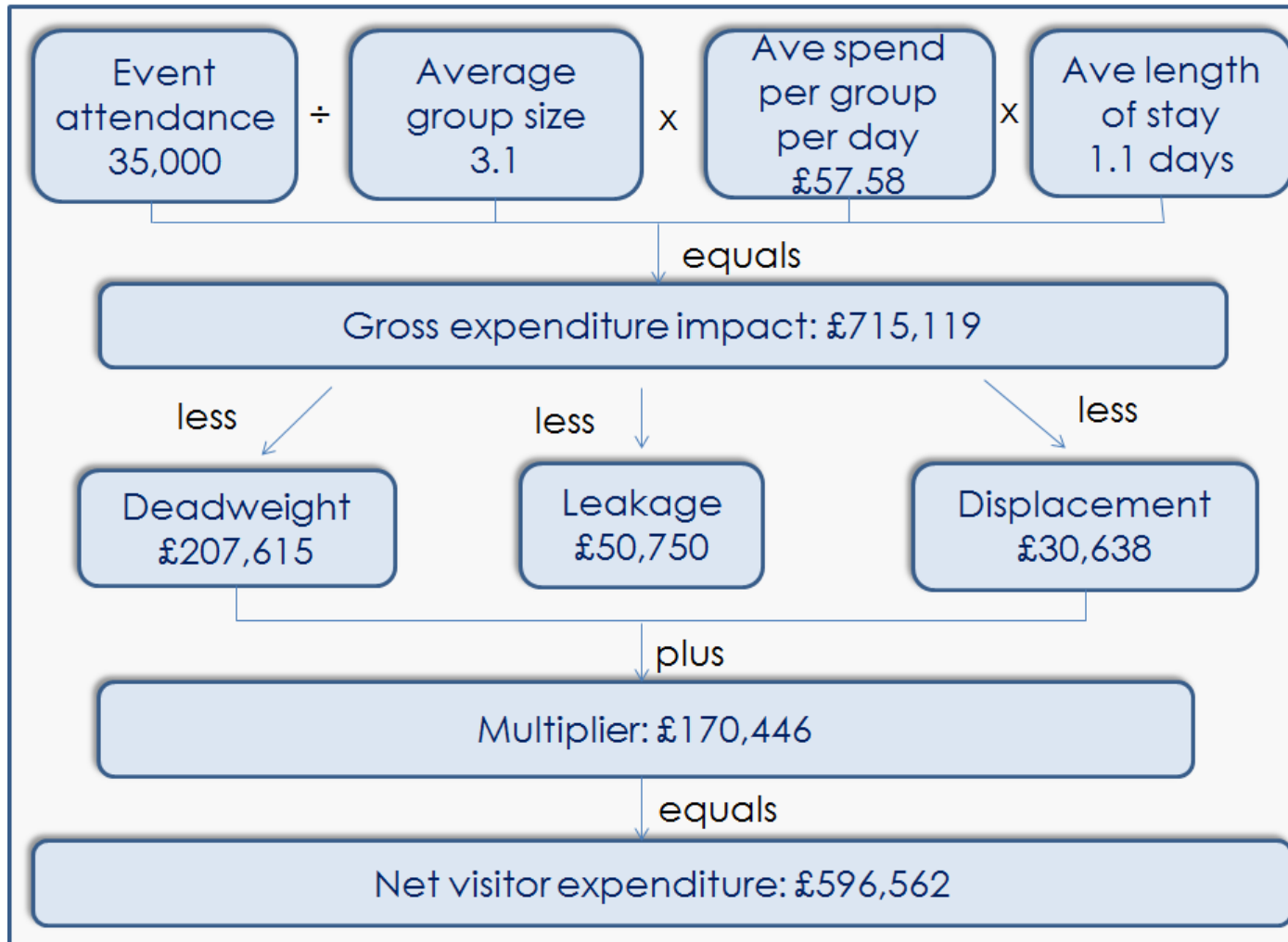
We classified any expenditure by visitors who would otherwise have visited somewhere else in the study geography as displaced expenditure.

The multiplier effect

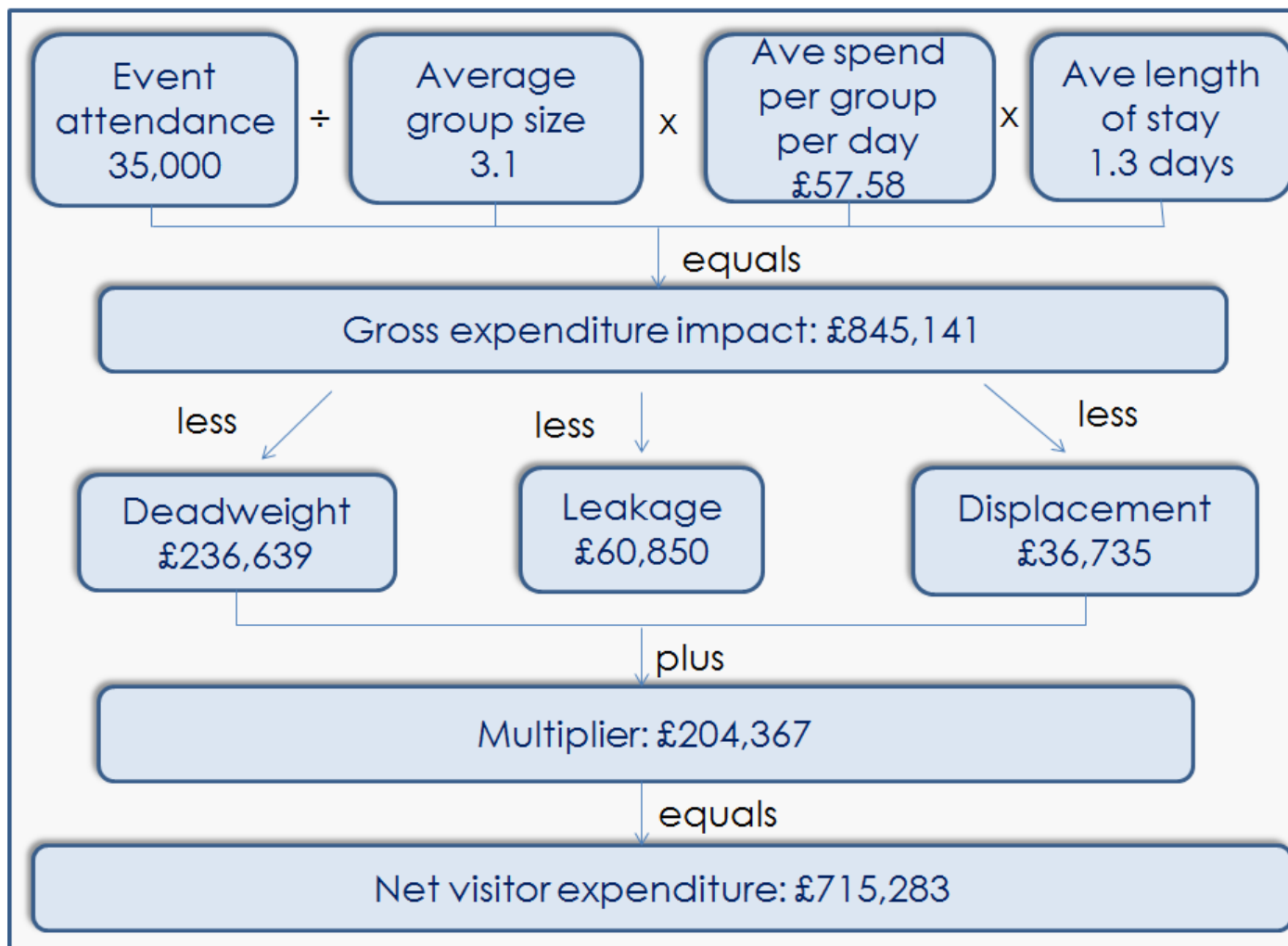
We estimated the impact of the multiplier effect based on evidence from previous published research, including reports published on the UK Sport Impact research database. In previous years we have taken an average from other sporting events, including the World Half Marathon Championships and the Rugby Super League Grand Final.

Appendix 2: Local area economic impacts

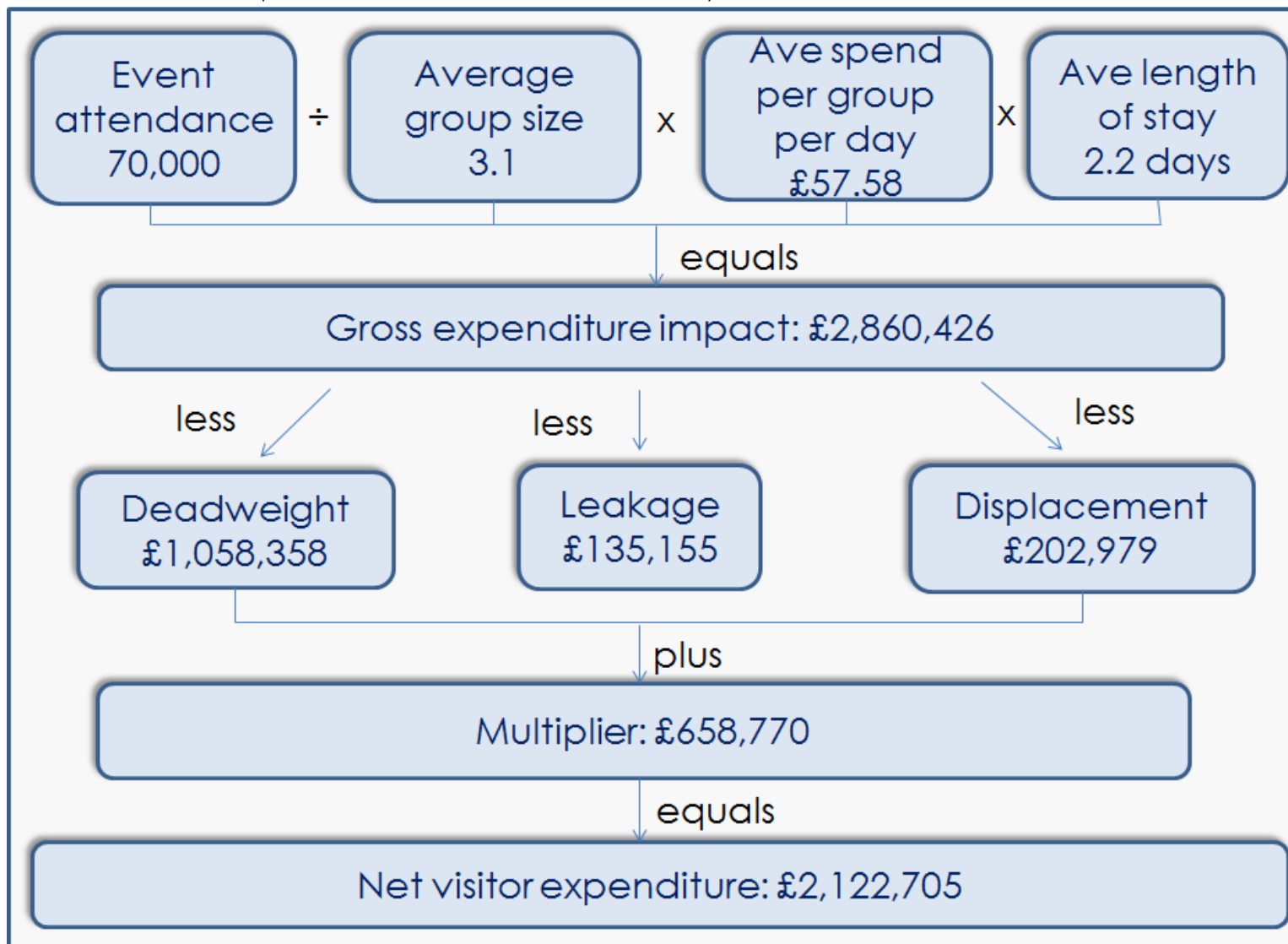
The figure below shows the net visitor expenditure of the event on the **Powys** economy.



The figure below shows the net visitor expenditure of the event on the **Monmouthshire** economy.



The figure below shows the net visitor expenditure of the event on the **Wales** economy.



Appendix 3: Breakdown of visitors by area of origin, age and gender

Area of origin	% of survey sample	Age	% of survey sample
Wales	48%	Under 16	1%
South West England	17%	16-24	5%
West Midlands	17%	25-34	10%
North West England	4%	35-44	34%
South East England	4%	45-54	25%
London	3%	55-64	19%
East Midlands	2%	65 or over	7%
Yorkshire and Humber	1%	Gender	% of survey sample
East of England	1%	Male	66%
Scotland	1%	Female	34%
North East England	0%		
Outside the UK	0%		
Northern Ireland	0%		

Appendix 4: Breakdown of gross visitor spend impacts by day and overnight visitors

	Overnight	Day	Total
Powys	78,663	636,456	715,119
Monmouthshire	92,966	752,175	845,141
Wales	373,527	3,022,175	3,395,702
UK	443,374	3,587,296	4,030,670

REPORT

SUBJECT	REVENUE & CAPITAL MONITORING 2015/16 PERIOD 1 OUTTURN FORECAST STATEMENT
DIRECTORATE	Chief Executive's Unit
MEETING	Economy and Development Select Committee
DATE	23rd July 2015
DIVISIONS/WARD AFFECTED	All Authority

1. PURPOSE

- 1.1 The purpose of this report is to provide Members with information on the forecast revenue outturn position of the Authority at the end of period 1 which represents month 2 financial information for the 2015/16 financial year. Revenue and Capital forecasting is being brought forward by a month against the usual timescale to provide members with relevant financial information before summer recess.
- 1.2 This report will also be considered by Select Committees as part of their responsibility to,
- assess whether effective budget monitoring is taking place,
 - monitor the extent to which budgets are spent in accordance with agreed budget and policy framework,
 - challenge the reasonableness of projected over or underspends, and
 - monitor the achievement of predicted efficiency gains or progress in relation to savings proposals.

2. RECOMMENDATIONS PROPOSED TO CABINET

- 2.1 That Members consider the position concerning the first period of revenue monitoring in 2015/16 (£252,000 deficit) and seek assurance of the action Chief Officers are taking to address the over spends in their service areas.
- 2.2 A caveated use of reserves is sought in relation to redundancy costs incurred by services this year totalling £13,000, whilst services will continue to find compensatory savings additional to the mandates to mitigate the net cost pressure by end of financial year.
- 2.3 Members consider the position concerning period 1 capital monitoring with a revised budget of £58.406 million for the 2015/16 financial year.

3. MONITORING ANALYSIS

3.1 Revenue Position

- 3.1.1 Revenue budget monitoring information for each directorate's directly managed budgets is provided together with information on corporate areas.

3.1.2 **Responsible Financial Officer's Summary of Overall Position Period 1**

Table 1: Council Fund 2015/16 Outturn Forecast Summary Statement at Period 1 (Month 2)	Annual Forecast @ Month 2	Revised Annual Budget @ Month 2	Forecast Over/(Under) Spend @ Month 2
	£'000	£'000	£'000
Social Care & Health	38,315	37,796	519
Children & Young People	51,527	51,253	274
Enterprise	10,195	9,857	338
Operations	16,732	16,098	634
Chief Executives Unit	6,716	6,837	(121)
Corporate Costs & Levies	18,364	18,351	13
Net Cost of Services	141,849	140,192	1,657
Attributable Costs – Fixed Asset Disposal	233	233	0
Interest & Investment Income	(81)	(51)	(30)
Interest Payable & Similar Charges	3,454	3,656	(202)
Charges Required Under Regulation	5,610	5,610	0
Contributions to Reserves	90	90	0
Contributions from Reserves	(1,404)	(1,314)	(90)
Amounts to be met from Government Grants and Local Taxation	149,751	148,416	1,335
General Government Grants	(67,642)	(67,642)	0
Non-Domestic Rates	(26,737)	(26,737)	0
Council Tax	(60,594)	(60,094)	(500)
Council Tax Benefits Support	6,004	6,097	(93)
Net Council Fund (Surplus) / Deficit	782	40	742
Budgeted contribution from Council Fund	0	(40)	0
	0	0	0

3.1.3 The bottom line situation, a £742,000 potential overspend, has continued to be mitigated significantly by anticipated net Council Tax receipts and favourable treasury considerations. The net cost of services pressure is £1,657,000.

3.1.4 Redundancy costs this financial year that require reserve funding have been identified as £13,000 within the Social Services directorate. This call on reserves is expected to increase as the year progresses and further restructures are approved. This is a little different for schools where instead a resource of £300,000 is provided for by CYP, with schools only bearing any costs above that level.

- 3.1.5 As part of the outturn report presentation to Cabinet and Selects it was explained that it would be prudent to review adhoc savings made during the year in more detail to assess those that could be of a permanent or long term nature that could be considered by members as replacing the mandated savings not made in 2014-15 totalling £571,000.
- 3.1.6 However more recently, Cabinet on 17th June 2015 approved additional funding to Childrens Social Care of £400,000 over and above the £900,000 additional resources provided to the service for 2015-16. The consequence of which being that Directors have volunteered one off savings to fund the investment and this has delayed the review identified above, which will now take place before the next report.
- 3.1.7 The £400k has not been reflected in the month 2 financial reports as the report was only considered by Cabinet very recently on 17th June 2015, and Directorates would not yet have formally amended their forecasts.
- 3.1.8 But in terms of manually adjusting the situation for the purpose of this monitoring report, the outturn deficit can be reduced by £400,000 and £90,000 in respect of approved use of reserves. So the revised deficit at month 2 can be calculated as £252,000.
- 3.1.9 In respect of the Social Services & Health overspend (£519,000). As mentioned this overspend will be managed by temporary budget contributions of £400,000 and an approved use of Reserves (£90,177) from a maximum authorised draw of £153,347. This would alter the Social Care deficit to £29,000.
- 3.1.10 Given the financial challenges that will continue to face the Authority for the foreseeable future, Chief Officers continue to be tasked with ensuring that services live within the budgets and savings targets set for the current financial year. Monitoring reports will seek to contain the information on what is being done to manage the over spends identified and the positive action that is required to ensure that the budget is not breached.
- 3.1.11 A summary of main pressures and under spends within the Net Cost of Services Directorates are presented here:

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Social Care & Health (SCH)					
ADULT SERVICES					
Aids for Daily Living	(99)	0	(99)	(99)	Underspend is a result of reduced partner contributions due to stock purchases from the Intermediate Care Fund
Severn View DC	(31)	0	(31)	(31)	Underspend due to low Superannuation take up and manager temporarily reduced to a 3 day week.
Mardy Park Rehabilitation Unit	(29)	0	(29)	(29)	Section 33 income is running ahead of budget
Mardy Park	95	0	95	95	Overspend as a result of Employee Savings not being met and income budget now grossly overstated as

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position net of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
					resident numbers continue to dwindle. A report on the future provision of services at Mardy is currently being compiled.
Severn View Residential	73	0	73	73	Combination of mandate savings not being achieved plus lower income charges from less full paying clients.
Transition Co-operative	(32)	0	(32)	(32)	Relates to income from staff seconded to an external agency. This underspend has been earmarked to fund overspends within Children's Services
Adult Services Man/Support	(59)	0	(59)	(59)	One off Intermediate Care Funding of £59K to pay for the Direct Care team manager
Monnow Vale	39	0	39	39	Due to the PFI and contribution charges being more than budget.
CHILDREN SERVICES					
Fostering Allowances and Payments For Skills	168	0	168	168	We are paying out an additional £91K this year in allowances for an extra 7 SGO's being £59K and £32K due to age related rate increases. The age mix of children has altered meaning children moving into higher age categories thus attracting higher allowance rates.
Younger People's Accommodation	(99)	0	(99)	(99)	A vast amount of work has been undertaken in this budget over the past two years to deliver, at present, an underspend. This budget is prone to volatility and we will continue to monitor over the year before deciding on viring budget to a different cost centre.
Ty'r Enfys	(44)	0	(44)	(44)	This facility is currently closed and we anticipate reopening in January 2016.
Counsel Costs	73	0	73	73	Present activity levels are the same as last year and as such exhibiting a similar overspend.
Therapeutic Service	(26)	0	(26)	(26)	Vacant Play Therapist post until August 2015
External Placements - LAC	411	0	411	411	Current activity is 47 placements and we are seeing a full year effect of placements that only entered the system in the latter part of last year.
External Placement - Non-LAC	(76)	0	(76)	(76)	This cost centre is generally used to fund the over spend within S026.
SCYP - Placement & Support Team	85	0	85	85	There is an over spend of £15K against staff travel and employee

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
					efficiency savings not being achieved. The remainder is connected to conveyance of children and assessment costs in excess of the budget.
SCYP - Supporting Children & Young People Team	68	0	68	68	£31K relates to staff travel and employee efficiency savings not being achieved. The remainder is attributable to conveyance of children over and above the budget.
Disabled Children	66	0	66	66	Large part of overspend relates to the continued use of agency staff to cover sickness absenteeism.
FRS – Family Support Team	(92)	0	(92)	(92)	A large element of the under spend is within section 20 and conveyance of children costs. We will consider moving some budget to other cost centres prior to the month 6 forecast.
Bus Cases / Temp Funding - Cabinet 06/05/15	212	0	212	212	4 Social Workers for 6 months (Oct-Mar) over and above establishment. It has been agreed these costs will be met with reserve funding.
COMMUNITY CARE					
Community Learning Disability Team (CLDT)	(118)	0	(118)	(118)	Due to continued success of achieving Continuing Care Funding for clients
Other see Appendix 6	(66)	n/a	(66)	(66)	
Total SCH at Month 2	519	0	519	519	Total SCH Outturn at Month 2

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse Green = Favourable	Headline Comment
Children & Young People (CYP)					
Management	44	n/a	44	44	Efficiency savings for the directorate still to be identified
Support Services	11	n/a	11	11	ICT server and database upgrades necessary
Additional Learning needs	32	n/a	32	32	Reduced SLA Income and staffing changes have resulted in a projected overspend
Primary Breakfast Initiative Grant	61	n/a	61	61	Take up continues to increase and therefore resulting in additional

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse Green = Favourable	Headline Comment
					staffing requirements.
Community Education Youth General	0	114	114	114	Progression made towards mandate saving. Additional funding avenues being explored in order to reduce current forecasted overspend.
Other see Appendix 7	12	n/a	12	12	
Total CYP at Month 2	160	114	274	274	Total CYP Outturn at Month 2

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Enterprise (ENT)					
Sustainability	29	33	62	62	Sections' inability to achieve the expected income targets.
Cemeteries	(40)	n/a	(40)	(40)	Increase in budgeted income along with lower than anticipated expenditure.
County Farms Unit	(30)	n/a	(30)	(30)	Lower than anticipated maintenance costs
Markets	40	70	110	110	Overspend on employee costs due to delayed implementation of restructure along with unbudgeted overtime. The section is also forecasting an inability to meet the increase income target (Mandate £50k Markets Income)
Community Hubs	(73)	125	52	52	Increase staffing costs are due to the delayed implementation of the Community Hubs restructure and the mandated savings of £250k relating to a full year of savings. The community Hubs are likely to achieve savings of six months from September 2015.
Whole Place	(26)	n/a	(26)	(26)	Staff vacancies - Delayed appointment
ICT General Overheads	(20)	120	100	100	The 100k savings that were to be achieved through in-house software development and the sale of products will not occur. Other options to look for alternative savings are being actively sought.
Museums ,Shirehall, Caldicot Castle & Country Parks	60	20	80	80	Budget does not reflect the cost to run the service. Historic budget assumptions along with 24k savings from 13-14 carried forward will not be made. Income on target for 15-16 but spend to achieve this income will be over budget.

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Other see Appendix 8	30	0	30	30	
Total ENT at Month 2	(30)	368	338	338	Total ENT Outturn at Month 2

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Operations (OPS)					
Home To School Transport	185	115	300	300	The over spend against budget is due to similar issues to that in 2014-15, in particular the assumed ALN transport savings have proven unachievable, budgeted increased income levels were not made whilst at the same time corporate budget decisions regarding reductions in overtime costs were imposed. A mandate has been put forward to highlight the fact that the service cannot operate within its existing budget and has requested further funding via the MTFP in 2016-17.
Building Cleaning	(40)	90	50	50	Overspend due to delayed implementation of the mandate saving - transferring public conveniences to town councils.
Schools Catering	55	n/a	55	55	increased costs due to the councils need to comply with Healthy Eating In Schools agenda, along with additional training courses and a reduction in budgeted meals
Procurement	(72)	n/a	(72)	(72)	Underspend due to reduced third party expenditure.
Resources	300	n/a	300	300	Review of the eligibility of property services professional fees being charged to Capital projects
Accommodation	(125)	n/a	(125)	(125)	Underspend due to a reduction in premises and supplies and services costs on all accommodation
Highways	(25)	25	0	0	Advertising income will not be fully achieved as Cabinet approval was only granted in May. Early estimates are that 50% of original £50k income will be generated. It is anticipated that this will be found by other mitigating underspends.
Refuse & Cleansing	42	86	128	128	There are two mandates that will not be fully achieved in 15-16.

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Operations					£86k on mandate 36 "Route Optimisation", where there was £50k of transport leasing costs built into the saving but we own the vehicle that we reduced from the fleet and therefore no leasing savings can be achieved. Also, the mandate originally cut 6 FTE posts, but only 5 FTE posts could be cut leaving a pressure of £26k. Also £40k shortfall on additional external income budget, (£50k in 14-15 and a further £50k in 15-16 was introduced). We have secured an additional £60k of this increase. There is also one other mandate in 15-16, mandate 37b "Modernising Trade Waste Services", where there is £40k of additional income to be received from the introduction of Trade waste recycling, to start in September 15.
Other see Appendix 9	(2)	0	(2)	(2)	
Total OPS at Month 2	318	316	634	634	Total OPS Outturn at Month 2

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Chief Executive's Office (CEO)					
Reduced benefits activity and bad debt provision	(120)	n/a	(120)	(120)	Total CEO Outturn at Month 2

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Corporate (COL)					
Audit Commission Fees (Certification Grant)	(35)	n/a	(35)	(35)	Forecasted saving in relation to the auditing of grant claims

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Claims)					
Early Retirement Pension Costs	130	n/a	130	130	Additional cost of redundancies notified in latter part of 2014/15
Crematoria Dividend	(50)		(50)	(50)	Additional dividend over and above that presumed in para 3.1.7 above. The forecast is based on 2014-15 activity.
Insurance Premium Payment(Direct)	(34)	n/a	(34)	(34)	Based on potential 5% increase in premium. Dependent on Insurance tender for new period starting 1st October
Other see Appendix 11	2	0	2	2	
Total COL at Month 2	13	0	13	13	Total COL Outturn at Month 2

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Appropriations (APP)					
Attributable Costs - Fixed Asset Disposal	(30)	n/a	(30)	(30)	Investment income forecast to be higher than budget as advantageous short term loan deals were entered into earlier in the year, but the main spend on the 21C schools program is now expected to be at least mid-year
Interest Payable and Similar Charges	(202)	n/a	(202)	(202)	Reduction in rate on temporary borrowing offset by higher level of debt at 01/04/15 due to loans being taken out early when at attractive rates
Priority Investment Reserve	(90)	n/a	(90)	(90)	9/5/15 Cab report Children's Services development - funded from reserves - part apportioned to 2015-16.
Other see Appendix 12	0	0	0	0	
Total APP at Month 2	(322)	0	(322)	(322)	Total App Outturn at Month 2

Financing (FIN)					
Council Tax	(500)	n/a	(500)	(500)	Surplus due to projected better CT Collection rates
Benefit Support	(93)	n/a	(93)	(93)	Forecast extrapolated from CT Benefits system based upon benefits awarded to date
Total Financing	(593)	0	(593)	(593)	See also Appendix 13

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position net of savings not achieved £'000	Movement since Period 0 Red= Adverse (Green) = Favourable	Headline Comment
Grand Total @ Month 2	165	798	863	863	

3.1.12 More detailed monitoring information together with a narrative of more significant variance over £25,000 is provided in the Select Appendices 2 to 5.

3.2 SCHOOLS

3.2.1 Each of the Authority's Schools is directly governed by a Board of Governors, which is responsible for managing the school's finances. However, the Authority also holds a key responsibility for monitoring the overall financial performance of schools. Below is a table showing the outturn forecast Schools' balances position based on month 2 projections.

Draft Council Fund Outturn 2015/16– Schools Summary outturn position at Month 2 (Period1)	(A) Opening Reserves (Surplus) / Deficit Position 2015/16 £'000	(B) Budgeted Draw on School Balances 2015-16 £'000	(C) Variance on Budgeted Reserve Draw £'000	(D) Draw Forecasted on School Balances @ Month2 £'000	Forecasted Reserve Balances at 2015-16 Outturn (A+D) £'000
Clusters					
Abergavenny	(412)	124	(24)	100	(312)
Caldicot	(426)	275	(23)	252	(174)
Chepstow	98	36	9	45	143
Monmouth	(424)	166	27	193	(231)
Special	24	(18)	(10)	(28)	(4)
	(1,140)	583	(21)	562	(578)

3.2.2 School balances at the beginning of the financial year amount to £1,140,000. The Schools budgeted draw upon balances is forecasted to be £562,000 for 2015/16, therefore leaving £578,000 as forecasted closing reserve balances.

3.2.3 Within these summary figures, of particular note, is the deficit reserve position forecasted for the Chepstow Cluster, although Chepstow Comprehensive School are budgeted to reduce their own school balance through the school recovery plan, the other primary schools within the cluster all plan to draw upon their balances. The draw on school balances to balance school budgets is forecasted for 24 out of the total 37 Monmouthshire Schools.

3.2.4 5 schools exhibited a deficit position at the start of 2015/16; Chepstow Comprehensive (£388,688) and Llandogo (£12,346) were the only schools that showed an increased deficit reserve balance during 2014/15 and these two schools are forecasted to remain in deficit, albeit with an improving position, at the end of 2015/16 by (£314,793) and (£3,581) respectively. Llanvihangel Croconey (£15,040) is forecasted to increase its deficit in 2015/16 to (£20,382) and Castle Park (£39,730) to (£37,418) a slight improvement on 2014/15. Mounon House Special School (£25,593) moved into a deficit position at the end of 2014/15, but is now forecasted to move to a positive £3,988 balance by the end of 2015/16. The only school currently forecasted to move into deficit balance from a credit balance position is Rogiet Junior and Infants (£4,584).

- 3.2.5. Schools balances are exhibiting a fluctuating trend with some schools showing a continuing reduction in schools balances which is of concern and others a more balanced trend.

Financial Year-end	Net level of School Balances
2011-12	(965)
2012-13	(1,240)
2013-14	(988)
2014-15	(1,140)
2015-16 (Forecast)	(578)

- 3.2.6 There has been a significant reliance on reserve balances to supplement school spending plans in the last 4 years across individual schools with a certain amount of replenishment. As a rough guide, prior to 2010, Welsh Government advocated that school balance levels equated to 5% of budget share. Using 2015/16 delegated budget levels, this would equate to £2.18 million. Members may wish to seek a comfort that balances aren't being used to subsidise and sustain core costs such as staffing.

- 3.27 Further information on Schools is provided in Children & Young People Select appendix 5.

3.3 **2015/16 Savings Progress**

- 3.3.1 This section monitors the specific savings initiatives and the progress made in delivering them in full by the end of 2015/16 financial year as part of the MTFP budgeting process.

In summary they are as follows,

2015/16 Mandated Budgeted Savings Progress at Month 2

DIRECTORATE	Specific Savings Initiatives 2015/16 £'s	Savings Identified @ Month 2 £'s	% Progress In Savings Achieved	Delayed Savings to 2016/17 £'s	Savings Unachievable in 2015/16 £'s
Children & Young People	1,514,000	1,400,000	93%	0	114,000
Social Care & Health	274,000	274,000	100%	0	0
Enterprise	1,392,983	1,024,983	73.5%	145,000	223,000
Operations	1,517,000	1,191,000	83%	115,000	211,000
Chief Executives Office	85,000	85,000	100%	0	0
Total Budgeted Savings	4,782,983	3,974,983	83%	260,000	548,000

- 3.3.2 Forecasted mandated savings are currently running at 83%, with £548,000 being deemed unachievable at the end of month 2, and a further £260,000 unlikely to crystallise in 2015-16.

- 3.3.3 The emphasis of reporting savings has changed from previously where savings were reported when they were manifest, however the judgement is now whether saving is forecast to be achieved.

- 3.3.4 The savings appendix also has a traffic light system to indicate whether savings are likely to be achieved or have reasons explaining the mandates delayed implementation. The following savings mandates are still reported to be high or medium risk.

Operations (OPS)

- The Home to School Policy Changes of £115,000 have been delayed due to other budget pressures within the Transport Section
- The £50,000 saving for the Transfer of Public Conveniences to Town Councils has not been achieved and £40,000 of additional external income has not been achieved within the Waste section.
- Delay in income generation of £10,000 in regard to Trade Waste re-cycling, This will hopefully be recovered in the second half of the financial year
- Highways advertising income forecasting a £25,000 shortfall due to later than expected implementation during the financial year following Cabinet Approval
- Route Optimisation has £86,000 of unachievable costs due to unattainable savings in regard to leasing costs and delay in restructuring

Enterprise (ENT)

- Museums, Shirehall & Castles and Tourism – the Tourism aspects exhibit a £20,000 shortfall due to unattainable green screen savings and staffing contracts
- The delayed implementation of the Community Hubs project has led to a £125,000 savings shortfall.
- Sustainable Energy Initiatives is reporting £33,000 of unachievable income targets
- In House development of ICT systems and associated income generation estimated at £100,000 will not occur which additional savings of £20,000 still be found from software contracts.
- MCC Markets are indicating that the extra income of £70,000 from the Markets and associated activities is unachievable

Children and Young People (CYP)

- The Youth Service are forecasting to achieve £86,000 of the mandated savings (£200,000) and are trying to identify the shortfall which has been reported as an over spend at month2.

Social Care & Health (SCH)

- The Mandates for Adult Social Care Service re-design and the transfer of SCH Transition project staff to Bright New Futures are forecast to be fully achieved.

Chief Executive's Office

- All current financial year savings have been identified within the Chief Executive's section of responsibility.

3.4 Capital Position

3.4.1 The summary Capital position as at month 2 is as follows

MCC CAPITAL BUDGET MONITORING 2015-16 AT MONTH 2 by SELECT COMMITTEE						
CAPITAL BUDGET SELECT PORTFOLIO	Annual Forecast £'000	Slippage Brought / Forward £'000	Total Approved Budget 15/16 £'000	Provisional Capital Slippage to 2016/17 £'000	Revised Capital Budget 2015/16 £'000	Forecasted Capital Expenditure Variance £'000
Children & Young People	33,058	7,267	43,101	(17,310)	33,058	0
Adult	81	35	46	0	81	0
Economic & Development	531	531	0	0	531	0
Strong Communities	7,426	2,940	4,486	0	7,426	0
Capital Schemes Total	41,096	10,773	47,633	(17,310)	41,096	0

MCC CAPITAL BUDGET MONITORING 2015-16 AT MONTH 2 By SCHEME CATEGORY						
CAPITAL BUDGET SCHEME	Annual Forecast	Slippage Brought / Forward	Total Approved Budget 15/16	Provisional Capital Slippage to 2016/17	Revised Capital Budget 2015/16	Forecasted Capital Expenditure Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Asset Management Schemes	3,047	889	2,158	0	3,047	0
Future Schools	31,586	6,699	42,197	(17,310)	31,586	0
Other School development Schemes	269	219	50	0	269	0
Infrastructure & Transport	2,782	670	2,112	0	2,782	0
Regeneration Schemes	947	947	0	0	947	0
Sustainability Schemes	81	81	0	0	81	0
County Farm Schemes	352	151	201	0	352	0
Inclusion Schemes	1,198	248	850	0	1,198	0
ICT Schemes	188	188	0	0	188	0
Other Schemes	646	581	65	0	646	0
Capital Schemes Total	41,096	10,773	47,633	(17,310)	41,096	0

3.4.2 There have been no revisions to the Capital programme in the first two months of the financial year.

3.5 Proposed Slippage to 2016-17

3.5.1 The only proposed slippage apparent at month 2 relates to 21c schools initiative, and reflects the latest cashflow profile provided by CYP colleagues.

3.6 Capital Outturn

3.6.1 After allowing for the slippage volunteered by services, the capital programme for 2015-16 is forecasting to spend to budget at Month 2.

3.6.2 This prediction is unlikely to be the reality because the levels of actual expenditure incurred by the end of month 2 doesn't provide a sufficiently robust measure on which to base a greater accuracy of forecast.

3.6.3 A significant factor in this is that the overall spending at month 2 hasn't even been sufficient to clear the provisions for work completed during 2014-15 but not invoiced by the end of the year, which you may expect to be cleared rather promptly in 2015-16.

Net provision made in respect of 2014-15 works (£1,754,734)
Expenditure to end of month 2 £1,147,502

3.7 Capital Financing and Receipts

3.7.1 Given the anticipated capital spending profile reported in para 3.1.1, the following financing mechanisms are expected to be utilised.

MCC CAPITAL FINANCING BUDGET MONITORING 2015-16 AT MONTH 2 By FINANCING CATEGORY						
CAPITAL FINANCING SCHEME	Annual Forecast Financing	Slippage Brought / Forward	Total Approved Financing Budget 15/16	Provisional Budget Slippage to 2016/17	Revised Financing Budget 2015/16	Forecasted 2015/16 Capital Financing
	£'000	£'000	£'000	£'000	£'000	£'000
Supported Borrowing	2,420	0	2,420	0	2,420	0
General Capital Grant	1,462	0	1,462	0	1,462	0
Grants and Contributions	20,769	3,953	16,816	(8,655)	12,114	0
S106 Contributions	690	690	0	0	690	0
Unsupported borrowing	16,585	1,274	15,311	(8,655)	7,930	0
Earmarked reserve & Revenue Funding	898	409	489	0	898	0
Capital Receipts	15,549	4,414	11,135	0	15,549	0
Low cost home ownership receipts	33	33	0	0	33	0
Unfinanced	0	0	0	0	0	0
Capital Financing Total	58,406	10,773	47,633	(17,310)	41,096	0

3.8 Useable Capital Receipts Available

3.8.1 In the table below, the effect of the changes to the forecast capital receipts on the useable capital receipts balances available to meet future capital commitments is shown. This is also compared to the balances forecast within the 2015/19 MTFP capital budget proposals.

Movement in Available Useable Capital Receipts Forecast

TOTAL RECEIPTS	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000
Balance b/f 1 st April	17,440	7,084	21,408	11,697
Receipts forecast to be received in year as 2015/19 MTFP	10,235	25,220	2,150	0
Increase / (decrease) in forecast receipts forecast at month 2	(4,576)	4,880	(150)	2,000
Deferred Capital Receipts	4	4	4	4
Less: Set aside Capital Receipts	0	(10,452)	0	0
Less: Receipts to be applied	(2,937)	(76)	(509)	(509)
Less :21C Schools programme	(12,612)	(5,252)	(11,207)	(650)
TOTAL Actual / Estimated balance c/f 31st March	7,084	21,408	11,697	12,542
TOTAL Estimated balance reported in 2015/19 MTFP Capital Budget proposals	11,660	21,104	11,542	10,388
Increase / (Decrease) compared to MTFP Capital Receipts Forecast	(4,576)	304	(154)	(2,154)

Points to note: The decrease in the Capital receipts balance of £4.5m compared to the MTFP at 31/3/2016 is mainly due to the delay in the receipt of one LDP receipt.

3.8.2 The Council has agreed to the inclusion of 21c schools initiative within the Capital Program and this relies on utilising £29.721 million of capital receipts during this next 4 year MTFP period. Consequently the balance of capital receipts available for other schemes during this MTFP window has considerably reduced.

3.8.3 Despite changes in the timing of individual receipts, which remains a risk to the Council to ensure it has sufficient receipts to fund its expenditure aspirations in the years necessary and avoid temporary borrowing costs, the balance of capital receipts available to fund capital expenditure, at the end of this next MTFP window has been revised to circa £10.3 million, as a consequence of additional receipts predominantly LDP related.

3.9 Reserve Usage

3.9.1 Revenue and capital monitoring reflects an approved use of reserves. Building upon the inclusion of a reserve summary provided as part of 2014-15 the following table indicates the anticipated position both at the end of 2015-16 but also the predicted position for 2016-17 based on decisions already made.

SUMMARY EARMARKED RESERVES POSITION 2015-16									
Earmarked Reserves:	2014-15	Revenue Approved Usage		Capital usage	2015-16	Revenue Budget Usage		Capital usage	2016-17
	b/fwd	Replenishment of Reserves	Draw on Reserves		c/fwd	Replenishment of Reserves	Draw on Reserves		c/fwd
Invest to Redesign	(1,483,521)	(60,228)	583,362	402,095	(558,292)	(96,827)	60,737		(594,382)
IT Transformation	(639,840)	0	0	103,091	(536,749)				(536,749)
Insurance and Risk Management	(2,250,388)	0	0		(2,250,388)				(2,250,388)
Capital Receipt Generation Reserve	(460,342)	0	233,357	79,512	(147,473)			135,191	(12,282)
Treasury Equalisation Reserve	(990,024)	0	0		(990,024)				(990,024)
Redundancy and Pensions Reserve	(599,936)	0	325,434		(274,502)		192,196		(82,306)
Capital Investment Reserve	(1,620,945)			528,611	(1,092,334)			518,541	(573,793)
Priority Investment Reserve	(1,973,294)	0	446,223	648,877	(878,194)				(878,194)
Museums Acquisitions Reserve	(59,798)				(59,798)				(59,798)
Elections Reserve	(83,183)	(25,000)	0		(108,183)	(25,000)	100,000		(33,183)
Grass Routes Buses Reserve	(160,615)	(5,000)	25,913		(139,702)	(5,000)			(144,702)
Sub Total	(10,321,887)	(90,228)	1,614,289	1,762,186	(7,035,640)	(126,827)	352,933	653,732	(6,155,802)
Restricted Use Reserves									
Chairman's Reserve	(36,754)				(36,754)				(36,754)
Youth Offending Team	(382,226)				(382,226)				(382,226)
Building Control trading reserve	(490)				(490)				(490)
Outdoor Education Centres Trading Reserve	(190,280)				(190,280)				(190,280)
I Learn Wales	(48,674)				(48,674)				(48,674)
Total Earmarked Reserves	(10,980,311)	(90,228)	1,614,289	1,762,186	(7,694,064)	(126,827)	352,933	653,732	(6,814,226)

3.9.2 This indicates that by the end of 2016-17 the Council is likely to utilise over 40% of the useable earmarked reserves brought forward from 2014-15.

4 REASONS

4.1 To improve budget monitoring and forecasting information being provided to Senior Officers and Members.

5 RESOURCE IMPLICATIONS

5.1 As contained in the report.

6 EQUALITY AND SUSTAINABLE DEVELOPMENT IMPLICATIONS

6.1 The decisions highlighted in this report have no equality and sustainability implications.

7 CONSULTEES

Strategic Leadership Team
 All Cabinet Members
 All Select Committee Chairman
 Head of Legal Services
 Head of Finance

8 BACKGROUND PAPERS

8.1 Month 2 monitoring reports, as per the hyperlinks provided in the Select Appendices

9 AUTHOR

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Appendices


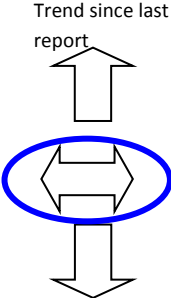

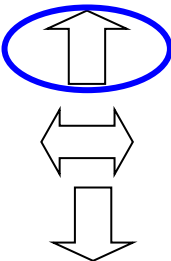
- Appendix 1 Mandated Savings Progress Report
- Appendix 2 Strong Communities Select Committee portfolio position statement
- Appendix 3 Economy and Development Select Committee portfolio position statement
- Appendix 4 Adult Select Committee portfolio position statement
- Appendix 5 Children and Young People Select Committee portfolio position statement


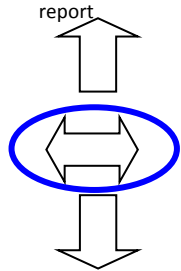

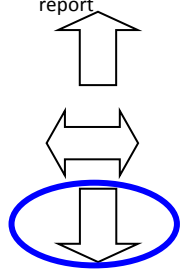
MANDATED SAVINGS PROGRESS REPORT






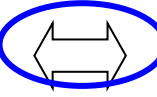






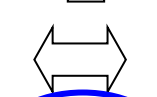

Mandate Summary	RAG Month 10	RAG Month 2
1 Leisure		
2 Housing		
5 Sustainable Energy Initiatives		
6 Museums & Castles		
14 Home to School Transport		
15 Facilities		
16 Schools Delegated budgets		
18 School Library Service		
20 Gwent Music		
24 Transition – Bright New Futures		
25 Fleet Rationalisation		
26 Property Rationalisation		
28 Community Hubs		
31 ICT savings		
33 Adult Social Care (&34)		
35 Transformation of ALN		
36 Route Optimisation		
37a Waste Services		
37b Trade Waste		
37c Grey Bag & Nappy Collection		
40a Democracy		
41 Highways		
41a Abergavenny Markets		
42 Youth Service		


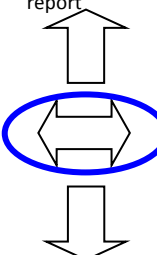

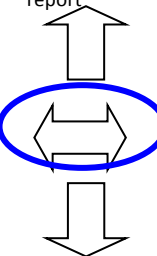
Budget Mandates


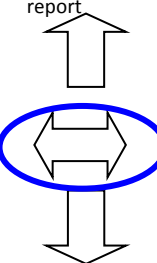

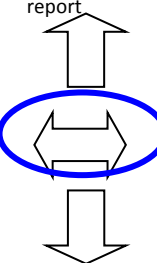
Progress and Next Steps at Month 2

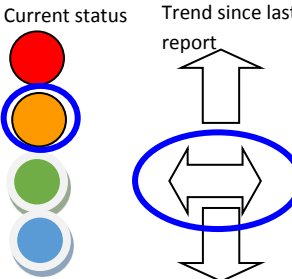
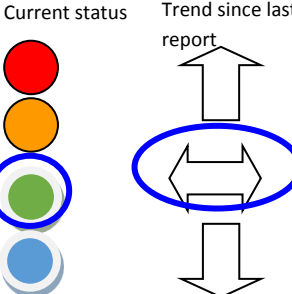
Mandate RAG	Progress for month one and two	Next Steps	Type	Year-end target	Forecasted to be achieved	Variance	Owner
<p>Mandate 1 Leisure.</p> <p>Current status  Trend since last report </p>	<p>Restructure process complete. All departments have individual service plans. All plans tracked and monitored by the individual service area. Full ownership of delivery by individual teams. All Leisure income targets are on track to meet budgets and will continue to be monitored.</p>	<p>Continue to review the 3 G pitch project and review its income generation targets. Continue to review all business plans. Work with finance on e-payments.</p> <p>3G income - red (being supported by other income areas)</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>155,000</p> <p>265,983</p> <p>420,983</p>	<p>155,000</p> <p>265,983</p> <p>420,983</p>	<p>0</p> <p>0</p> <p>0</p>	Ian Sanders
<p>Mandate 2 Housing</p> <p>Current status  Trend since last report </p>	<p>Commercialisation of the care line service. One housing solutions service with TCBC, expansion of shared housing scheme, B&B reduction and a restructure.</p> <p>Detailed plans in place for all projects to ensure they remain on track. The long term average trend has been reversed in the first two months of 15/16 with an average of 24 installs per month and a removal rate of 16 so the trend is definitely positive and if maintained would result in us hitting our target of 800 clients. Projections indicate the service will generate the income necessary to meet the budget. All non-financial benefits - Green</p>	<p>Continue to drive marketing plan and further develop the website and on line payment options. Continue to work with Social Care teams to raise awareness of care line's benefits and functionality. Continue to develop the cultures of both teams to develop a one team ethos.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>25,000</p> <p>30,000</p> <p>55,000</p>	<p>25,000</p> <p>30,000</p> <p>55,000</p>	<p>0</p> <p>0</p> <p>0</p>	Ian Bakewell

<p>Mandate 5 *</p> <p>Sustainable Energy Initiatives</p> <p>Current status  Trend since last report </p>	<p>2014/15 & 2015/16 – savings*</p> <p>Investing in biomass boilers, solar farms and reduction in Carbon Commitment.</p> <p>Expected income targets not achieved.</p>	<p>Review target for 15/16.</p> <p>Review delivery plan and mandate.</p> <p>Cabinet report out for consultation currently to create a solar farm.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>33,000</p> <p>33,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>33,000</p> <p>33,000</p>	<p>Ben Winstanley</p>
<p>Mandate 6</p> <p>Museums & Castles</p> <p>Current status  Trend since last report </p>	<p>Fully integrate cultural services, tourism services and attractions within tourism, leisure and culture section. Maximise synergies & achieve a sustainable long term business footing.</p> <p>Income generation target for 15/16 10K shortfall.</p> <p>Weddings – Amber</p> <p>Countryside savings – Green</p> <p>Savings from Volunteers – Red</p> <p>Income made by fundraiser – Green.</p> <p>Fundraiser in place.</p> <p>Income from learning – Green.</p> <p>Savings from shared service model at Chepstow TIC – Green.</p> <p>Income from green screen – Red</p> <p>Income from rental of Abergavenny Red Square window - Green</p>	<p>Castle reporting an 80K overspend</p> <p>Review the budgets to reflect the cost to run the service.</p> <p>Review budget savings from 13/14 that have been carried forward as these will not be made.</p> <p>Review the spend in order to achieve the income and re-model the targets.</p> <p>15/16 salary budget only supports the service until October 2015/16, potential overspend but will not know the full effect until a decisions is made regarding the future of the TIC.</p> <p>Review marketing plan for Green screen.</p> <p>Continue to review the use of volunteers.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>81,000</p> <p>109,000</p> <p>190,000</p>	<p>71,000</p> <p>99,000</p> <p>170,000</p>	<p>10,00</p> <p>10,000</p> <p>20,000</p>	<p>Ian Saunders</p>

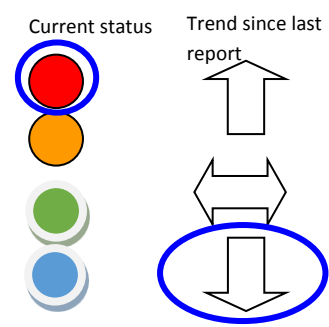
<p>Mandate 14</p> <p>Home to School Transport</p> <p>Current status  Trend since last report </p> <p>  </p> <p> </p>	<p>Post 16 travel grant removed. - Green Removal of the non-statutory element of travel grants to post 16 students by July – Green</p> <p>Increase in post 16 charging – achieved increase in costs in 14/15 and will sustain however the 29k target for 15/16 will not be delivered as already realised.</p> <p>Transport Policy on hold.</p> <p>There is currently no progress on change of policy on statutory distances and pick up points due to members exploring other options.</p>	<p>Waiting for further steer on policy direction for home to school transport.</p> <p>Pressure mandate being submitted to address current underfunded budget for 16/17</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>115,000</p> <p>115,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>115,000</p> <p>115,000</p>	<p>Roger Hoggins/ Richard Cope</p>
<p>Mandate 15 *</p> <p>Facilities - transfer functions to other providers</p> <p>Current status  Trend since last report </p> <p>  </p> <p> </p>	<p>2014/15 mandate*</p> <p>Building Cleaning / Community Services Engaging with town and community councils, ‘friends of’ and clubs to take on service related costs. Considerable work has already been undertaken e.g. Linda Vista, Bailey Park, public conveniences.</p> <p>Activities during 2015/16 will be more challenging and this will need to be approached in a more flexible way. It is highly unlikely that we will achieve full year savings on this for 2015/16.</p>	<p>Review the delivery plan and consider opportunities for 2016/17. Contain in mandate proposal to re-align.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>100,000</p> <p>0</p> <p>100,000</p>	<p>10,000</p> <p>0</p> <p>10,000</p>	<p>90,000</p> <p>0</p> <p>90,000</p>	<p>Roger Hoggins</p>

<p>Mandate 16</p> <p>schools delegated budgets</p> <p>Current status  Trend since last report </p>	<p>Schools being supported to seek opportunities for savings. Cluster led meetings. All schools being supported with performance management. Training needs have been identified for Head Teachers to address any skill gaps when managing their budgets. All schools continue to engage.</p>	<p>Ensure the identified 'quick wins' are developed and continue to be published, shared and evaluated throughout all schools. Highlight schools who need more significant support and agree action to mitigate any financial challenges. Continue to review resource impact for foundation phase. Monitor schools closely to ensure they follow their budget plans and more schools do not fall into a deficit.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>1,124,000</p> <p>1,124,000</p> <p>1,124,000</p>	<p>1,124,000</p> <p>1,124,000</p> <p>1,124,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Nikki Wellington</p>
<p>Mandate 18 *</p> <p>School library service - combine with general library service</p> <p>Current status  Trend since last report </p>	<p>2014/15 mandate with 2015/16 savings*</p> <p>Savings achieved – mandate delivered</p>	<p>No next steps necessary</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>20,000</p> <p>20,000</p>	<p>0</p> <p>20,000</p> <p>20,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Sharon Randall – Smith</p>

<p>Mandate 20 Gwent Music</p> <p>Current status  Trend since last report </p>	<p>Gwent Music is a joint service hosted by Newport. The plan is to refocus the service to make them more efficient and increase the value by :-</p> <p>Increase charging to parents per term to bring it in line with other LA's delivering the same service i.e. Newport. Introduce an instrument charge. Not fill the vacant post. Music access fund agreed as of 19th June by cabinet.</p>	<p>To continue to work with Gwent music to develop the music provision for Monmouthshire schools in light of the reductions. To launch the access fund to all schools from September</p> <p>Gwent music have worked very successfully on income generation and very closely with Monmouthshire to achieve this.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>50,000</p> <p>50,000</p>	<p>0</p> <p>50,000</p> <p>50,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Nicky Wellington</p>
<p>Mandate 24 * Transition - Bright New Futures (SC&H)</p> <p>Current status  Trend since last report </p>	<p>2014/15 mandate*</p> <p>In 2014 we combined our Transitions Project Team within Bright New Futures Project. (based in Bridges)</p> <p>This has established a shared service model.</p> <p>No action necessary in relation to the mandate savings.</p> <p>We continue to deliver savings with this partnership working.</p>	<p>Plan to review near the end of the five year project. Review to include :- Budgets Service Resource / secondments. Etc...</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>14,000</p> <p>14,000</p>	<p>0</p> <p>14,000</p> <p>14,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Julie Boothroyd</p>

<p>Mandate 25</p> <p>Fleet Rationalisation</p>  <p>Current status: Red, Yellow (circled), Green, Blue</p> <p>Trend since last report: Up, Double-headed (circled), Down</p>	<p>The savings for this mandate were being achieved from the reduction of fleet vehicles across the authority.</p> <p>This fleet reduction has been achieved therefore the budget mandate is on target to be achieved by year end. The restructure element due to protection of employment policy did not achieve 100% however shortfalls will be made from other savings within the service.</p> <p>There are other operational opportunities currently being considered :- ICT 22 – the connected worker has made progress, this is at the trailing stage, ICT 13– the pool car booking system – this has not progressed.</p>	<p>No next steps for fleet reduction as complete.</p> <p>Continue to review the 2 ICT projects and report progress.</p> <p>Ensure shortfall in restructure savings are met within service area.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>62,000</p> <p>62,000</p>	<p>0</p> <p>62,000</p> <p>62,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Debbie Jackson</p>
<p>Mandate 26</p> <p>Property rationalisation</p>  <p>Current status: Red, Yellow (circled), Green, Blue</p> <p>Trend since last report: Up, Double-headed (circled), Down</p>	<p>These savings are predicted on the need to reduce our operational portfolio and maximise revenue streams from our investment holdings. Revenue savings are largely accrued through the reduction in utilities costs, rates, repairs and maintenance.</p> <p>Rental of buildings – Green Release of Boverton house – 9 K short due to exam commitment. Rates Savings on vacant buildings - Green Rental Grant reductions – Dedicated member of staff now responsible for this.</p>	<p>Review the property rationalisation delivery plan and amend to account for Boverton House shortfall. Permissions for any disposal will continue through the usual council process. Work alongside agile working policy owner to explore further opportunities for greater agile working.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>20,000</p> <p>80,000</p> <p>100,000</p>	<p>20,000</p> <p>80,000</p> <p>100,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Ben Winstanley</p>

Mandate 28
Community Hubs



It's about delivering services in a different way and aligning them with the Whole Place philosophy. This will introduce major changes to how the library and one stop shop services are delivered. We will create a hub in each town where face to face services will be delivered. The contact centre will sustain a reliable and informed first point of contact for people contacting us other than face to face.

Employee consultation / selection and resource management is underway.

Budget saving shortfall mainly due to the delay of the implementation of the restructure. The mandate describes the full year's savings and now only 50% will be achieved due to the Sept implementation date.

Project plan requires continuous monitoring, updating and adjusting to reflect the project developments.

Review training plan for both operations (ensure training fits the needs of the new services) Continue to review the reporting lines of both new services to ensure consistency and synergy between the two.

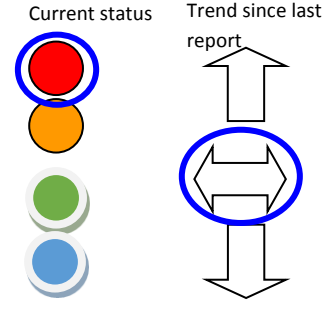
Continue to support the staff to ensure open 2 way communication. Ensure HR are available to offer consistent advice and guidance and support to staff where and when appropriate in order to support the project timelines.

There is a 73K mitigating underspend included that offsets the mandate saving.

Income	0	0	0
Savings	250,000	125,000	125,000
Total	250,000	125,000	125,000

Deborah Hill-Howells

Mandate 31
ICT Savings (SRS & custom built software solutions)



The mandate's aim was to :- Drive cost efficiencies and income generation opportunities within the Shared Resource Service (SRS). This will subsequently result in MCC benefiting from reduced budget without any significant impact to service. And generate ongoing savings and user benefit from custom built software solutions being generated, then productised and sold commercially.


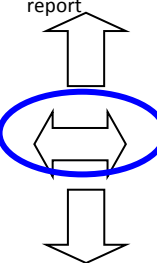

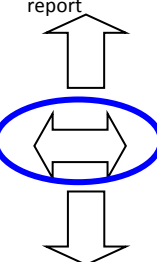
SRS have found 130K of their proposed 150K. They hope to make 20k by year end on employee savings. The software solutions savings will not occur and other options are being considered for alternative savings.


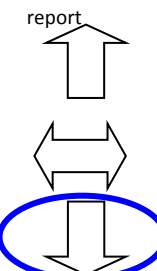

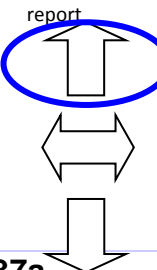

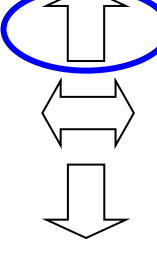
Continue to work with SRS to identify and deliver savings where possible.


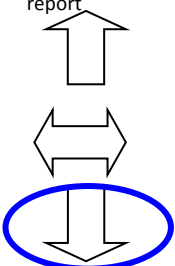
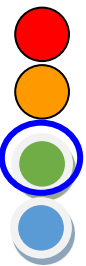
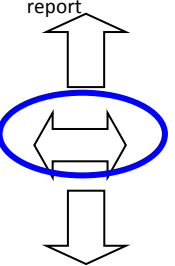
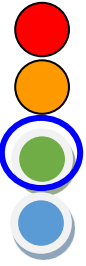
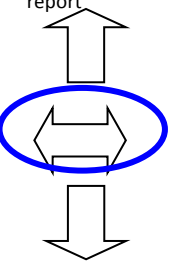
Continue to develop options for alternative savings.

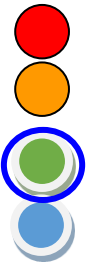
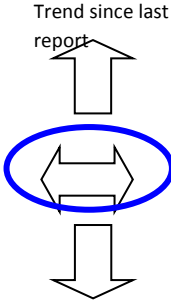

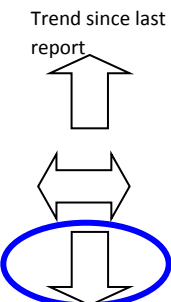
Income	0	0	0
Savings	250,000	130,000	120,000
Total	250,000	130,000	120,000

Peter Davies

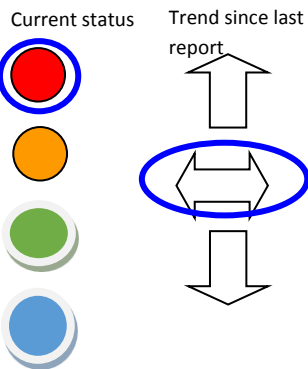
<p>Mandate 33&34</p> <p>Adult Social Care</p> <p>Current status  Trend since last report </p>	<p>The service is continuing its journey on practice change and restructuring itself to meet future mandate savings with community links and innovative approaches to domiciliary care, coupled with less reliance on admissions to residential care.</p> <p>The size of the saving is challenging however the service is working together as a whole team in order to continue to review its performance in order to meet the targets. Change in practice will need to continue at pace and be significant, this will continue to take time. It is still uncertain if following re-assessment savings will be realised due to dependency and acceptance of different solutions available. All targets currently on track to deliver. Dementia care matters training has commenced with vigour and early signs are that it will support the changes in practice required.</p>	<p>Continue to review the structures and workforce to establish the resource, knowledge and skills moving forward.</p> <p>Service transformation will continue to evolve and approval sought as the programme develops.</p> <p>Continue to deliver and ongoing evaluation of the training.</p> <p>Continue to capture and work with savings ideas from the teams.</p> <p>Continue to review IT build.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>260,000</p> <p>260,000</p>	<p>0</p> <p>260,000</p> <p>260,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Julie Boothroyd</p>
<p>Mandate 35</p> <p>Transformation of ALN</p> <p>Current status  Trend since last report </p>	<p>We are undertaking a review of Additional Learning Needs. Its forms a 3 stage process.</p> <p>Savings fully met for this year. Stages 1 and 2 are complete and the team have commenced consultation with families as part of the stage 3. Community consultation is considered robust and well evidenced. Difficulty in predicting the outcome of consultation until full consultation is complete. All options present opportunities for delivering the target savings.</p>	<p>All timescales of delivery of the mandate to stay in line with the 'complete review' timetable. Continue to review and adapt the consultation both internally and in the community and families. Finance milestone to be built into the delivery plan. Ensure stage 3 is monitored and kept on track.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>120,000</p> <p>120,000</p>	<p>0</p> <p>120,000</p> <p>120,000</p>	<p>0</p> <p>120,000</p> <p>120,000</p>	<p>Sharon Randall-Smith</p>

<p>Mandate 36 * Route Optimisation</p> <p>Current status  Trend since last report </p>	<p>Mandate from 2014/15</p> <p>Due to the changing to routes the mandate related to the reduction in fleet.</p> <p>There were 50K of transport costs built into the saving but as MCC owned the vehicle that we reduced from the fleet therefore there were no leasing savings achieved. The mandate reduced 6 FTE posts but operationally only 5 FTE could be lost leaving a further pressure.</p>	<p>Review the on-going operation and budgets and re-align in line with service needs.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>270,000</p> <p>270,000</p>	<p>0</p> <p>184,000</p> <p>184,000</p>	<p>0</p> <p>86,000</p> <p>86,000</p>	<p>Rachel Jowitt</p>
<p>Mandate 37 Waste – Project Gwyrdd</p> <p>Current status  Trend since last report </p>	<p>5 authority partnership whose purpose is to provide the best environmental, cost effective and practical solution for waste after recycling and composting has been maximised in each area</p>	<p>Regular review</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>250,000</p> <p>250,000</p>	<p>0</p> <p>250,000</p> <p>250,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Rachel Jowitt</p>
<p>Mandate 37a Waste Services</p> <p>Current status  Trend since last report </p>	<p>The mandate is about re-aligning the service in order to be as customer focused and efficient as possible. To reduce duplication of services which provide clarity on responsibility and service delivery. To remove duplication and harmonise working practices.</p> <p>Vacancies have been deleted therefore savings have been achieved.</p>	<p>No relevant Next Steps</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>50,000</p> <p>50,000</p>	<p>0</p> <p>50,000</p> <p>50,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Rachel Jowitt</p>

<p>Mandate 37b Trade Waste</p> <p>Current status  Trend since last report </p>	<p>This mandate has 2 elements. The introduction of trade waste recycling. And Realignment of 2 schedule changes.</p> <p>It has been identified that this may possibly be a pressure and this will continue to be reviewed. More detail will be available in month 6.</p>	<p>Continue to review operational impact. Establish any potential mitigating actions.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>30,000</p> <p>10,000</p> <p>40,000</p>	<p>20,000</p> <p>10,000</p> <p>30,000</p>	<p>10,000</p> <p>0</p> <p>10,000</p>	<p>Rachel Jowitt</p>
<p>Mandate 37c Grey bag & nappy collection.</p> <p>Current status  Trend since last report </p>	<p>This mandate relates to the removal of the free supply of grey refuse bags and the removal of the hygiene/ nappy collection.</p> <p>The mandate has been delivered the savings have been achieved.</p>	<p>Continue to review as still early stages. No other next steps relevant.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>180,000</p> <p>180,000</p>	<p>0</p> <p>180,000</p> <p>180,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Rachel Jowitt</p>
<p>Mandate 40a Democracy</p> <p>Current status  Trend since last report </p>	<p>This mandate purpose was to reduce the budget requirement in a number of areas through a range of actions including :- Management restructure – Green. Increased income generation – Green Removal of a vacant post – Green Reduction in mileage budget – Green All action plans delivered in order to achieve the savings.</p>	<p>In relation to budget delivery no next steps</p> <p>Non budget Service improvements.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>24,000</p> <p>85,000</p> <p>109,000</p>	<p>24,000</p> <p>85,000</p> <p>109,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Tracy Harry</p>

<p>Mandate 41 Highways</p> <p>Current status</p>  <p>Trend since last report</p> 	<p>This mandate was made up of :-</p> <p>Employee restructure – Green Material savings – Green Plant saving – Green. Re-negotiating with sub-contractors – Green Additional income from skips & scaffolding – green. Operational fuel, stores & procurement savings - Green. Commercial advertising – Red.</p>	<p>Advertising income will not be fully achieved as cabinet only recently approved it. Early estimates are that 50% of the income will be generated. This shortfall will be found by other mitigating underspends.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>55,000</p> <p>395,000</p> <p>450,000</p>	<p>55,000</p> <p>370,00</p> <p>425,000</p>	<p>0</p> <p>25,000</p> <p>25,000</p>	<p>Tony Wallen</p>
<p>Mandate 41a Abergavenny Markets</p> <p>Current status</p>  <p>Trend since last report</p> 	<p>The objective was to run additional market stalls on existing market days in Neville street and St Johns Square, Abergavenny. Expansion of flea markets and boot sales and to hold special markets/events in Cross Street Abergavenny.</p> <p>The service has been unable to generate the additional income. This mainly due to operational, resource and PR challenges.</p> <p>Welsh Classes (10K) Finders fees (10K)</p>	<p>Critically review current structures and operation and business model.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>70,000</p> <p>0</p> <p>70,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>70,000</p> <p>0</p> <p>70,000</p>	<p>Ben Winstanley</p>

**Mandate 42
Youth Service**



The Youth Service is exploring new ways of working. They are embracing this opportunity in an innovative way. Small groups are exploring ideas to generate income streams and savings whilst ensuring quality service is maintained.

Sourced and secured ESF funding for pre and post 16 for a period of 3 years. 130k per year secured and runs an academic year so circa 70k will be in this financial year.

Secured 10k from Supporting People's Programme to assist with Post 16 support for 1 year

Community Kitchen in Abergavenny has been awarded 5 star rating by Environmental Health and is now operational. Taking bookings for buffets; children's parties and lunches for community members

Skate Park Shop in Abergavenny is near opening
Finalising details with Legal on contract with local business
Audit and accounts have been set up
Marketing ready to go out

Propel is steadily progressing
Courses ready to advertise
Staffing being trained currently to deliver

Wellbeing is steadily progressing
Courses being written
Staff who have expertise in this area are finding it difficult to fit in this as well as working with young people on their case load as these are the priority

Meetings with all schools to look at new roles for staff and outcomes required to meet funding criteria.
Planning and writing of resources and courses to be completed over summer period
Programme to start delivery on 2nd September 2015

Meet with SPP to finalise grant.
Case load young people to be supported. Commence project in July 2015.

Market and promote menus and packages available
Official opening in September 2015 in Kitchen.

Set income targets once steady business flow is established.
Shop to be operational by September 2015
Set income targets once steady business flow is established

Still awaiting for HUB section to promote courses.
On-line payment will be crucial and awaiting developments on this work.

Still awaiting for HUB section to promote courses
Meeting with staffing team to look at where time can be found in order to free staff up to deliver specialised courses and offer more packages to families and young people

Income	200,000	100,000	100,000
Savings	0	0	0
Total	200,000	100,000	100,000

Tracey Thomas

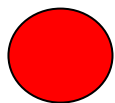
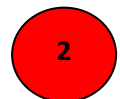
Summary Month 10

Summary – Month 2

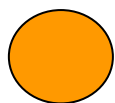
Key

Current status

Current status



Concerns identified with delivery of target. Continue to closely review & monitor.



Monitoring & required to keep on track



On target to achieve budget



On target and over acceding.

Strong Communities Select Committee Portfolio Position Statement Month 2 (2015/16)

1 Head of Operations Commentary

1.1 This is a month 2 report so is early in the financial year. Nevertheless the report highlights some significant budgetary issues that continue from the 2014/15 financial year, including the PTU budget assumptions and those for school meals. The pressures have been assessed and in some instances have been listed as pressures within the wider budget setting process. If they are not managed through the corporate process then it will fall back upon the Operations department to find alternative savings or greater income during the year to balance the department's budget overall. A pressure has arisen through a review of Property services charging, resulting in some Property Services costs no longer being able to be allocated to the capital budget. This is a change from established custom and practice and officers are investigating how this may best be managed. At present the income assumptions surrounding grounds maintenance and SWTRA are modest and performance in these areas will improve the projected out turn, officers will revise these assumptions further into the year when turnover becomes clearer.

2 Revenue Outturn Forecast

2.1 The combined budget and outturn forecast for this portfolio is

Service Area	Budget at Month 2 £000's	Forecast Outturn £000's	Variance at Month 2 £000's
Chief Executive's Office	6,837	6,716	(121)
Operations	16,098	16,732	634
Corporate	18,351	18,414	63
Appropriations	8,224	7,976	(248)
Financing	(145,376)	(145,969)	(593)
Total	(95,866)	(96,131)	(265)

2.2 The most significant over and underspends are

Service	Overspend Predicted £000's	Underspend Predicted £000's	Commentary on forecasted outturn
CEO			
Benefits		(120)	£57,000 under spend against the Benefits budget reflecting current activity levels. £49,000 underspend against the budget that was earmarked for topping up the bad debt provision (this is based on last year's activity) £13,000 additional Admin Grant from DWP

Service	Overspend Predicted £000's	Underspend Predicted £000's	Commentary on forecasted outturn
Operations – Passenger Transport Unit	300		Assumed ALN transport savings have proven unachievable, budgeted increased income levels were not made whilst at the same time corporate budget decisions regarding reductions in overtime costs were imposed. A mandate has been put forward to highlight the fact that the service cannot operate within its existing budget and has requested further funding via the MTFP in 2016-17.
Operations – Building Cleaning	50		Delayed implementation of mandate saving of transferring public conveniences to Town Councils.
Operations – School Catering	55		Increased costs to comply with Healthy Eating in Schools Agenda and a reduction in budgeted meals
Operations – Procurement		72	Vacancy savings and reduced third party expenditure
Operations – Property Services	300		A review of property service charging which means that overheads cannot be charged to capital schemes
Operations – Accommodation costs		125	Maintenance costs for Magor and Usk are underspent mainly due to reduced costs as buildings are relatively new.
Operations - Waste	126		Savings from mandates could not be achieved – leasing costs could not be saved as vehicles were already owned and therefore a budget did not exist. Only five out of six posts could be removed. Additional income of 40k from trade waste will be delayed as the implementation date is September 2015.

Corporate Services	Overspend Predicted £000's	Underspend Predicted £000's	Commentary on forecasted outturn
CORPORATE			
Audit Commission Fees (Certification)		(35)	Forecasted saving in relation to the auditing

Grant Claims)			of grant claims
Early Retirement Pension Costs	130		Additional cost of redundancies notified in latter part of 2014/15
Insurance Premium Payment(Direct)		(34)	Based on potential 5% increase in premium. Dependent on Insurance tender for new period starting 1st October
APPROPRIATIONS			
Attributable Costs - Fixed Asset Disposal		(30)	Investment income forecast to be higher than budget as advantageous short term loan deals
Interest Payable and Similar Charges		(202)	£128k - Reduction in rate on temporary borrowing offset by higher level of debt at 01/04/15 due to loans being taken out early when at attractive rates; Plus £10k saving relating to a budget reduction in 2014/15 for the Abergavenny library. Also reduction in saving of £16k due to the delay of an LDP receipt into 2016/17
Charges Required Under Regulation	74		The shortfall mainly relates to MRP payable relating to vehicles purchased from borrowing (unbudgeted) in 1415.
Contribution from Reserves	90		9/5/15 Cab report Children's Services development - funded from reserves - part apportioned to 2015-16.
FINANCING			
Council Tax		(500)	Surplus due to projected better CT Collection rate
Benefit Support		(93)	Forecast extrapolated from CT Benefits system based upon benefits awarded to date

2.3 Please see Appendix 9,10,11,12 and 13 for further analysis of the directorate expenditure at month 2.

3 2015-16 Savings Progress

3.1 The savings required by the 2015-16 budget mandates have not yet been fully secured.

3.2 Operations Budgeted savings were £1,517,000 and at month 2, £1,201,000 have been identified. Of the remaining savings, £115,000 are delayed until 2016/17 and currently £201,000 are deemed to be unachievable.

3.3 Chief Executives budgeted savings were £85,000. These have all been achieved.

Man. No.	Description	Target Savings £'s	Forecast Savings Identified £'s	Delayed Till 2016/17 £'s	Unachievable £'s
	STRONG COMMUNITIES				
14	Home to School Policy Changes	115,000	0	115,000	0
15	Facilities - Transfer functions to other providers	100,000	10,000	0	90,000
25	Transport Review and Rationalisation	62,000	62,000	0	0
36	Cost Neutral Waste Service	270,000	184,000	0	86,000
37	Project Gwyrdd	250,000	250,000	0	0
37a	Waste Mgt - Efficiency & Realignment	50,000	50,000	0	0
37b	Waste Mgt - Modernising Trade Waste Services	40,000	40,000	0	0
37c	Waste Mgt - Collection changes, Grey bags and nappies	180,000	180,000	0	0
41	Highways	450,000	425,000	0	25,000
	Total Operations	1,517,000	1,201,000	115,000	201,000
	CHIEF EXECUTIVES'				
40a	Democracy & Regulation	85,000	85,000	0	0
	Total CEO	85,000	85,000	0	0

Please see Savings Mandate Progress Appendix 1 for further details on savings

4 Capital Outturn Forecast

4.1 The capital budget of £4,485,758 had been increased by slippage from 2014/15 of £2,939,759 to a new total of £7,425,517. The budget is separated under the following headings

Strong Communities	Annual Forecast £000's	Original Budget £000's	Slippage from 2014/15 £000's	Total Approved Budget £000's	Annual Overspend / (Underspend) Month 2 £000's
Development Schemes Over £250k	11	0	11	11	0
Development Schemes Under £250k - Essential Works	783	410	373	783	0
Development Schemes Under £250k - Other Recommend	836	270	566	836	0
Infrastructure	2783	2112	671	2783	0
IT Schemes - Infrastructure/Hardware	147	0	147	147	0
IT Schemes - Web Related	35	0	35	35	0
Low Cost Home Ownership	33	0	33	33	0
Maintenance Schemes - General	346	201	145	346	0
Renovation Grants	654	600	54	654	0
Section 106	705	0	705	705	0
Specific Grant Funded	0	0	0	0	0
Maintenance Schemes - Property	1093	893	200	1093	0
Grand Total	7,426	4,486	2,940	7,426	0

5 Supporting Financial Monitoring Workbooks (ctrl click to access)

Important: Please do not Check Out Files

[Revenue Monitoring Month 2 Chief Executives Office](#)

[Revenue Monitoring Month 2 Operations](#)

[Revenue Monitoring Month 2 Corporate](#)

[Revenue Monitoring Month 2 Appropriations](#)

[Capital Monitoring Month 2 Strong Communities Select](#)

Economy & Development Select Committee

Portfolio Position Statement Month 2 (2015-16)

1 DIRECTOR'S COMMENTARY

2015-16 is a year in which Enterprise is charged with delivering on some of its most challenging efficiency and income generation targets. As such, it's difficult to provide accurate commentary on a forecast position taken at month 2. The early position however does reflect the lead-in time taken to develop new Community Hubs and whilst ground can be re-gained on implementation now that the HR processes have been all but worked through, a shortfall in the target is likely. It is envisaged that this will be offset with additional income through Estates and Housing and delaying appointment/holding open vacant posts wherever possible. In relation to a further pressure point, Community Education, the franchise agreement has been recently reduced significantly and as such, a staff restructure report is currently making its way through the Select process in readiness for July cabinet. Caldicot Castle continues to exhibit pressures in relation to inability to hit income targets in light of the overall investment needs attached to running a scheduled ancient monument and whilst SRS efficiencies have been identified in the main, £100k of new income remains unidentified around software development. Given that the replacement social care system will soon be up and running, a commercialisation opportunity exists which will be explored and further work continues on the integration of legacy software systems across partners. In short, whilst an over-spend is evident at this early stage, I remain confident in the efforts taken to redress this.

2 Revenue Outturn Forecast

2.1 The combined budget and outturn forecast for this portfolio is

Service Area	Budget at Month 2 £000's	Forecast Outturn £000's	Variance at Month 2 £000's
Community led Delivery	1,928	2,066	138
Commercial and People Development	4,101	4,201	100
Enterprise Management	397	397	0
Development Planning	931	931	0
Tourism, leisure and Culture	2,500	2,600	100
Total	9,857	10,195	338

2.2 The most significant over and underspends are

Service	Overspend Predicted £000's	Underspend Predicted £000's	Commentary on forecasted outturn
Markets	110		Delayed implementation of restructure, increased overtime demands and inability to meet budget mandate savings of increasing income by 50k
Sustainability	62		Inability to meet income targets from PV schemes etc.

Cemeteries		40	Increase in income
County Farms		40	Lower than anticipated maintenance costs
Industrial Units	20		Higher than anticipated maintenance costs
Community Hubs	52		Delays in implementation of Community Hubs Restructure – likely to be in place September
Whole Place		26	Staff Vacancies
ICT Technology	100		Savings from budget mandate about income generation of 100k from software sales will not occur
Museums	10		Green screen savings will not occur
Caldicot Castle	80		Historic budget underfunding and savings from previous year not achieved
Tourism	10		Overspend due to staff costs. Efforts are being made to reduce this further by use of volunteers
TOTAL	444	106	Net Total 338

2.3 Further analysis of Economic and Development Select Expenditure can be found in the workbook link provided below

3 2015-16 Savings Progress

3.1 The savings required by the 2015-16 have not yet been secured.

3.2 Enterprise budgeted savings were £1,392,983 and at month 2, £1,024,983 have been identified. Of the remaining savings £145,000 are delayed and currently £223,000 are deemed to be unachievable.

Man. No.	Description	Target Savings £'s	Forecast Savings Identified £'s	Delayed Till 2016/17 £'s	Unachievable £'s
	ECONOMY & DEVELOPEMNT				
1	Dev of Leisure & Outdoor services	420,983	420,983	0	0
2	Collaboration of Housing services	55,000	55,000	0	0
5	Sustainable Energy Initiatives	33,000	0	0	33,000

6	Museums, Shirehall, Castles & Tourism	190,000	170,000	20,000	0
26	Property Review	100,000	100,000	0	0
28	Community Hubs & Contact Centre	250,000	125,000	125,000	0
31	ICT Savings	250,000	130,000	0	120,000
40	Planning income	24,000	24,000	0	0
41a	Market Income	70,000	0	0	70,000
	TOTAL ENTERPRISE	1,392,983	1,024,983	145,000	223,000

3.3 Further detailed analysis of Savings mandates are contained in Appendix 1.

4 Capital Outturn Forecast

4.1 There was no original budget for capital schemes within this portfolio however capital slippage from 2014/15 of £530,735 has been allowed into 2015/16. The budget is separated under the following headings

Economy & Development	Annual Forecast £000's	Original Budget £000's	Slippage from 2014/15 £000's	Total Approved Budget £000's	Annual Overspend / (Underspend) Month 2 £000's
Development Schemes Over £250k	4	0	4	4	0
Section 106	527	0	527	527	0
Grand Total	531	0	531	531	0

Further details of all the schemes are contained in capital workbook link below.

5 **Supporting Financial Monitoring Workbooks (ctrl click to access)**

Important: Please do not Check Out Files

[Revenue Monitoring Month 2 Enterprise](#)

[Capital Monitoring Month 2 Economy and Development Select](#)

Adult Select Committee Portfolio Position Statement Month 2 (2015-16)

1 DIRECTOR'S COMMENTARY

- 1.1 Even though very early in the year, we are set to deliver an outturn overspend of £157,503, with £90,277 reserve funded. This is different to the reported position due to the additional Children's Services funding agreed by Cabinet on 6th May which has yet to be adjusted for.
- 1.2 Looking at Children's Services, after the additional budget allocation we are set for a £254,579 overspend, with £90,277 subject to reserve funding. We are still experiencing budgetary pressures from external placements and the full year cost burden of placements that started part way through 2014/15. Continued work on current placements may allow us to reduce the outturn downwards as we progress through the year.
- 1.3 On a positive note Adult Services is exhibiting an under spend of £97,076 after allocating £60,000 to Children's Services. The Community Care division is still reporting good results with another year set to deliver an under spend, being £106,846. This division is continuing its journey on practice change and restructuring itself to meet future mandate savings with community links and innovative approaches to domiciliary care, coupled with less reliance on admissions to residential care.

2 Revenue Outturn Forecast

- 2.1 The combined budget and outturn forecast for this portfolio is

Service Area	Budget at Month 2 £000's	Forecast Outturn £000's	Variance at Month 2 £000's
Adult Services	7,067	7,049	(18)
Community Care	19,668	19,561	(107)
Commissioning	1,971	1,967	(4)
Resources & Performance	946	918	(28)
Total before £60k budget reallocation to Children's services	29,652	29,495	(157)

2.2 The most significant over and underspends are

Service	Overspend Predicted £000's	Underspend Predicted £000's	Commentary on forecasted outturn
Disability Equipment (GWICES)		(99)	Advanced stock purchases in 2014/15 by the Intermediate Care Fund
Monnow Vale	39		Historic budget did not fully account for pooled costs.
Transition secondment		(32)	Staffing cost budgeted but secondment continues to be met by 3 rd party
Management team		(59)	Intermediate Care Funding has paid for Direct Care team manager post
Direct Residential Care	139		Employee efficiency and previous mandate savings not deliverable along with falling client numbers resulting in lower income
Domiciliary Care and Community meals	8		Net effect of past savings not made in full
Day Centres		(14)	Net employee cost savings at Severn View
Community Care		(107)	Net effect of savings within Community Learning Disability Team from continuing Health Care applications transferring client funding to Health Board
Commissioning		(4)	Small net saving associated with Drybridge Gardens
Resources		(28)	Net underspend in IT and Finance provision
TOTAL	186	(343)	Net Total (157)

2.3 Further analysis of the Costs centres contained within the Adult Select Service areas can be obtained from the detailed budget monitoring in the links included below.

3 2015-16 Savings Progress

3.1 As at month 2 we are on track to meet our mandated savings as illustrated below: -

Man. No.	Description	Target Savings £'s	Forecast Savings Identified £'s	Delayed Till 2016/17 £'s	Unachievable £'s
	SOCIAL CARE & HEALTH				
24	Bright new futures	14,000	14,000	0	0
33	Sustaining Independent Lives in the Community	260,000	260,000	0	0
	TOTAL SCH	274,000	274,000	0	0

3.2 Further details on the savings mandates can be found in Appendix 1.

4 Capital Outturn Forecast

4.1 A summary of this year's capital schemes are shown below: -

Social Care & Health	Annual Forecast £000's	Original Budget £000's	Slippage from 2014/15 £000's	Total Approved Budget £000's	Annual Overspend / (Underspend) Month 2 £000's
IT Schemes – Infrastructure/Hardware	35	0	35	35	0
Maintenance Schemes - Property	47	47	0	47	0
Grand Total	82	47	35	82	0

4.2 Further details of all the schemes are contained in the workbook link below.

There is a potential additional scheme involving the Mardy Park carpark reconfiguration that secured capped and finite Intermediate Care Funding from Welsh Government in 2014-15. This scheme did not feature in capital programme during 2014-15 as it did not obtain necessary planning consensus to proceed in the fashion advocated. The resources granted must be spent by end of March 2016, the project is due to receive further planning consideration shortly and may necessitate an urgent recommendation to Cabinet for inclusion in 2015-16 capital programme.

5 **Supporting Financial Monitoring Workbooks (ctrl click to access)**

Important: Please do not Check Out Files

[Revenue monitoring Month 2 Social Care and Health](#)

[Capital monitoring Month 2 Adult Select](#)

Children & Young People Select Committee Portfolio Position Statement Month 2 (2015-16)

1.1 CYP DIRECTOR'S COMMENTARY

The Directorate's Month 2 position is a forecasted over spend of £274,000, which we are anticipating will fall as we progress through the year. The Youth Service remains a volatile area having been subject to a £200,000 saving mandate. Whilst a significant amount of this saving has been identified, the service is working hard to recoup the remaining amount.

1.2 SCH DIRECTOR'S COMMENTARY

Looking at Children's Services, after the additional budget allocation to be received, we are set for a £254,579 overspend, with £90,277 subject to reserve funding. We are still experiencing budgetary pressures from external placements and the full year cost burden of placements that started part way through 2014/15. Continued work on current placements may allow us to reduce the outturn downwards as we progress through the year

2 Revenue Outturn Forecast

2.1 The combined budget and outturn forecast for this portfolio is

Service Area	Budget at Month 2 £000's	Forecast Outturn £000's	Variance at Month 2 £000's
21st Century Schools	0	0	0
Individual School Budget	43,783	43,783	0
Resources	1,424	1,485	61
Standards	5,449	5,548	99
Youth	597	711	114
CYP Directorate	51,253	51,527	274
Children's Services	7,796	8,471	675
Total C&YP Select	59,049	59,998	949

2.2 The most significant over and underspends are

Service Heading	Overspend Predicted £000's	Underspend Predicted £000's	Commentary on forecasted outturn
STANDARDS			
Management	44		Efficiency savings for the directorate still to be identified
Support Services	11		ICT server and database upgrades necessary
Additional Learning needs	32		Reduced SLA Income and staffing changes have resulted in a projected overspend
RESOURCES			

Primary Breakfast Initiative Grant	61		Take up continues to increase and therefore resulting in additional staffing requirements.
YOUTH			
Community Education Youth General	114		Progression made towards mandate saving. Additional funding avenues being explored in order to reduce current forecasted overspend.
CHILDRENS SERVICES			
Fostering Allowances and Payments For Skills	168		We are paying out an additional £91K this year in allowances for an extra 7 SGO's being £59K and £32K due to age related rate increases. The age mix of children has altered meaning children moving into higher age categories thus attracting higher allowance rates.
Younger People's Accommodation		(99)	A vast amount of work has been undertaken in this budget over the past two years to deliver, at present, an under spend. This budget is prone to volatility and we will continue to monitor over the year before deciding on viring a budget to a different cost centre.
Ty'r Enfys		(44)	This facility is currently closed and we anticipate reopening in January 2016.
Counsel Costs	73		Present activity levels are the same as last year and as such exhibiting a similar overspend.
Therapeutic Service		(26)	Vacant Play Therapist post until August 2015
External Placements – LAC	411		Current activity is 47 placements and we are seeing a full year effect of placements that only entered the system in the latter part of last year.
External Placement - Non-LAC		(76)	This cost centre is generally used to fund the over spend within S026.
SCYP - Placement & Support Team	85		There is an over spend of £15K against staff travel and employee efficiency savings not being achieved. The remainder is connected to conveyance of children and assessment costs in excess of the budget.
SCYP - Supporting Children & Young People Team	68		£31K relates to staff travel and employee efficiency savings not being achieved. The remainder is attributable to conveyance of children over and above the budget.
Disabled Children	66		Large part of overspend relates to the continued use of agency staff to cover sickness absenteeism.
FRS – Family Support Team		(92)	A large element of the under spend is within section 20 and conveyance of children costs. We will consider moving some budget to other cost

			centres prior to the month 6 forecast.
Bus Cases / Temp Funding - Cabinet 06/05/15	212		4 Social Workers for 6 months (Oct-Mar) over and above establishment. It has been agreed these costs will be met with reserve funding.

2.3 Further analysis of the Service Areas contained within CYP Select can be found in the workbook link provided below.

3 2015-16 Savings Progress

3.1 The savings required by the 2015-16 have not yet been secured.

3.2 Children & Young People's budgeted savings were £1,514,000 and at month 2 £1,400,000 have been identified. Of the remaining savings £114,000 are currently deemed to be delayed in year..

Man. No.	Description	Target Savings £'s	Forecast Savings Identified £'s	Delayed In year £'s	Unachievable £'s
	Children & Young People				
16	Delegated Schools Budget	1,124,000	1,124,000	0	0
18	School Library Service	20,000	20,000	0	0
20	School Music Service	50,000	50,000	0	0
35	CYP / Additional Needs / Mounton House	120,000	120,000	0	0
42	Youth Service	200,000	86,000	114,000	0
	TOTAL C&YP	1,514,000	1,400,000	114,000	0

3.3 Further analysis of the Savings mandates can be found in Appendix 1.

4. SCHOOLS

- 4.1 Each of the Authority's Schools is directly governed by a Board of Governors, which is responsible for managing the school's finances. However, the Authority also holds a key responsibility for monitoring the overall financial performance of schools. Below is a table showing the outturn forecast Schools' balances position based on month 2 projections.

Draft Council Fund Outturn 2015/16– Schools Summary outturn position at Month 2 (Period1)	(A) Opening Reserves (Surplus) / Deficit Position 2015/16 £'000	(B) Budgeted Draw on School Balances 2015-16 £'000	(C) Variance on Budgeted Reserve Draw £'000	(D) Draw Forecasted on School Balances @ Month2 £'000	Forecasted Reserve Balances at 2015-16 Outturn (A+D) £'000
Clusters					
Abergavenny	(412)	124	(24)	100	(312)
Caldicot	(426)	275	(23)	252	(174)
Chepstow	98	36	9	45	143
Monmouth	(424)	166	27	193	(231)
Special	24	(18)	(10)	(28)	(4)
	(1,140)	583	(21)	562	(578)

- 4.2 School balances at the beginning of the financial year amount to £1,140,000t. The Schools budgeted draw upon balances is forecasted to be £562,000 for 2015/16, therefore leaving £578,000 as forecasted closing reserve balances.
- 4.3 Within these summary figures, of particular note, is the deficit reserve position forecasted for the Chepstow Cluster, although Chepstow Comprehensive School are budgeted to reduce their own school balance through the school recovery plan, the other primary schools within the cluster all plan to draw upon their balances. The draw on school balances to balance school budgets is forecasted for 24 out of the total 37 Monmouthshire Schools.
- 4.4 5 schools exhibited a deficit position at the start of 2015/16; Chepstow Comprehensive (£388,688) and Llandogo (£12,346) were the only schools that showed an increased deficit reserve balance during 2014/15 and these two schools are forecasted to remain in deficit, albeit with an improving position, at the end of 2015/16 by (£314,793) and (£3,581) respectively. Llanvihangel Crocorney (£15,040) is forecasted to increase its deficit in 2015/16 to (£20,382) and Castle Park (£39,730) to (£37,418) a slight improvement on 2014/15. Mounton House Special School (£25,593) moved into a deficit position at the end of 2014/15, but is now forecasted to move to a positive £3,988 balance by the end of 2015/16. The only school currently forecasted to move into deficit balance from a credit balance position is Rogiet Junior and Infants (£4,584).
- 4.5 Schools balances are exhibiting a fluctuating trend with some schools showing a continuing reduction in schools balances which is of concern and others a more balanced trend.

Financial Year-end	Net level of School Balances
2011-12	(965)
2012-13	(1,240)
2013-14	(988)
2014-15	(1,140)
2015-16 (Forecast)	(578)

- 4.6 There has been a significant reliance on reserve balances to supplement school spending plans in the last 4 years across individual schools with a certain amount of replenishment. As a rough guide, prior to 2010, Welsh Government advocated that school balance levels equated to no more than £50,000 for a primary school and £100,000 for a secondary school. Members may wish to seek a comfort that balances aren't being used to subsidise and sustain core costs such as staffing.
- 4.7 Individual School Balances are available in the workbook link provided below.

5 Capital Outturn Forecast

- 5.1 The total budget for Capital Schemes within the Children & Young People portfolio is £50,368,595 comprising an original budget of £43,100,948 together with authorised capital slippage from 2014/15 of £7,267,647. The budget is separated under the following headings

CHILDREN & YOUNG PEOPLE	Annual Forecast £000's	Original Budget £000's	Slippage from 2014/15 £000's	Slippage to 2016/17 £000's	Total Approved Budget £000's	Annual Overspend / (Underspend) Month 2 £000's
Development Schemes Over £250k	19	0	19		19	0
Education Strategic Review	31,855	42,247	6,917	(17,310)	31,855	0
Maintenance Schemes Property	1,185	854	331		1,185	0
Grand Total	50,369	43,101	7,268	(17,310)	33,059	0

The only slippage identified as needing to be slipped to 2016-17 at month 2 relates to 21c schools expenditure, and accords with the latest cashflow projection.

- 5.2 Further details of all the schemes are contained in the workbook link below.

6 Supporting Financial Monitoring Workbooks (ctrl click to access)

Important: Please do not Check Out Files

[Revenue monitoring Month 2 Social Care and Health](#)

[Revenue monitoring Month 2 Children & young people](#)

[Schools reserves](#)

[Capital monitoring Month 2 Children & Young people Select](#)

Monmouthshire's Scrutiny Forward Work Programme 2015

Economy Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
Special Meeting 29 th July 2015	Improvement Plan 2014-2017 (Stage 2) and Outcome Agreements	Scrutiny of performance during the year relating to Improvement Objectives and Outcome Agreements.	Richard Jones	Performance Monitoring
	Events Strategy	Return for pre-decision scrutiny.	Dan Davies / Ian Saunders	Pre-decision Scrutiny
	ROI Cycling	Return of the return of investment on cycling.	Ian Saunders	Performance Monitoring
Merged 23rd with 29th	Chief Officer Enterprise Annual Report	Scrutiny of the performance of the directorate for the previous year.	Kellie Beirne	Performance Monitoring
	Tourism and Planning	Discussion on specific aspects of the Local Development Plan that relate to tourism development.	Mark Hand	Policy Development
	Cultural Services Review	Pre-decision scrutiny of an options paper following completion of the review. Consultant's report due 29 th May, due 30 th July Council.	Ian Saunders	Pre-decision Scrutiny
3rd Sep 2015	Community Infrastructure Levy (CIL)	Full report including results of viability testing to return to committee. .	Martin Davies	Performance Monitoring
	S106 Update	Update on legislative change.	Mark Hand	Policy Development
	Investment Property	Date TBC - acquisition of investment properties - pre-decision scrutiny of the business case.	Deb Hill-Howells/Ben Winstanley	Pre-decision Scrutiny
15th Oct 2015	BUDGET			
Special Meeting end October TBC				
26th Nov 2015	TBC			

Monmouthshire's Scrutiny Forward Work Programme 2015

Meeting Dates to be confirmed for:

- × **Car Parking** – Policy Review
- × **I county** – Annual performance report
- × **Leisure Services** – Annual performance report
- × **Broadband in Monmouthshire Report** – to return
- × **Cardiff City Region Board** – to return – agreed a Members seminar on city region concepts and a debate at Council to shape our role i.e. what Monmouthshire has to offer in term of its Enterprise strategy.
- × **CMC2 – Community Interest Company leading green and digital growth**
- × **Shared Resource Service**
- × **Y Prentis Scheme**
- × **Tourism Destination Management Strategy**



Council and Cabinet Business – Forward Plan

Monmouthshire County Council is required to publish a Forward Plan of all key decisions to be taken in the following four months in advance and to update quarterly. The Council has decided to extend the plan to twelve months in advance, and to update it on a monthly basis.

Council and Cabinet agendas will only consider decisions that have been placed on the planner by the beginning of the preceding month, unless the item can be demonstrated to be urgent business

Subject	Purpose	Consultees	Author
8th JULY 2015 – INDIVIDUAL CABINET MEMBER DECISIONS			
Private Water Supplies (Wales) Regulations 2010			Huw Owen
15th JULY 2015 – CABINET			
Income Generation Strategy	To provide a strategy for maximising the income opportunities available to the Council		Joy Robson
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16, meeting 1 on the 25 th June 2015.		Dave Jarrett
MTFP and Budget Proposals for 2016/17	To provide Cabinet with revenue budget proposals for 2016/17 for consultation purposes		Joy Robson
Budget Monitoring report – month 2	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2015/16 financial year.		Joy Robson/ Mark Howcroft
Additional Grant Funding for Local Authorities	To provide Members with an update on the Wales Retail Relief Scheme for 2015.		Ruth Donovan

Subject	Purpose	Consultees	Agenda Item 7 Author
Restructure of Community Learning	To consider a restructure of the Community Learning service in light of evolving user needs and reducing funding position	Cabinet SLT	Deb Hill-Howells / Andrea Charles
Programme board update			Kellie Beirne
Merton Green, Caerwent S106 Funding			Mike Moran
Raglan – Proposed Community Hall	To inform members of the progress that the Raglan Village Hall Association has made in developing plans for a new village hall within the Raglan Community	Cabinet SLT	Deb Hill Howells
ICT in schools			Peter Davies/Sian Hayward
Additional funding request for the replacement Social Services IT system	To request additional funding from the invest to redesign reserve to finance the costs of building the Social Care system replacement.		Sian Hayward
22nd JULY 2015 – INDIVIDUAL CABINET MEMBER DECISIONS			
Draft supplementary planning guidance (SPG) - Primary Retail Frontages	To endorse draft SPG to issue for consultation	SLT Planning Cabinet	Jane Coppock
Social Housing Grant Programme			Shirley Wiggam
Usk park project partnership			Abigail Barton
Local Housing Market Assessment			Shirley Wiggam
29th JULY 2015 – SPECIAL CABINET (2pm)			
Hardship relief			Peter Davies
CMC ² Strategic Review and Year 4 Business Plan	To endorse the review of CMC ² and future business strategy and approve year ahead business plan	Cabinet SLT	Peter Davies Sian Hayward
Play sufficiency audit report			Nicola Bowen / Ian Saunders

Subject	Purpose	Consultees	Agenda Item 7 Author
Major Events Strategy	To set out a Major Events Strategy through which to co-ordinate all local community and organised events in the county	SLT Cabinet	Ian Saunders
Supporting Monmouthshire Businesses' competitiveness	To assist Monmouthshire businesses to improve their competitiveness and online trade	SLT Cabinet	Peter Davies
Mardy Park	Review of Mardy Park Resource Centre, Abergavenny		Colin Richings
21 st Century schools Capital Programme	21 st Century schools capital programme		Simon Kneafsey
The future of Llanfair Kilgeddin VA primary	The future of Llanfair Kilgeddit VA primary school		Cath Sheen
30th JULY 2015 – SPECIAL COUNCIL (2pm)			
Chief Officer SCH			Peter Davies
30th JULY 2015 – COUNCIL (5pm)			
Cultural Service Review			Ian Saunders
Chief Officer Report			Sarah McGuinness
Chief Officer Report			Kellie Beirne
Solar Farm Business Case	To secure financial approval for the construction of an Authority owned solar farm at Oak Grove Farm, Crick		Ben Winstanley / Ian Hocom
The Future Food Waste Treatment Strategy: Outline Business Case & Inter Authority Agreement	for the Council to consider the inclusion of MCC in the Heads of the Valleys Anaerobic Digestion Procurement. To agree the Outline Business Case and the Inter Authority Agreement which commits the Council to the procurement and partnership and a 15-20 year contract.	SLT Cabinet	Rachel Jowitt
UKs Rural Wireless Superfast Broadband			
ICT in schools			Sian Hayward
26th AUGUST 2015 – INDIVIDUAL CABINET MEMBER DECISIONS			
Prohibition of sky lantern and mass balloon release			Laurence Dawkins

Subject	Purpose	Consultees	Agenda Item 7 Author
on council owned land			
Allocations policy			Ian Bakewell
Partnership Agreement with DWP (universal credit)			Ian Bakewell
2nd SEPTEMBER 2015 – CABINET			
Local Development Plan – annual monitoring report	To seek approval to submit the first AMR on the LDP to the Welsh Government	SLT Planning Cabinet	Jane Coppock
Capital Budget Proposals	To outline the proposed capital budget for 2016/17 and indicative capital budgets for the 3 years 2017/18 to 2019/20		Joy Robson
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16, meeting 2 held on 30 th July 2015		Dave Jarrett
Review of allocation policy		Cabinet Members Leadership Team Appropriate Officers	Ian Bakewell
Affordable Housing SPG			Mark Hand
Options appraisal future service delivery			Kellie Beirne
Monmouthshire Crowdfunding platform	To seek approval for the development of a crowdfunding platform that together with Authority loan finance will support business growth and job creation	Cabinet SLT Member Seminar Pre-scrutiny	Peter Davies
9th SEPTEMBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS			
SPG Programme annual review	To endorse draft SPG programme for 2015/16	SLT Planning Cabinet	Jane Coppock
Expansion of Ysgol Gymraeg Y Fenni to include a nursery class			Susan Hall
23rd SEPTEMBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS			
SPG Programme annual	To endorse draft SPG programme for 2015/16	SLT	Jane Coppock

Subject	Purpose	Consultees	Agenda Item 7 Author
review		Planning Cabinet	
24th SEPTEMBER 2015 – COUNCIL			
MCC Audited Accounts 2015/16 (formal approval)	To present the audited Statement of Accounts for 2014/15 for approval by Council		Joy Robson
ISA 260 report – MCC Accounts	To provide external audits report on the Statement of Accounts 2015/16		WAO
Local Development Plan – annual monitoring report	To seek approval to submit the first AMR on the LDP to the Welsh Government	SLT Planning Cabinet	Jane Coppock
Affordable Housing SPG			Mark Hand
7th OCTOBER 2015 – CABINET			
14th OCTOBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS			
28th OCTOBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS			
4TH NOVEMBER 2015 – CABINET			
Budget Monitoring Report – Month 6	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2015/16 financial year.		Joy Robson/ Mark Howcroft
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16, meeting 3 held on 24 th September 2015		Dave Jarrett
Effectiveness of Council Services: quarterly update			Matt Gatehouse
11th NOVEMBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS			
Expansion of Ysgol Gymraeg Y Fenni to include a nursery class			Susan Hall
25th NOVEMBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS			

Subject	Purpose	Consultees	Agenda Item 7 Author
NOVEMBER 2015 – COUNCIL			
Gambling Policy			Linda O’Gorman
Casinos report			Linda O’Gorman
2nd DECEMBER 2015 – CABINET			
Council Tax Base 2016/17 and associated matters	To agree the Council Tax Base figure for submission to the Welsh Government, together with the collection rate to be applied for 2016/17 and to make other necessary related statutory decisions.		Sue Deacy/ Ruth Donovan
Reviews of Fees and Charges	To review all fees and charges made for services across the Council and identify proposals for increasing them in 2016/17		Joy Robson
Community Infrastructure Levy			Mark Hand
Revenue & Capital Budget final proposals after public consultation	To present revenue and capital budget proposals following receipt of final settlement		Joy Robson
23RD DECEMBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS			
Local Government (Wales) Act 1994 The Local Authorities (Precepts)(Wales) Regulations 1995	To seek approval of the proposals for consultation purposes regarding payments to precepting Authorities during 2016/17 financial year as required by statute.		Joy Robson
DECEMBER 2015 – COUNCIL			
Community infrastructure levy			Mark Hand
6TH JANUARY 2016 – CABINET			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16, meeting 4 held on 19 th November 2015.		Dave Jarrett

Subject	Purpose	Consultees	Agenda Item 7 Author
21ST JANUARY 2016 – COUNCIL			
Final Budget Proposals			Joy Robson
27TH JANUARY 2016 – INDIVIDUAL CABINET MEMBER DECISIONS			
Local Government (Wales) Act 1994 The Local Authorities (Precepts) (Wales) Regulations 1995	To seek Members approval of the results of the consultation process regarding payments to precepting Authorities for 2016/17 as required by statute		Joy Robson
3RD FEBRUARY 2016 - CABINET			
Budget Monitoring report – month 9	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2015/16 financial year.		Joy Robson/Mark Howcroft
Welsh Church Funding Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16, meeting 5 held on the 17 th December 2015.		Dave Jarrett
25TH FEBRUARY 2016 - COUNCIL			
Final Composite Council Tax Resolution	To set budget and council tax for 2016/17		Joy Robson
Treasury Management Strategy 2016/17	To accept the annual treasury management strategy		Joy Robson
2ND MARCH 2016 - CABINET			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16 meeting 6 held on the 21 st		Dave Jarrett

Subject	Purpose	Consultees	Agenda Item 7 Author
	January 2016		
2015/16 Education & Welsh Church Trust Funds Investment & Fund Strategy	The purpose of this report is to present to Cabinet for approval the 2016/17 Investment and Fund strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2015/16 grant allocation to Local Authority beneficiaries of the Welsh Church Fund.		Dave Jarrett
13TH APRIL 2016 - CABINET			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16, meeting 7 held on the 25 th February 2016		Dave Jarrett
4TH MAY 2016 - CABINET			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16, meeting 8 held on the 24 th March 2016		Dave Jarrett