

County Hall  
Rhadyr  
Usk  
NP15 1GA

3<sup>rd</sup> June 2015

## Notice of Meeting:

### Strong Communities Select Committee

Thursday 11<sup>th</sup> June 2015 at 10.00am  
The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA

**\* There will be a pre-meeting for Select Committee Members in the Council Chamber 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
<b>PART A – SCRUTINY OF CRIME AND DISORDER MATTERS</b>	
No matters to discuss.	
<b>PART B – STRONG COMMUNITIES SELECT COMMITTEE</b>	
1.	To note the appointment of the Chairman of the Strong Communities Select Committee.
2.	Appointment of Vice Chairman.
3.	Apologies for absence.
4.	Declarations of Interest.
5.	Public Open Forum.
6.	To confirm and sign the minutes of the Strong Communities Select Committee held on 30 <sup>th</sup> April 2015 (copy attached).

<b>7.</b>	To scrutinise the Performance Report: 2014/15 Improvement Objective and Outcome Agreement (copy attached).
<b>8.</b>	To scrutinise the Draft Revenue and Capital Budget Outturn report 2014/15 (copy attached)
<b>9.</b>	<p>Crime and Disorder Training: Presentation</p> <p>Background papers:</p> <ul style="list-style-type: none"> <li>i) Section 1 of the Welsh Assembly Guidance for the Scrutiny of Crime and Disorder Matters (Wales) 2010 – guidance for Scrutiny Members and Scrutiny Practitioners on roles and responsibilities</li> <li>ii) Police and Crime Plan Priorities 2016-2016 – to assist in identifying areas for future scrutiny</li> </ul>
<b>10.</b>	<p>Work Programming (copies attached):</p> <ul style="list-style-type: none"> <li>i. Strong Communities Select Committee Work Programme 2014–15</li> <li>ii. Cabinet Forward Work Planner.</li> </ul>

**Paul Matthews**

**Chief Executive**

# Strong Communities Select Committee Membership

**Councillors:** D.L.S. Dovey  
A. Easson  
S.G.M. Howarth  
S. Jones  
R.P. Jordan  
V.E. Smith  
A.E. Webb  
K. Williams  
S. White

## 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.



**Minutes of the Strong Communities Select Committee meeting  
held in the Council Chamber, County Hall, Usk on  
Thursday 30<sup>th</sup> April 2015 at 10.00 a.m.**

**PRESENT:** County Councillor S.G.M. Howarth (Chairman)

County Councillors: D.L.S. Dovey, A. Easson, S. Jones, V.E. Smith,  
S. White and K. Williams

Councillors D.L. Edwards and S.B. Jones were also in attendance.

**OFFICERS IN ATTENDANCE:**

Mr R. Hoggins	- Head of Operations
Mr C. Touhig	- Recycling Strategy and Business Manager
Miss A. Bowen	- Senior Projects Officer Recycling and Waste
Mr M. Howcroft	- Assistant Head of Finance
Miss H. Ilett	- Scrutiny Manager
Mrs S. King	- Senior Democratic Services Officer

**SCRUTINY OF CRIME AND DISORDER MATTERS**

1. The Scrutiny Manager advised that scrutiny of the Safer Monmouthshire Plan was included within the Committee's work programme. Members were advised that the Safer Monmouthshire Plan is the strategic plan that coordinates all the activities of relevant partners in ensuring community safety and that it is the role of the committee to scrutinise the delivery of the plan's objectives, not to scrutinise the operational matters of the partners. It was suggested that the committee consider the Safer Monmouthshire Plan once published (anticipated June 2015) and then identify areas for future scrutiny whereby relevant partners can be invited to the meeting.

**2. APOLOGIES FOR ABSENCE**

Apologies for absence were received from County Councillors S. Jones and S. White.

**3. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**4. PUBLIC OPEN FORUM**

There were no questions raised from members of the public present.

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held in the Council Chamber, County Hall, Usk on  
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**5. CONFIRMATION OF MINUTES**

**i) 18<sup>th</sup> November 2014 – Special**

The minutes of the Special Strong Communities Select Committee meeting held on 18<sup>th</sup> November 2104 were confirmed as an accurate record and signed by the Chair.

During discussion we requested that an update was provided regarding Community Hubs.

**ii) 20<sup>th</sup> November 2014**

The minutes of the Strong Communities Select Committee meeting held on 20<sup>th</sup> November 2014 were confirmed as an accurate record and signed by the Chair, subject to the following amendment:

**Page 2: Declarations of Interest**

*County Councillor V.E. Smith declared a personal, non-prejudicial interest, pursuant to the Members' Code of Conduct, in respect of minutes 7 and 8, due to association with Melin MHA (~~deleted...~~ 'as a member of Monmouthshire Housing Association Melin Housing').*

**iii) 29<sup>th</sup> January 2015**

The minutes of the Strong Communities Select Committee meeting held on 20<sup>th</sup> November 2014 were confirmed as an accurate record and signed by the Chair.

**iv) 12<sup>th</sup> March 2015**

The minutes of the Strong Communities Select Committee meeting held on 12<sup>th</sup> March 2015 were confirmed as an accurate record and signed by the Chair.

**6. MODERNISING TRADE WASTE – INTRODUCTION OF CHARGE FOR DRY RECYCLING & REALIGNMENT OF COMMERCIAL WASTE ACTIVITY WITHIN MONMOUTHSHIRE**

Context:

The Committee were presented with the Modernising Trade Waste report, which proposed the following:

- i) The implementation of Budget Mandate no.37(b) which proposed introducing a charge for trade recycling
- ii) The proposed policy to support the introduction of the charge

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- iii) The proposed charging mechanism contained in the policy and the insertion in future years of price reviews within the Fees and Charges process of the Council
- iv) Changes to the Trade Refuse charging schedule due to legislative changes on what can and cannot be charged for
- v) Invest to Save funding to support the creation of a fit for purpose electronic, online system for the charging process
- vi) Delegation given to the Head of Operations, in consultation with the Cabinet Member to make amendments to the detail of the scheme/policy with the principle that the proposed pricing mechanism does not change

Key Issues:

The Authority has a duty to collect or arrange for commercial waste to be collected, if the occupier of a business has requested. A reasonable charge may then be recovered by the Authority.

A well-established trade waste service was currently in place, with over 400 customers registered. The Recycling Team had focussed attentions on domestic recycling and the trade waste service was primarily a collection and disposal service.

The Council have to respond fully to legislative changes and the report presented an appropriate opportunity to ensure that businesses were fully compliant with legal requirements and that commercial activity is not subsidised by the domestic tax payer.

It was proposed that dry recycling bags would be 50% cost of trade refuse sacks, therefore, 60p per bag (£1.20 purple and red bags) £15.60 per roll = £31.20 minimum purchase. Trade bags currently sold at £2.40, the charge only provided dry recycling. Unfortunately, trade waste service for food waste cannot be provided at this time.

Member Scrutiny:

- Members suggested that given that CMC<sup>2</sup> selected the management database options, they could have a role in investigating further options, such as products provided within the wider market.
- The committee debated marketing of the initiative and questioned how the significant number of businesses (particularly smaller ones) would be contacted. They were informed that businesses would be contacted in writing.
- Some Members expressed concern that some businesses may avoid the scheme, which may result in increased waste with residential collections.
- Concerns were discussed relating to charges being introduced and whether businesses would seek alternative methods of waste disposal. The committee were reassured that progress would be monitored.

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held in the Council Chamber, County Hall, Usk on  
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**Committee's Conclusion:**

Chair's Summing Up:

The Committee expressed concern that introducing charges may result in increased fly tipping. However, Members recognised there was the need for the Authority to meet legislative requirements.

Members recognised the commitment and work contributed from voluntary groups, such as Tidy Towns and hoped the work would continue.

Members acknowledged the need for income to be generated and for commercial recycling to be encouraged. There was a requirement for businesses to be educated to ensure cooperation with appropriate schemes.

The committee requested a future progress update on the policy in 6 months time.

Report Recommendation:

Members agreed the recommendations as follows:

- a) To approve the policy and charging scheme for Trade Waste Dry Recycling
- b) To approve the changes to the charging mechanism for Trade Waste Refuse
- c) To approve Invest to Save Funding of £20k for the creation of an electronic online chargeable scheme, which is proven and value for money.
- d) To approve the requested delegation (f above) for scheme implementation outlined above.

## **7. WORK PROGRAMMING**

### **WORK PROGRAMME 2015-16**

Members discussed the Work Programme for the Strong Communities Select Committee. In doing so, the following points were noted:

- Meeting 11<sup>th</sup> June 2015:
  - Solar Farms Business Case (invitation to go out to members of Economy and Development Select Committee)
  - Whole Place deferred to December meeting
- Special meeting June/July 2015:
  - Housing Issues – including homelessness, bedroom tax, MHA link with community development and welfare reform
  - Invitation to Adults Select Committee
- Crime and Disorder
  - Scrutiny September 2015.



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- Public Protection
  - Performance report
  - Themed items e.g. Trading Standards,

### **CABINET FORWARD WORK PLANNER**

Members considered the Cabinet Forward Work Planner – no issues were identified as requiring pre-decision scrutiny.

### **8. EXCLUSION OF PRESS AND PUBLIC**

**Members agreed to exclude the press and public during consideration of the following item.**

### **9. ANAEROBIC DIGESTION**

Members discussed a business case report on the Anaerobic Digestion Project.

#### **Committee's Conclusion:**

Chair's Summing Up:

The Chair concluded that since the agenda was published, there had been some developments that would entirely alter the business case and it was therefore not possible to scrutinise this at this time. Members requested that the report return at an appropriate juncture and the Cabinet Member agreed that the report would be brought to the committee for pre-decision scrutiny as soon as possible.

**The meeting ended at 1.35pm.**

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

**MEETING: Strong Communities Select Committee**

**DATE: 11<sup>th</sup> June 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 Strong Communities Select Committee:
- Improvement Objective 4 “We want to be an efficient, effective and sustainable organisation.” (Annex A)
  - Outcome agreement theme 4 “Living within environmental limits and acting on climate change” (Annex B)
- 1.2 To present the wider 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.
- 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.

Level	Definition	Table 1: Description
6	Excellent	Excellent performance – All performance measures will have achieved the target set and 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

3.4 The Scorecard summary of the main points for consideration on performance in 2014/15 show that

3.4.1

and activity for example, the developed Asset Management Plan and improved ways to manage performance are making progress that is on track.

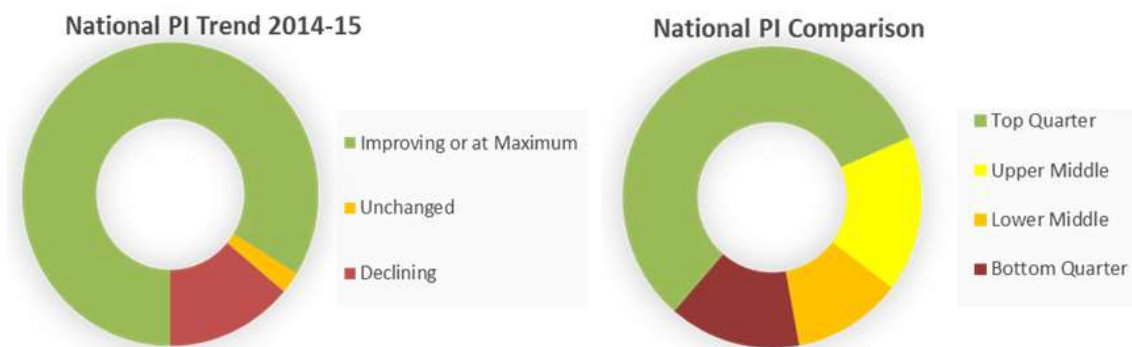
- 3.4.2 Activity to continue to build on citizen engagement as evidenced by Monmouthshire engages and internal staff engagement on the hub has continued to develop.
- 3.4.3 A new employee performance framework, “check in check out”, was introduced in April 2014. 100% of staff requiring an appraisal were targeted to be completed, so far 84% of staff have completed an appraisal and the process is being reviewed, this is behind target. Sickness data is showing an improvement in performance, with improved accuracy of data collection contributing to this.
- 3.4.4 The continuing financial challenges and budget gap over future years are highlighted in the report, although plans are in place to address this, it is acknowledged as a significant challenge. The action is highlighted as behind target as the 2014/15 budget, for the net cost of services, was delivered with a £327k, 0.2%, overspend. The bottom line situation is a more favourable £31,000 variance surplus
- 3.4.5 Generation of renewable energy has met targets, although installation of renewable technology has fallen short of targets due to delays in some installations
- 3.4.6 All data under “is anyone better off” is not due to be produced until mid- June and this performance will have an influence on the end of year assessment for the objective to determine the overall impact made.

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.

<b>Table 2: Outcome Agreement Scoring</b>	
<b>Definition</b>	<b>Points award</b>
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 The Score and summary of the main points for consideration on performance in 2014/15 show that Outcome Agreement Theme 4 has been scored as Fully Successful – 2 points.
- 3.6.1 Generation of renewable energy has met targets, although installation of renewable technology has fallen short of targets due to delays in some installations
- 3.6.2 Improvements in recycling and landfill rates are being maintained and have met targets. There has been a significant reduction in landfill due to the use of energy from waste.
- 3.6.3 Climate change risk assessment adaptation plans have not been completed, pending guidance on reporting requirements. However, significant work has been undertaken in preparation to be an early adopter of the Wellbeing of Future Generations Act, the focus of the act is on long term planning of which climate change is an intrinsic part.
- 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:



3.11 Members should be aware that not all performance information has been subject to audit and therefore may change before it is finally published.

**4. 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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<b>Annex A - MCC Improvement Objective 4:</b> We want to be an efficient, effective and sustainable organisation.			
<b>Council Priority:</b> Being an efficient organisation helps us to maximise the impact on the council's priorities		<b>Single Integrated Plan Outcome:</b> This Objective helps us maximise our impact on delivering the vision of sustainable resilient communities	
<b>What do we want to achieve this year?</b>			
To develop our workforce and build the enterprising capacity to reinvent our future and deliver more effective and efficient services.			
<b>Why have we chosen this?</b>			
The scale and magnitude of the challenges now upon Local Government are unprecedented and these future challenges are mounting. Alongside severe financial constraint as reflected in our Medium Term Financial Plan, we face changes in customer needs and expectations, together with challenges as a result of new technologies and regulatory and policy changes.			
We must continue to develop and implement processes and ways of working that will help us meet these challenges to maximise our chances of success and remain relevant to the citizens we serve.			
This will not be achieved without promoting an enterprising culture in the way the Council works to listen, adapt and deliver in different ways.			
<b>Overall impact score?</b>			
Level 3 - Adequate - Strengths just outweigh weaknesses			
<b>What will we do?</b>	<b>What have we done?</b>	<b>What difference has it made?</b>	<b>Progress</b>
Roll-out a new employee performance framework and ensure we have the right people in the right jobs.	<p>A new <a href="#">employee performance framework</a>, “check in check out”, was introduced in April 2014. It provides a value-based performance assessment approach to be completed annually between staff and line managers.</p> <p>The process is central to the <a href="#">people and organisational development strategy</a> that focuses on developing people within and outside the organisation.</p>	<p>Check in check out enables individuals and teams to outline the values and performance that is relevant in their role and connect them to the purpose of the organisation. 100% of staff requiring an appraisal were targeted to complete so far 84% of staff have completed an appraisal.</p> <p>Based on feedback received, the check in check out process will be reviewed and developed to ensure the final outcomes of the process are effective and all staff have the opportunity to undertake an appraisal.</p>	Behind target

What will we do?	What have we done?	What difference has it made?	Progress
<p>Complete an Asset Management Plan that seeks to maximise the benefits of the property and land owned by the council.</p>	<p>The Asset Management Plan was agreed by Cabinet in November 2014 to provide a clear strategy and plan for the management of the Council's property and land assets.</p>	<p>The Asset management plan ensures the authority has a strategic plan for how to deal with its assets, including ensuring assets are used to support service delivery and underpin the development of sustainable resilient communities through regeneration schemes and asset transfer for local services. An early example of impact of the action contained in the plan are 3 Community Groups have been able to approach the council regarding initiating a transfer under the Community Asset Transfer Policy.</p>	<p>On target</p>
<p>Improve the way we manage the performance of our services and introduce a new approach to self-assessment.</p>	<p>An annual challenge process for Heads of service to self-evaluate their service areas has been introduced. These are attended by the Chief Officer, Executive Member, Leader and Chief Executive. This programme of work creates the opportunity for a more thorough evaluation of service areas. Seven Heads of Service have completed the process, with a further three planned.</p> <p>The first whole authority self-evaluation using the Council's adopted framework has been completed, a staff feedback session arranged and actions to respond to the findings are being implemented.</p>	<p>The evaluations have helped identify areas of strength and areas for improvement in council services. Actions to respond to the findings of the evaluation are being implemented as part of the Council's performance management framework.</p> <p>The impact of this work will be reflected in service performance. Against National Performance indicators of council services in 2013-14 there were areas where performance fell below expected levels. In 2014/15 84% of the available national performance measures are showing improvement. This is an improvement on the position in 2013-14 where 70 % improved. Projections indicate that approximately 57% of these indicators will be in the top quartile of performing authorities in Wales.</p>	<p>On target</p>

What will we do?	What have we done?	What difference has it made?	Progress
<p>Develop our internal intranet site as a central hub for all council information, networking and engagement.</p>	<p>Work has continued to develop the council's intranet site as a central point for council information, work has included the development of specific sites on council training and a secure area for Children's services as an initial development area for migrating all services information to the intranet. Work has also included improving the sharing and communication of information between teams, for example in the implementation of the employee performance framework.</p> <p>A "Data Hub" for the Council has been developed and contains a substantial range of performance information and analysis available at all times via the Council's intranet site - The Hub - which all Members and officers have access too.</p>	<p>Examples of the difference this work has made includes: The site for children's services has improved communication within the team and reduced time spent searching information.</p> <p>The site is helping facilitate the communication of information on completing the employee performance appraisal, with 84% of staff completing an appraisal so far.</p> <p>The data hub provides improved accessibility and visibility of performance information to inform officers and members in managing and holding to account for the performance of services. This improved accessibility of information is one of the factors that has helped contribute in 2014/15 to 84% of national performance measures of council services showing an improvement, compared to 2013-14 where 70% improved.</p>	<p>On target</p>
<p>Continue with and build on the Monmouthshire Engages events and put in place new approaches to regularly seek ideas from citizens.</p>	<p>Monmouthshire Engages Roadshows in towns and evening engagements sessions were held between October 2014 and January 2015. This engagement provided opportunities to; inform the public of the severity of funding reductions; understand what services are valued by the communities; and, gather any new ideas on how we can reduce costs to maintain existing levels of service.</p> <p>Some of the ideas that have emerged during the initial engagement process September to October 2014, were already being considered as part of budget proposals. Other ideas will require further investigation to establish if they are feasible for future years. There were in excess of 20 ideas generated by the community that did not feature in the budget mandates presented.</p>	<p>In January 2015 Council agreed the Medium Term Financial Plan (MTFP) to set the 2015/16 budget with a 4.95% increase in council tax and a small contribution from reserves of £40,000.</p> <p>Through this engagement we have understood how much communities value local services. Communities have told us the three areas of council service ranked as the most important were:</p> <ul style="list-style-type: none"> <li>• Keeping Children Safe (65%)</li> <li>• Education and Skills (63%)</li> <li>• Support for older people and people with disabilities (61%)</li> </ul> <p>The 'Monmouthshire Made Open' platform is allowing for the continuation of the dialogue with communities beyond</p>	<p>On target</p>



What will we do?	What have we done?	What difference has it made?	Progress
	<p>The public consultation that took place early in January 2015 sought views on the budget proposals and the potential impact they may have on individuals. Most of the proposals were commented on over the course of the consultation, however there were some clear themes that people have focused on; Libraries /Hubs, Waste and Additional Learning Needs.</p> <p><a href="#">Monmouthshire Made open</a>, a social network site that allows ideas to be generated and developed to problems and challenges was launched and ideas from engagement events have been captured on the site and continued to be developed with residents.</p>	<p>traditional engagement events. This platform will allow members of the community to work together (with council staff if appropriate) to overcome local challenges and issues or promote community events and solutions.</p>	
<p>Ensure effective financial management of the organisation.</p>	<p>Following a review, budget monitoring arrangements for 2014/15 have been revised to improve the timeliness and access to budget monitoring information for Cabinet and Select Committees.</p> <p>The <a href="#">Medium Term Financial Plan</a> was updated for this year's settlement from Welsh Government. In January 2015 Cabinet approved a balanced budget for 2015/16 and acknowledged an indicative MTFP position which forecast the gap in resources over the remaining three year period as £10 million. This is over and above the £5.32 million savings already identified in the Plan. Early identification of these savings targets has provided the much needed lead in time required to make significant changes to services. This position needs to be reviewed, but clearly there is more to do.</p>	<p>The 2014/15 budget, for the net cost of services, was delivered over the budget of £142.596 million by £327k, a 0.2% overspend. The bottom line situation is a more favourable £31,000 variance surplus. Of £5.5 million savings agreed as part of 2014-15 budget process £5 million have been delivered by the end of the year, leaving £156,000 delayed, and £325,000 regarded as non-deliverable by the services, resulting in a total of 91% of the savings planned for the year being delivered.</p> <p>Work has already started, earlier than previously, recognising this is building from a challenging starting point, to ensure that future short and medium term budgets are constructed to maximise available resources in favour of the Council's priorities and based on the best available knowledge of local and national funding and expenditure pressures.</p>	<p>Behind target</p>
What will we do?	What have we done?	What difference has it made?	Progress

Increase installation of renewable energy on Monmouthshire Council sites.	The Council's property maintenance programme has continued, replacing equipment that has come to the end of its life with more energy efficient equipment, for example lighting and boilers. Installations of renewable technologies in the year have created 56kW of extra generating capacity, further installations targeted have experienced delays and are scheduled to be completed in 2015/16.	There has been a total, absolute, 7% reduction in carbon emissions from Council buildings, the warm summer and milder autumn period has had an influence on this. The 3% reduction in carbon emissions from Council buildings has been achieved through renewable energy installations and ongoing building and services improvements. Renewable electricity generated in 2014/15 accounted for 3.74% of electricity used in Council buildings.			On target
<b>How will we know the difference it has made</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15 Target</b>	<b>2014/15 Actual</b>	<b>Trend</b>
<b>How much did we do?</b>					
Net revenue spend of the local authority (£000's)	139,700	145,463	N/A <sup>i</sup>	142,596	n/a
Number of employees (headcount)	4,025	3,880	N/A	3,851 <sup>ii</sup>	n/a
Total installed capacity of renewable energy (Kw)	425	796	875	852	Improved/ missed target
<b>How well did we do it?</b>					
Revenue outturn expenditure against budget (£000's) and percentage over/underspend	419 0.3% underspend	1,227 0.8% underspend	Within budget <sup>iii</sup>	327 (0.2% overspend)	missed target
Percentage of council tax due in the financial year received	97.5%	97.9%	98%	97.5%	Declined/ missed target
Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	11.9	11.0	<11.0	9.8	Improved/ met target
Percentage turnover of local authority employees	6.6%	9.3%	N/A	11.9%	n/a
Percentage of national performance indicators that are improving or at maximum <sup>iv</sup>	63%	70%	>70%	84% <sup>v</sup>	Improved/ met target
Percentage reduction in Carbon dioxide emissions <sup>vi</sup> i) Absolute ii) Adjusting for seasonal conditions like cold winters	i) 1% ii) 11%	i) 5% ii) +2%	3%	i) 7% ii) 3%	Improved/ met target
<b>Is anyone better off?</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15 Target</b>	<b>2014/15 Actual</b>	<b>Trend</b>

Percentage of people who agree the local authority provides high quality services. <sup>vii</sup>	53%	63%	>63%	Produced annually	n/a
Percentage of people who agree they can influence decisions affecting local area <sup>viii</sup>	22%	26%	>26%	Produced annually	n/a
Percentage of people who agree the local authority is good at letting them know how we are performing <sup>ix</sup>	41%	47%	>47%	Produced annually	n/a
<b>Partners we are working with?</b>					
We are involved in over 100 collaborative projects and partnerships. Details can be found <a href="#">here</a>					

**Annex B**

<b>Outcome Agreement Theme</b>	Theme 4: Living within environmental limits and acting on climate change		
<b>Monmouthshire Theme(s)</b>	Our County Thrives		
<b>Wales Programme for government theme &amp; outcome:</b>	Theme: Environment and Sustainability Outcome: Living within environmental limits and acting on climate change		
<b>MCC Projected Score 2014/15:</b>	Fully Successful – 2 points		
<b>What will success look like?</b>			
<ul style="list-style-type: none"> <li>• Council services are better prepared for potential climate change impacts</li> <li>• Improved energy efficiency of Council buildings and increased capacity for renewable energy production</li> <li>• Maintaining recycling rates above Welsh Government targets</li> <li>• Delivering an environmentally sustainable waste management solution, Project Gwyrdd, that in 2016 will provide a facility that will turn waste produced in Monmouthshire into heat and energy and divert waste from landfill.</li> </ul>			
<b>During the term of the agreement we will:</b>	<b>What have we done?</b>	<b>What difference has it made?</b>	<b>Progress</b>
Risk assess services for the potential impact of climate change and subsequently plan adaptations	<p>Council services have completed service based climate change impact assessment in line with Welsh Government guidance. These risk assessments will allow suitable adaptations to be planned in response to the risks identified which are still to be progressed, and guidance on reporting requirements is still awaited.</p> <p>The Council has volunteered to be an early adopter of the Wellbeing of Future Generations Act and has received support from the WLGA as well as working with Wales Audit Office in preparing for the implementation of the act. The focus of the act is on long term planning of which climate change is an intrinsic part.</p>	<p>Service based climate change impact assessment Council services are more aware of the range of climate impacts that could affect the service.</p> <p>The Council through WLGA support have increased awareness of the bill through member and leadership training and work to further build the principles of sustainability into the early stages of decision making processes through revising the Equalities and Sustainability evaluation to align with the act.</p> <p>The outcomes of the work with Wales Audit Office will further help guide the areas the Council needs to focus on to be ready for the act.</p>	On target

During the term of the agreement we will:	What have we done?	What difference has it made?	Progress
Improve energy efficiency and install renewable energy on Council buildings.	The Council's property maintenance programme has continued, replacing equipment that has come to the end of its life with more energy efficient equipment, for example lighting and boilers. Installations of renewable technologies in the year have created 56kW of extra generating capacity, further installations targeted have experienced delays and are scheduled to be completed in 2015/16	There has been a total, absolute, 7% reduction in carbon emissions from Council buildings, the warm summer and milder autumn period has had an influence on this. The 3% reduction in carbon emissions from Council buildings has been achieved through renewable energy installations and ongoing building and services improvements. Renewable electricity generated in 2014/15 accounted for 3.74% of electricity used in Council buildings.	On Target
Sustain improvements in recycling performance following successful implementation of fortnightly two grey bag general rubbish collection and charging to use green waste service in 2013/14	<p>Monmouthshire residents continue to comply with the changes to the waste service implemented in June 2013.</p> <p>New grey bags for landfill waste were issued in May with a leaflet to remind residents of the service.</p>	Monmouthshire residents continue to recycle and compost their waste helping the Council to meet its target and sustain the high levels of recycling achieved in 2013/14, with a recycling rate of 63% once again achieved in 2014/15. The recycling rate continues to outperform the National Target and is amongst the best performance for local authorities in Wales.	On Target
Implement Project Gwyrdd as an environmentally sustainable waste management solution in 2016	<p>Project Gwyrdd signed a contract with Viridor in December 2013 and the plant is currently being constructed.</p> <p>In September 2014 the council also signed an Interim Authority Agreement with Cardiff Council to make use of Energy from Waste facility prior to the larger Project Gwyrdd contract commencing.</p>	<p>There has been a significant decrease in the landfill rate due to the use of Energy From waste.</p> <p>The Project Gwyrdd contract, when fully implemented in April 2016 will deliver at least a further 5% recycling and the facility can generate 28 MW of power by producing electricity which is the equivalent electricity needs for 50,000 homes</p>	On Target

	2012/13 Actual	2013/14 Actual	2014/15 Target	2014/15 Actual	2015/16 Target	Trend	Comment
<b>How much did we do?</b>							
Completion of new waste treatment infrastructure project- Project Gwyrdd	Viridor appointed as preferred bidder	Project Gwyrdd contract signed with Viridor in December 2013	Transition period - Site being built	Project Gwyrdd being constructed.	Waste delivered to facility as part of commissioning of contract to be ready for formal contract start Apr 2016	On target	
Prepare services for the potential impact of climate change	Workshops to assess future climate change risks	Service based risk assessments submitted to Welsh Government.	Develop plan(s) to mitigate risks – Informed by WG direction	Action Plans are still to be progressed, and guidance on reporting requirements is still awaited	Develop plan(s) to mitigate risks– Informed by WG direction	Behind Target	.
Total installed capacity of renewable energy.	425 kW	796 kW	875 kW	852kw	1,000 kW	Improved/ missed target	Further installations planned in 2014/15 are now expected to be completed in 2015/16
<b>How well did we do it?</b>							
Percentage of municipal waste recycled / composted	56%  Welsh Gov Target – 52%	63%	63%	63%	62% 63% Welsh Gov Target – 58%	Improved/ met target	The target is to continue to maintain performance levels achieved following changes to the waste service implemented in 2013/14.

	2012/13 Actual	2013/14 Actual	2014/15 Target	2014/15 Actual	2015/16 Target	Trend	Comment
The percentage of municipal waste sent to landfill	43%	35%	35%	18%	17.5%	Improved/ met target	Performance has significantly improved due to the use of energy from waste
Amount of energy generated from renewable sources <sup>x</sup>	292,174 kWh	509,649 kWh	625,000 kWh	657,446kWh	750,000 kWh	Improved/ met target	
<b>Is anyone better off?</b>							
Percentage reduction in Carbon dioxide emissions <sup>xi</sup> i) Absolute ii) Weather adjusted	i) 1% ii) 11%	i)5% ii)+2%	3%	i) 7% ii)3%	3%	Improved/ met target	
Percentage of electricity consumed that is generated from renewable sources <sup>xii</sup>	1.25%	2.41%	2.75%	3.74%	3.75% <del>3.25%</del>	Improved/ met target	Target revised based on 2014/15 performance

## 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 2015/17, IO15-17 = Improvement Objective 2015-17, OA = Outcome Agreement

Indicator	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	Target	Actual	Target					
% of food establishments which are 'broadly compliant' with food hygiene standard	88.1	91.2	91.2	93.9	93	PPN/009	National	IP15-17;	D&R	
% of all potentially homeless households for whom homelessness was prevented for at least 6 months	21.4	24.2	35	46.8	55	HHA/013	National	IO15-17;	ENT	
The average number of calendar days taken to deliver a Disabled Facilities Grant	236	186	230	213	180	PSR/002	National	IP15-17;	ENT	
% of all additional housing units provided during the year that were affordable	101	31	Not set	53	Not set	PLA/006b	National	IP15-17;	ENT	Data reports housing provided in the previous financial year, therefore a target is not appropriate
% of private sector homes that have been vacant for more than 6 months that were returned to occupation during the year through direct action by the local authority	Not published	4.66	>4.66	10.27	11	PSR/004	National	IP15-17;	ENT	
The number of visits to public	7279	7270	7280	7434	7450	LCL/	National	IP15-17;	ENT	



Indicator	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	Target	Actual	Target					
libraries during the year, per 1,000 population						001b				
Number of library materials issued, during the year, per 1,000 population	5985	5828	6000	5553	5555	LCL/004	Local	IO 15-17	ENT	
% of municipal waste collected by local authorities and prepared for reuse and/or recycled that are composted or treated biologically in another way	55.5	62.94	63	63.32	<del>62</del> 63	WMT/009	National	IO 15-17;OA	OPS	The target is to continue to maintain performance levels, target originally set in Outcome Agreement has been revised based on 14/15 performance.
% of municipal waste collected by local authorities sent to landfill	42.81	34.23	<35	18.14	17.5	WMT/004	National	IO 15-17;OA	OPS	
% of highways and relevant land inspected of a high or acceptable standard of cleanliness	98.4	99.38	99	99.43	99	STS/005b	National	IP 15-17	OPS	
% of reported fly tipping incidents cleared within 5 working days	82.12	95.98	96	97.78	97.5	STS/006	National	IP15-17	OPS	
% of adults aged 60 or over who hold a concessionary bus pass	76.6	77.5	Not set	79.2	80	THS/007	National	IP 15-17	OPS	
% of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	7.8	9.8	11	9.7	11	THS/012	National	IP15-17;	OPS	

Indicator	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	Target	Actual	Target					
Percentage of A roads that are in overall poor condition	4.2	3.0	3	2.6	2.6	THS/011a	Local	IP 15-17	OPS	
Percentage of B roads that are in overall poor condition	6.1	5.3	5	5.3	5.3	THS/011b	Local	IP 15-17	OPS	
Total installed capacity of renewable energy.	425 kW	796 kW	875 kW	852 kW	1000 kW		Local	OA	ENT	
Amount of energy generated from renewable sources	292,174 kWh	509,649 kWh	625,000 kWh	657,446 kWh	750,000 kWh		Local	OA	ENT	
Percentage of electricity consumed that is generated from renewable sources <sup>xiii</sup>	1.25%	2.41%	2.75%	3.74%	<del>3.25%</del> 3.75%		Local	OA	ENT	Revised based on 2014/15 performance
Percentage reduction in Carbon dioxide emissions <sup>xiv</sup> i) Absolute ii) Adjusting for seasonal conditions like cold winters	i) 1% ii) 11%	i) 5% ii) +2%	3%	i)7% ii)3%	3%		Local	OA	ENT	
Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	11.9	11.0	<11.0	9.8	9.5	CHR/002	National	IO 15-17	All	
Percentage of staff that require a performance appraisal who have completed an appraisal	-	N/A <sup>xv</sup>	100%	84%	100%		Local	IO 15-17	All	
Revenue outturn expenditure against budget (£000's) and percentage over/underspend <sup>xvi</sup>	419 0.3% underspend	1,227 0.8% underspend	Within budget	327 0.2% overspend	+/- 0.5%.		Local	IO 15-17	All	

Indicator	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	Target	Actual	Target					
Percentage of budget savings delivered	-	86%	100%	91%	100%		Local	IO 15-17	All	
The percentage of capital receipts received in line with forecasts	-	101.08% of the £2,401,000 forecast	100%	54.20% of the £21.165 million forecast	100%		Local	IO 15-17	All	
The area of grass verges planted with pollinator friendly plants	Pre start date	0	Not set	28,846m <sup>2</sup>	29,500m <sup>2</sup> 35,000m <sup>2</sup>		Local	IO 15-17	OPS	Target revised based on updated schedules for the year expecting to increase area covered.
The area of land with reduced cuts per year to support vegetation growth	Pre start date	0	Not set	100,563m <sup>2</sup>	130,000m <sup>2</sup> 200,000m <sup>2</sup>		Local	IO 15-17	OPS	Target revised based on updated schedules for the year expecting to increase area covered.
Percentage of programmed high risk food premises inspection completed	99.2%	100%	100%	100%	100%		Local	IP 15 - 17	D&R	
Average number of days to repair street lamp failures	2.7 days	4.6 days	3.0 days	4.1 days	3.5 days		Local	IP 15-17	OPS	

<sup>i</sup> Target has been set as not applicable, as the revenue budget is revised quarterly it would not be applicable to target this indicator, instead it provides an indicator of the actual spend for the net cost of services

<sup>ii</sup> Headcount at quarter 4 2014/15

<sup>iii</sup> The target is to deliver the net cost of services within budget.

<sup>iv</sup> National performance indicators from the National Strategic Indicators and Public accountability measures set. Only indicators that can be directly compared to the previous year and were published in the year by the Council are included.

<sup>v</sup> Calculated in June 2015 using available National performance indicators.

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- <sup>vi</sup> Calculated from all stationary sources, for example buildings and street lighting. Absolute and weather adjusted figures have been included to provide a more standardised and comprehensive comparison as emissions are dependent on energy consumption used for heating which will be influenced by periods of cold weather.
- <sup>vii</sup> Welsh Government, data for 2014/15 is scheduled to be available in mid-June 2015 [National Survey for Wales](#)
- <sup>viii</sup> Welsh Government, data for 2014/15 is scheduled to be available in mid-June 2015 [National Survey for Wales](#)
- <sup>ix</sup> Welsh Government, data for 2014/15 is scheduled to be available in mid-June 2015 [National Survey for Wales](#)
- <sup>x</sup> Calculated from total electricity generated from renewable sources expressed as a percentage of total electricity consumption.
- <sup>xi</sup> Calculated from all stationary sources, for example buildings and street lighting. Absolute and weather adjusted figures have been included to provide a more standardised and comprehensive comparison as emissions are dependent on energy consumption used for heating which will be influenced by periods of cold weather.
- <sup>xii</sup> Calculated from total electricity generated from renewable sources expressed as a percentage of total electricity consumption.
- <sup>xiii</sup> Calculated from total electricity generated from renewable sources expressed as a percentage of total electricity consumption.
- <sup>xiv</sup> Calculated from all stationary sources, for example buildings and street lighting. Absolute and weather adjusted figures have been included to provide a more standardised and comprehensive comparison as emissions are dependent on energy consumption used for heating which will be influenced by periods of cold weather.
- <sup>xv</sup> A new employee performance framework, was introduced in April 2014, therefore previous measurement before April 2014 is not comparable with the new framework.
- <sup>xvi</sup> Indicator measures the net cost of services

## REPORT

<b>SUBJECT</b>	<b>DRAFT REVENUE &amp; CAPITAL OUTTURN 2014/15</b>
<b>DIRECTORATE</b>	<b>Chief Executive's Unit</b>
<b>MEETING</b>	<b>Strong Communities Select Committee</b>
<b>DATE</b>	<b>11th June 2015</b>
<b>DIVISIONS/WARD AFFECTED</b>	<b>All Authority</b>

### 1. PURPOSE

- 1.1 The purpose of this report is to provide Members with information on the outturn position of the Authority for the 2014/15 financial year. The position is regarded as draft prior to external audit of Statement of Accounts.
- 1.2 It also seeks to provide summary information about the Council's reserve position as a consequence of year end movements and given recent reports in last quarter that have significant future implications.

### 2. RECOMMENDATION

- 2.1 That Members consider the information contained within this report noting that the figures may be subject to adjustment through the external audit process.
- 2.2 That Members consider the position concerning revenue monitoring outturn resulting in the favourable replenishment of Council Fund reserves by £31,000 compared to the budgeted draw of £296,000.
- 2.3 That Members agree to the review of earmarked reserves resulting in the following adjustments:
- 2.3.1 Single status and Equal pay reserve - £1.052 million, redistributed to the following reserves:
- Fixed Assets disposal reserve - £257k
  - Pension and Redundancy reserve - £600k
  - Schools library reserve - £195k to extinguish a deficit balance
- 2.4 That Members approve the redundancy payments identified in paragraph 3.1.6 included within the outturn figures
- 2.5 That Members consider the position concerning school balances and the implications on 2015-16 school budgets.
- 2.6 Members note the progress concerning the delivery of the saving mandates in 2014/15 and seek further reports to identify alternate savings and virements proposed by Directors to replace original proposals to ensure further pressure on the 2015/16 budget is reduced.
- 2.7 That Members consider the position concerning outturn capital monitoring resulting in an overall underspend
- 2.8 That Members approve the slippage schedule as identified in Appendix 2, building upon the recommendation at month 9 to review these at outturn.
- 2.9 That Members approve the planned capital financing position as reported in para 3.7.

2.10 That Members approve the use of the capital outturn underspend to fund the capital priorities identified in 3.5.6 and therefore obviate the need for 2015/16 capital budgets to be top sliced.

### 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

Table 1: Draft Council Fund Outturn 2014/15 – Summary Total Net Expenditure Position at Outturn	Appendix	Actual Outturn	Annual Budget @ Month 9	Revisions since month 9	Annual Budget @ Outturn	Forecast Over/(Under) Spend at Outturn	Forecast Over/(Under) Spend at Month 9	Comparative Forecast Over/(Under) Spend at Month 6	Comparative Forecast Over/(Under) Spend at Month 3
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Social Care & Health	6&7	38,092	36,604	(37)	36,567	1,525	1,261	797	613
Children & Young People	7	52,163	52,150	28	52,178	(15)	93	45	26
Enterprise	5	10,169	10,080	107	10,187	(18)	132	55	232
Operations	4	17,851	17,861	172	18,033	(182)	103	182	385
Chief Executives Unit	4	6,954	7,376	(13)	7,363	(409)	(385)	(208)	(133)
Corporate Costs & Levies	4	17,367	17,941		17,941	(574)	(183)	(116)	(94)
<b>Net Cost of Services</b>		<b>142,596</b>	<b>142,012</b>	<b>257</b>	<b>142,269</b>	<b>327</b>	<b>1,021</b>	<b>755</b>	<b>1,029</b>
Attributable Costs – Fixed Asset Disposal	4	145	224		224	(79)	(92)	(47)	1
Interest & Investment Income	4	(89)	(29)		(29)	(60)	(59)	(58)	(48)
Interest Payable & Similar Charges	4	3,538	3,773		3,773	(235)	(241)	(235)	(231)
Charges Required Under Regulation	4	5,576	5,610		5,610	(34)	(35)	(35)	(35)
Capital Expenditure Financed from Revenue		138	16	122	138	0	0	0	0
Contributions to/(from) Reserves	4	(2,037)	(2,073)	(379)	(2,452)	415	1	2	5
<b>Amounts to be met from Government Grants and Local Taxation</b>		<b>149,867</b>	<b>149,533</b>	<b>0</b>	<b>149,533</b>	<b>334</b>	<b>779</b>	<b>764</b>	<b>721</b>
General Government Grants	4	(69,540)	(69,544)	0	(69,544)	4	0	0	0
Non-Domestic Rates	4	(28,984)	(28,984)		(28,984)	0	0	0	0
Council Tax	4	(57,158)	(56,780)		(56,780)	(378)	(389)	(415)	(348)
Council Tax Benefits Support	4	5,784	6,071		6,071	(287)	(246)	(233)	(154)
<b>Council Fund (Surplus)/Deficit</b>		<b>(31)</b>	<b>296</b>	<b>0</b>	<b>296</b>	<b>(327)</b>	<b>144</b>	<b>116</b>	<b>219</b>
Budgeted contribution from Council Fund		0	(296)		(296)	296	0	0	0
		(31)	0	0	0	(31)	144	116	219

3.1.3 The bottom line situation is a favourable £31,000 variance. The expectation in setting the 2014/15 budget required a contribution of £296,000 from the Council Fund. So the outturn position evidences an improvement to the anticipated outturn Council fund balance of £327,000. Other notable changes during the last quarter included net cost of services pressure reduced to £327,000 at outturn, an improvement of

£694,000 during the last 3 months. Social Care, and predominantly Children's services continued to evidence financial pressures, and that adverse situation rose by a further £264,000 on the levels predicted at month 9.

3.1.4 However that additional volatility in costs was mitigated in full by improvements in the Operations Directorate, Chief Executives office and corporate costs during the last quarter.

3.1.5 Redundancy payments have been made during the year and are included in the outturn figures. Such costs appear as an overspend in comparison to the annual budget. Redundancy payments require Member approval and whilst this has been sought for some, there are some payments that still require approval and they are identified below in the table. The traditional approach is, unless specific reserve funding is sought, that services bear such costs initially to be mitigated where possible through the year, and for any net balance to be considered and borne through a use of reserves during the outturn process. 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. School redundancy costs amount to £391,000, of which schools have borne £91,000.

3.1.6 The redundancy costs for 2014-15 incurred in respect of non school activity amounted to,

Directorate	Amount £'000	Approved Reserve Funding	Approval required see Recommendation 2.4
Children & Young People	83	7	76
Social Care & Health	0	0	0
Chief Executives Office	107	42	65
Enterprise	165	59	106
Operations	407	81	326
<b>Total</b>	<b>762</b>	<b>189</b>	<b>573</b>

Of this £189,000 related to a caveated request for reserve funding at outturn and the funding adjustment has been made. This left £573,000 which is currently included within outturn figures and for which no budget provision existed.

3.1.7 In addition to the unbudgeted redundancy payments above, mandated savings that have not been made in respect of 2014-15 total £571,000. In order to achieve an outturn of £31,000 surplus there have been compensatory savings over budget of £1.2 million within services, treasury and council tax recovery.

3.1.8 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 overspends identified and the positive action that is required to ensure that the budget is not breached.

## 3.1.9 Summary pressures and underspends within the net cost of services include:

Service area	Indicative Forecast Position exclusive of savings not yet achieved  Red=Adverse Green = Favourable  £'000	2014-15 savings not yet made  £'000	Forecast Position <b>net</b> of savings not achieved  Red=Adverse Green = Favourable  £'000	Headline Cause
<b>Social Care &amp; Health (SCH)</b>				
Children's Services	1,375	32	1,407 (worsening of 187)	Looked after children activity and additional team and conveyance of client costs
Adult Services	1	117	118 (worsening of 77)	Most notably historic Monnow Vale partnership cost apportionments and residential care costs exceeding recovery due to means testing considerations. The worsening position is mainly attributable to additional transport and staffing costs incurred in Day Centre provision
<b>Sub Total SCH</b>	<b>1,376</b>	<b>149</b>	<b>1,525</b>	
<b>Children and Young People (CYP)</b>				
Standards	-23	107	-84 (improvement of 67)	Increased costs apparent in breakfast club administration (£102k), compensated by net underspends in ALN, improvement, inclusions and education achievement service expenditure
Individual schools budget	-32	0	-32 (improvement of 86)	Reserve funding anticipated and budgeted for not utilised by end of financial year.
Resources and Performance	82	53	135 (worsening of 52)	Effect of Recovery Board and tribunal costs, unbudgeted IT migration costs. Previous Directorate predictions assumed a breakeven position for its SLA arrangement with schools, the outturn indices a deficit of £23k
Youth Services	-33	0	-33 (improvement of 5)	Additional income and reduced transport costs
<b>Sub Total CYP</b>	<b>-175</b>	<b>160</b>	<b>-15</b>	



<b>Enterprise (ENT)</b>				
Community Led Delivery	-113	0	-113 (improvement of 160)	Additional net income, predominantly cemeteries, a reduction in the pressure experienced in Community Education (this still remains a volatility to the Council going forward given a volatility in Coleg Gwent funding), and the positive effect (£50k) caused by the ongoing reorganisation of 1 stop shops and libraries
Commercial & People Development	48	0	48 (worsening of 82)	The net effect of business enterprise costs and building costs of Innovation section that were presumed to be funded from Property maintenance budget.
Tourism, Life & Culture	81	37	118 (improvement of 34)	Continued pressure in tourism services, and in particular Caldicot Castle, together with net costs of cycling initiatives. There are £39k net costs evident on sports development that weren't forecast at month 9.
Enterprise management	14	0	14 (worsening of 14)	
Development Plans	-85	0	-85 (improvement of 52)	
<b>Sub Total ENT</b>	<b>-55</b>	<b>37</b>	<b>-18</b>	
<b>Operations (OPS)</b>				
Highways	-554	116	-438 (improvement of 65)	Extra agency income
Property	-117	69	-48 (improvement of 81)	Schools meals service transfer from CYP with significant pressure, main improvement in schools cleaning area caused by removing unbudgetted contract consultancy costs
Passenger transport	294	40	334 (improvement of 25)	Past budget saving reviews of home to school and SEN haven't taken place. Overspends are in Council provided transport, mainly employee and transport maintenance costs. External transport provider costs tenders are anticipated to provide net savings to compensate for Council's SEN transport overspend.

				A bad debt assumption has been made in respect of historic debts of £50,000
Transport	33	0	33 (improvement of 61)	Predominantly car parking income deficit
Waste & Streetscene	-62	0	-62 (improvement of 72)	Waste exhibits predominantly breakeven position, improvement the net effect of subsuming grounds and training unit with division.
Registrars	-1	0	-1	
<b>Sub Total OPS</b>	<b>-407</b>	<b>225</b>	<b>-182</b>	

<b>Regulation &amp; Central Support Services</b>				
Chief Executives Office (CEO)	-409	0	-409 (improvement of 25)	Staff savings and increased income predictions in democratic services. Savings in audit and revenues team costs and housing benefit administration below budget levels
Corporate (CORP)	-574	0	-574 (improvement of 391)	Corporate includes a variety of costs that only crystallise in the last quarter. The underspend reported is caused by national park levy underspend £11,000, additional dividend from Joint Crematoria Committee £105,000, reduced audit fee (£135,000), NNDR refunds in respect of Council property appeals £116,000, Income received in respect of previously written off debts £110,000, additional Pension strain costs of £97,000 compensated in part by saving in single status budget £76,000), Underspends in the Council's insurance account from reduced level of claims £67,000, contract extension renegotiation £26,000, and staffing savings of £17,000.
<b>Sub Total Regulatory Services</b>	<b>-983</b>	<b>0</b>	<b>-983</b>	
<b>Total – Net Cost of Services</b>	<b>-244</b>	<b>571</b>	<b>327</b>	

3.1.10 More detailed monitoring information together with a narrative of more significant variances over £25,000 is provided in the Select Appendices 4 to 7.

### 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 together with month 9 projections.

Draft Council Fund Outturn 2014/15 – Summary Forecast Year-end School Balances Position at Outturn	Opening Reserves (Surplus)/Deficit 14-15	In year forecast at Month 9 (Surplus)/Deficit	Difference reported from Outturn to Month 9 (Surplus)/Deficit	Outturn position (Surplus)/Deficit	Reserves to be carried forward to 2015-16 (Surplus)/Deficit
	£'000	£'000	£'000	£'000	£'000
<b>Clusters</b>					
Abergavenny	(-285)	173	(-300)	(-128)	(-412)
Caldicot	(-242)	67	(-251)	(-184)	(-426)
Chepstow	(-14)	255	(-143)	112	98
Monmouth	(-394)	57	(-87)	(-30)	(-424)
Special	(-54)	65	14	78	24
	(-988)	616	(-768)	(-152)	(-1,140)

3.2.2 School balances at the beginning of the financial year amounted to £988,000 credit. The replenishment of balances has been identified as being £152,000 resulting in closing school balances budgeted to be £1,140,000. This is a very significant change to that reported in the previous quarters, where schools predicted a draw upon balance of the order of £600,000 to £700,000 rather than a replenishment.

3.2.3 Part of this prudence can be attributed to the volatility in improvement grant awards during the year, in that Welsh Government announced cuts in funding during the year, which schools predicted would have an adverse effect on their general activities in not being able to divorce themselves of costs in the same timeframe as cuts. However the EAS and Gwent Councils have worked hard to mitigate the effect on individual schools, largely with savings falling to EAS, and the use of reserved core contributions from partnering local authorities. Similarly £105,000 additional grant resources was passported to Monmouthshire schools during March 2015, which has provided additional headroom to schools general activities budgets. However grant administration in a wider sense remains part of the problem in accurate forecasting, as schools will tend to incur costs on their general codes, and not transfer such costs to the grant codes in a timely fashion, but effectively presuming their grants would be fully spent when it comes to monitoring, thereby effectively double counting expenditure. It is the intention to look at how the Authority can better aggregate grant considerations alongside general school accounts so that the combined position is reported.

3.2.4 Within these summary figures, of particular note, is the deficit reserve position experienced in the Chepstow cluster, caused by the significant deficit balance at Chepstow secondary school of £389,000. The school has provided a recovery plan which has been endorsed by Governors, which clears the deficit within 3 years, which the LEA is prepared to accept. Parties appreciate that the level of deficit balance remains a risk going forward that will necessitate close monitoring and regular review of assumptions.

3.2.5 6 schools exhibited a deficit position at the start of 2014/15, and alongside Chepstow Comprehensive, Llandogo is predicted to exhibit a worsening position. Conversely Llanvihangel Crocorney and Castle Park continue to repay their deficit and at a faster rate than anticipated at month 9. It is also pleasing to note that Ysgol Gymraeg Y Ffin and Deri View have come out of deficit at outturn.

3.2.6. Conversely Mounton House has moved into a deficit position as anticipated at month 9 but to a greater extent. The Directorate report that the main cause for this is the appointment of a youth worker anticipated to be funded by a neighbouring LA, which proved to be only part funded.

- 3.2.7 All year a concern has been reported about the reducing trend in school balances, given the annual extent of draw made upon them by schools, with the suggestion that this was unlikely to be a sustainable position.

Year	Net level of school balances
2011-12	(965)
2012-13	(1,240)
2013-14	(988)
2014-15	(1,140)

- 3.2.8 The significant shift experienced in the latter quarter allays those fears somewhat for 2015-16 with most schools having now reported their formal budget for 2015-16 in advance of statutory deadline of end May. Other than Chepstow, the secondary schools are still to report, but early examination suggests that school reserves will sustain the call upon them anticipated by schools in 2015-16. This situation will be updated and reported as part of quarter 1 monitoring 2015-16.

- 3.2.9 Further information on Schools is provided in Children & Young People Select appendix 7.

### 3.3 2014/15 Savings Progress

- 3.3.1 The monitoring above reflects the outturn progress in achieving necessary savings agreed as part of the 2014/15 budget process. Appendix 1 provides details of specific savings initiatives and progress made in delivering them in full by the end of 2014/15 financial year.

In summary they are as follows,

2014/15 Budgeted Service Savings Mandates Progress at Outturn								
DIRECTORATE	Saving included in 2014/15 Budget £'000	Savings reported achieved month 3 £'000	Savings reported achieved month 6 £'000	Savings reported achieved month 9 £'000	Savings achieved @ outturn £'000	% progress in achieving savings	Delayed savings £'000	Savings not achievable £'000
Children & Young People	722	639	669	669	652	90%	0	70
Social Care & Health	1,030	877	877	887	881	86%	0	149
Enterprise	1,366	1,126	1,025	1,306	1,329	97%	0	37
Operations	1,412	990	1,007	1,167	1,187	84%	156	69
Chief Executive's	923	923	923	923	923	100%	0	0
<b>Total Budgeted Service Savings 2014-15</b>	<b>5,453</b>	<b>4,555</b>	<b>4,501</b>	<b>4,952</b>	<b>4,972</b>	<b>91%</b>	<b>156</b>	<b>325</b>

- 3.3.2 Of £5.5 million savings agreed as part of 2014-15 budget process £5 million have been delivered by the end of the year, leaving £156,000 delayed, and £325,000 regarded as non deliverable by the services.

- 3.3.3 The amount of savings achieved overall is marginally more than reported at month 9. The changes are shown in detail for each mandate in appendix 1, but the main contributing factors are,

#### Operations (OPS)

- Improvement of £20,000, caused by delayed saving against transfer of facilities to other providers now being achieved.

Enterprise (ENT)

- Improvement of £23,000, caused by unachievable ICT saving in respect of building rationalisation being found through savings in staff vacancies.

Children and Young People (CYP)

- Worsening of £17,000, caused by a pressure to the ALN contingency mandate experienced during the last quarter following a backpayment to staff. However overall the savings performance has been fully met in ALN, which exhibits £193,000 underspend at outturn, but the favourable situation is caused predominantly by a reduction in out of county significant costs.

Social Care & Health (SCH)

- Worsening of £6,000, caused by outturn community meal volumes being short of that forecast at month 9.

### 3.4 **Capital Position**

#### 3.4.1 The summary Capital position at outturn is as follows

Select Portfolio	Provisions B/F	Expenditure Incurred	Provisions	Annual Outturn	Budget Slippage b/fwd from 2013-14	Original Budget 2014-15 reported @ qtr 3	Budget Virements & Revisions since last quarter	Total Approved Budget	Provisional Budget Slippage C/F to 2015-16	Revised Budget 2014-15	Variance Over/ (Under) Outturn	Variance Over/ (Under) Month 9
	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children and Young people	(509)	5,429	810	5,730	3,067	10,022	(69)	13,020	7,268	5,752	(22)	(2)
Adult	(3)	317	10	324		273	82	355	35	320	5	1
Economy & Development	(232)	245	96	108	732	82		814	531	283	(175)	(18)
Stronger Communities	(890)	7,660	839	7,609	7,192	3,821	82	11,095	2,940	8,156	(547)	(168)
<b>Grand Total</b>	<b>(1,634)</b>	<b>13,651</b>	<b>1,755</b>	<b>13,772</b>	<b>10,991</b>	<b>14,198</b>	<b>94</b>	<b>25,284</b>	<b>10,773</b>	<b>14,511</b>	<b>(739)</b>	<b>(187)</b>

3.4.2 Revisions to the capital programme during the last quarter reflect combined property maintenance virements between Select areas, the addition of Intermediate Care scheme (£82,000), an additional budget of £26,000 to progress a foster carers property adaptation, £74,000 additional resources to progress sc106 schemes, £58,000 reduction in Infrastructure maintenance budgets and £122,000 to finance Fixed assets purchased originally from revenue which better meets capital definitions.

3.4.3 The extent of progress and level of spend incurred has been questioned in each of the quarterly monitoring reports. Managers collectively reported that they would spend £7.7m in the last 3 months of year, when they only spent slightly more than this over the first 9 months (net £8.2m). The reality was a spend of £3.8 million in the last 3 months and creation of provisions worth £1.7 million which combined equates to £5.5 million, thereby increasing slippage requests proportionately at outturn.

### 3.5 **Proposed Slippage to 2015-16**

3.5.1 Slippage requests from managers totalled £11.1 million. Given the principles agreed with Cabinet at month 9 to more zealously review progress of schemes when considering the merits of approving slippage requests the same convention has been applied as established at month 9, namely where,

- there has been little or no progress in 12 month,
- the level of expenditure incurred this year has been less than in year budget and slippage b/fwd., to consider any opportunity to realign the budget to more realistic levels or reprofile budget more accurately over multiple years,
- or where there are identified problems/barriers to progress e.g. no agreement over scheme, archaeological considerations, planning considerations not yet satisfied or where the manager hasn't really evidenced why this should be slippage in the narrative etc.

3.5.2 Appendix 2 indicates slippage requested by managers, alongside progress narratives, spending activity over the year, whether the budget has slipped forward from previous years and an indication of how the particular capital project is financed to recommend whether it could be easily recycled into alternate schemes or is of a more restrictive nature.

3.5.3 The analysis at month 9 indicated £9.1 million slippage proposed by managers. By outturn this has risen to £11.1 million.

3.5.4 Of this £10.77million reflects schemes of an active nature, and where a use of slippage is recommended.

3.5.5 Conversely £339,000 worth of schemes exhibit limited progress. This is less than recommended for decommitment at month 9 predominantly due to the tender for Access for All works to be carried out 2015-16 despite knowing that combined access for all resources totalling £397,000 was scheduled for review at outturn. It would have been sensible to get Cabinet affirmation as a capital priority before doing this, but

the essence of recommending a more zealous stance towards the slippage review was designed to encourage managers to progress projects in a timely fashion, so the end result is consistent with that motivation.

- 3.5.6 It was reported that any additional headroom resulting from this activity could be held as a source of headroom to facilitate any capital investment required to deliver further revenue savings in the MTFP or used to fund the additional priorities for the 2015-16 capital programme i.e.

*To afford the following capital priorities totalling £395,000 in 2015-16*

- *Community Hubs – £300k capital investment required to achieve revenue budget savings and create the Hubs in Caldicot by creating the Hub in the existing Library, in Chepstow by creating the Hub in the existing building, in Monmouth by creating the Hub in the Market Hall or Rolls Hall and in Usk by creating the Hub in the building with the Youth service. It is assumed that the proposal in Abergavenny will be funded from the capital already allocated to the Library.*
- *Rights of way issues – current allocation of £40k to be increased by £30k to enable some mitigation measures to be undertaken*
- *Monmouth sports ground - £25k required to ensure the drainage meets all statutory requirements*
- *Caldicot castle kitchen - £40k to bring kitchen up to date and comply with environmental health requirements to enable income targets to be met*

That latter would obviate the need to reduce 2015-16 capital allocations in the following areas,

*£136k from Property maintenance*

*£159k from Infrastructure maintenance*

*£100k from County farms maintenance*

- 3.5.7 The capital programme evidences a significant underspend £739,000 at the end of 2014-15 due to genuine underspends where schemes have finished and managers haven't requested slippage (£184,000), where slippage hasn't been approved totalling £339,000 and a grant based highways scheme totalling £216,000, which provides no additional spending capacity as it was grant funded and the grant needs to be returned.

## 3.6 Outturn

- 3.6.1 As mentioned the capital programme for 2014-15 evidences an underspend of £739,000, largely the consequence of,

Children and Young People – **underspend** in SIMS development costs (£5,000) and an underspend in Property Maintenance costs (£13,000)

Adult – net **overspend** in Property Maintenance cost of £5,000

Economy & Development – net **underspend** (£90,000) in development schemes and a credit of £84,000 against the Abergavenny regeneration project following successful legal defence and reimbursement of the Council's fees. Court action totalling £84,000 compensating for legal costs incurred in successfully defending the Council practice in Abergavenny regeneration project. Colleagues are exploring whether and to what extent the Council could reclaim our legal expenses.

Stronger Communities – net **underspend** of £547,000, predominantly the effect of an underspend of £216,000 against an abortive highways scheme which ultimately isn't a net underspend as its financing will need to be returned to Welsh government, underspends on IT projects totalling £59,000, infrastructure £151,000 and development schemes £27,000, net savings of £124,000 in property maintenance costs, £13,000 underspend on maintenance to County Farm portfolio, which mitigate £15,000 additional drainage costs at Caldicot school and leisure centre site, £7,000 temporary Sc106 overspend, and an overspend of £21,000 in respect of "new" County Hall. A large proportion of these underspends are caused by the rejection of particular slippage requests.

Given the return of transport grant and sharing of “old” County Hall saving with TCBC, Stronger Communities capital schemes more transparently indicate a £329,000 underspend for the reasons described above.

### 3.7 Capital Financing and Receipts

3.7.1 Given the capital spending profile reported in para 3.4.1, the following financing mechanisms are expected to be utilised.

Financing Stream	Annual Forecast Financing	Approved Slippage B/F	Original Budget	Budget Virements	Budget Revisions	Total Approved Budget	Provisional Budget Slippage C/F to 2015-16	2014-15 Adjusted Budget	Increased / (Reduced) Financing
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Supported Borrowing	2,420		2,420			2,420		2,420	0
General Capital Grant	1,473		1,473			1,473		1,473	0
Grants and Contributions	1,579	53	1,247		4,452	5,751	3,952	1,799	-220
S106 Contributions	452	556			580	1,136	690	445	7
Unsupported borrowing	5,607	6,710	3,492		-3,317	6,886	1,274	5,611	-4
Earmarked reserve & Revenue Funding	370	656			144	800	409	392	-22
Capital Receipts	1,844	2,957	1,707		2,096	6,759	4,414	2,345	-500
Low cost home ownership receipts	27	60				60	33	27	0
<b>Grand Total</b>	<b>13,772</b>	<b>10,991</b>	<b>10,338</b>	<b>0</b>	<b>3,954</b>	<b>25,285</b>	<b>10,773</b>	<b>14,512</b>	<b>-739</b>

3.7.2 The effect of slippage and underspends identified above are anticipated to predominantly delay the need to utilise capital receipts.



### 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 2014/18 MTFP capital budget proposals.

#### Movement in Available Useable Capital Receipts Forecast

<b>TOTAL RECEIPTS</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Balance b/f 1 <sup>st</sup> April	7,854	17,487	12,778	22,202
Receipts forecast to be received in year as 2014/18 MTFP	21,165	13,556	4,000	2,000
Increase / (decrease) in actual receipts / forecast receipts forecast at outturn	(9,693)	(2,766)	21,200	0
Deferred Capital Receipts	5	4	4	4
Less: Set aside Capital Receipts	0	0	(10,452)	0
Less: Receipts to be applied	(1,844)	(2,891)	(76)	(538)
Less :21C Schools programme excluding Raglan	(0)	(12,612)	(5,252)	(11,207)
<b>TOTAL Actual / Estimated balance c/f 31<sup>st</sup> March</b>	<b>17,487</b>	<b>12,778</b>	<b>22,202</b>	<b>12,471</b>
<b>TOTAL Estimated balance reported in 2014/18 MTFP Capital Budget proposals</b>	<b>14,062</b>	<b>26,923</b>	<b>30,851</b>	<b>32,317</b>
<b>Increase / (Decrease) compared to MTFP Capital Receipts Forecast</b>	<b>3,425</b>	<b>(14,145)</b>	<b>(8,649)</b>	<b>(19,846)</b>

3.8.2 The Council has agreed to the inclusion of 21c schools initiative within the capital programme. This relies on utilising £29 million receipts during this next 4 year MTFP window, and a further £600,000 in 2018-19. Consequently the balance of capital receipts available during this MTFP window has reduced compared to the original 2014/18 MTFP predictions due to the anticipated resourcing of the 21<sup>st</sup> Century Schools programme.

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, after factoring in £28.8 million receipts usage in relation to 21c schools projects, the balance of capital receipts available to fund capital expenditure at the end of this next MTFP window has been revised by circa £8.5 million, as a consequence of additional receipts predominantly LDP related.

### 3.9 Reserves Position

3.9.1 In a change from previous outturn reports, the updated position concerning Council reserve balances is being reported, so that members can better understand the holistic position concerning the sustainability of Council finances, and the implications to reserve balances from the net use of reserves reported in the revenue monitoring above of £2.04 million and capital financing of £232,000, the replenishment of £152,000 to school balances and the transfer of bottom line surplus to Council Fund of £31,000.

3.9.2 The effect on individual balances is shown in Appendix 3. The following table indicates the summary position together with an indication of reserve usage already approved in respect of 2015-16,

	2013-14 year end b//fwd.	Activity during Year	2014-15 year end	Anticipated activity during year	2015/16 year end
	£'000	£'000	£'000	£'000	£'000
Council Fund	(7,080)	(31)	(7,111)		(7,111)
Schools Reserves	(988)	(152)	(1,140)		(1,140)
<b>Sub Total General Reserves</b>	<b>(8,068)</b>	<b>(183)</b>	<b>(8,251)</b>		<b>(8,251)</b>
Specific Reserves	(11,342)	1,324	(10,018)	2,980	(7,038)
Minor & Restricted use reserves	(1,907)	945	(962)	(4)	(966)
<b>Sub Total Earmarked Reserves</b>	<b>(13,249)</b>	<b>2,269</b>	<b>(10,980)</b>	<b>2,976</b>	<b>(8,004)</b>
<b>Total</b>	<b>(21,317)</b>	<b>2,086</b>	<b>(19,231)</b>	<b>2,976</b>	<b>(16,255)</b>

3.9.3 To give an indication of relative sustainability, the Council uses Council Fund balance as a proportion of net budgeted revenue expenditure. This provides a value of circa 4.75% at the end of 2014-15, which complies with tolerance the Council has set for such an indicator of between 4% and 6%, although it is towards the lower end appreciating the wider financial environment affecting the public sector.

3.9.4 The draw on earmarked reserves over the two years shown is considerable and shows that three reserve balances go into deficit. The full list of reserves is shown in Appendix 3. Following review, it is anticipated that the Single Status and Equal Pay (£1.052 million) reserve is no longer needed as it is now 6 years since job evaluation was implemented in 2009. It is therefore proposed to redistribute this reserve to the three reserves:

- Fixed asset disposal reserve - £257k
- Pension and Redundancy reserve - £600k
- Schools library service £195k to extinguish a deficit balance

3.9.5 Members may note the significant insurance fund balance (£2.3 million) in Appendix 3. The purpose of such a reserve is to reflect and fund likely liability for claims. The level of reserve is established independently through actuarial assessment. The last such assessment was undertaken in 2010. It is proposed to undertake a new assessment during 2015-16, following re tender of the Council's insurance and broker contracts.

3.9.6 Draw upon reserves can come in one of two forms, either,

- a budgeted request for a draw upon reserves, where the amount concerned is certain and the debit budget is adjusted in service account with a corresponding credit shown in appropriations.
- a caveated request for a draw upon reserves, where the amount is less certain or where the initial presumption is for service department to incur costs during the year, with the intention of mitigating them and for the actual call on reserves to be actioned on the net cost during the closure of accounts process.

3.9.7 In respect of 2014-15 the following requests were made

Budgeted Requests	Amount Revenue £'000	Amount Capital £'000
Service Transformation Adult Social Care	212	
Movement of expenditure from capital to revenue	175	
Centre of Innovation	130	6
Up Front Investment for savings - Highways Street Scene Systems Review	43	
Vehicles - invest to save advances	60	
Monmouthshire Cycling Strategy - Cabinet 5th November 2013	40	
Up Front Investment for savings - Fuel Saving Technology HGV's	40	
Council tax additional recovery	11	
Up Front Investment for savings - Museums Income Generation	27	
HR Restructure - 28.01.13 Cabinet	23	
Informing the Future of Cultural Services	6	
<b>Sub total – Invest to Redesign reserve</b>	<b>767</b>	<b>6</b>
Oracle Licensing - Non compliance	104	
Capital Scheme Funding		203
<b>Sub total – Information technology reserve</b>	<b>104</b>	<b>203</b>
<b>Fixed Asset Disposal, Capital Receipt Generation reserve</b>	<b>133</b>	<b>8</b>
<b>Treasury Equalisation Reserve</b>	<b>338</b>	
<b>Pension Strain Costs, Redundancy &amp; pension reserve</b>	<b>455</b>	
<b>Capital scheme funding, Capital Investment reserve</b>		<b>15</b>
Raising Education Standards	94	94
CYP Development Fund/Key Priorities 14/15	27	27
SCH Development Fund 14/15	100	100
Raising Education Standards Slippage from 13/14	130	130
Innovation Centre - People Strategy	44	44
Movement of expenditure from capital to revenue	35	35
Head of School improvement	34	34
ICT Technicians in Schools slippage from 13/14	28	28
<b>Sub total – Priority investment reserve</b>	<b>492</b>	<b>492</b>
<b>Grass Routes Bus Service reserve</b>	<b>26</b>	<b>26</b>
<b>School Library Service reserve</b>	<b>104</b>	<b>104</b>
<b>Education Achievement Service reserve</b>	<b>69</b>	<b>69</b>
<b>Total Budgeted Call on Reserves 2014-15</b>	<b>2,488</b>	<b>232</b>

Caveated Requests	Amount	Amount
	Revenue	Capital
	£'000	£'000
To finance funding gap in implementing savings initiatives (DNA Definitive), Invest to Redesign reserve	37	
Redundancy Costs, Redundancy & pension reserve	189	
Eisteddfod, Priority investment reserve	5	
<b>Total Caveated Call on Reserves 2014-15</b>	<b>231</b>	

#### 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 per se.

#### 7 SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

- 7.1 The decisions highlighted in this report have no safeguarding or corporate parenting implications per se, although monitoring does cover a commentary about Children's Services as part of holistic reporting.

#### 8 CONSULTEES

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

#### 9 BACKGROUND PAPERS

- 9.1 Outturn monitoring reports, as per the hyperlinks provided in the Select Appendices

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#### Appendices

Appendix 1 Savings Summary  
 Appendix 2 Capital Slippage Analysis  
 Appendix 3 Summary Reserves Position at Outturn 2014-15  
 Appendix 4 Strong Communities Select Committee portfolio position statement  
 Appendix 5 Economy and Development Select Committee portfolio position statement  
 Appendix 6 Adult Select Committee portfolio position statement

Appendix 7 Children and Young People Select Committee portfolio position statement

2014/15 Budgeted Service Savings Mandates Progress at Outturn								
DIRECTORATE	Saving included in 2014/15 Budget £'000	Savings reported achieved month 3 £'000	Savings reported achieved month 6 £'000	Savings reported achieved month 9 £'000	Savings achieved @ outturn £'000	% progress in achieving savings	Delayed savings £'000	Savings not achievable £'000
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Social Care & Health	1,030	877	877	887	881	86%	0	149
Enterprise	1,366	1,126	1,025	1,306	1,329	97%	0	37
Operations	1,412	990	1,007	1,167	1,187	84%	156	69
Chief Executive's	923	923	923	923	923	100%	0	0
<b>Total Budgeted Service Savings 2014-15</b>	<b>5,453</b>	<b>4,555</b>	<b>4,501</b>	<b>4,952</b>	<b>4,972</b>	<b>91%</b>	<b>156</b>	<b>325</b>

2014/15 Budgeted Service Savings Mandates Progress at Outturn							Agenda Item 8
CHILDREN & YOUNG PEOPLE							
Budget proposals 2014/15	Narrative	Saving included in 2014/15 Budget £'000	Value of Saving Forecast at Month 12 £'000	Delayed savings £000s	Savings not achievable £000s	Assessment of progress as at Month 12	Risk of current forecast saving NOT being achieved ( High / Medium / Low )
Schools delegated budgets	Proposal is about finding opportunities to reduce costs in schools. Schools budgets will be protected at cash limit, this means no pay inflation and or non pay inflation is provided for in funding,	434	434	0	0	Fully Achieved	Low
Review ISB - ALN contingency	Currently a contingency budget is held centrally, proposals to reduce this budget by £75k and reduce staffing in the service by £65,000	140	123	0	17	£17k relates to back pay for a member of staff.	Medium
Grants to micro finance and rationalise numerous grants to single organisations	Reducing the amount of grants paid annually to third sector bodies. Options will include reduction, micro-finance and introducing business plans. SCH mandate for £100k in 2014/15, R & C/CEO target of £100k. Further £300k in 2015/16 is not now considered feasible	37	0	0	37	These savings cannot be found from the grant areas as our grants cover a statutory provision.	High
School library service - combine with general library service	£50k is MCCs contribution to full year running costs of school library service, changes to service needs to be considered with TCBC	30	30	0	0	MCC savings have been achieved. Torfaen alongside MCC schools have now decided to withdraw from service, which will introduce additional severance costs (unquantified at present). These together with assets and deficit reserve balance of £100k, will need to be apportioned between MCC and TCBC	High

2014/15 Budgeted Service Savings Mandates Progress at Outturn							Agenda Item 8
<b>CHILDREN &amp; YOUNG PEOPLE</b>							
Budget proposals 2014/15	Narrative	Saving included in 2014/15 Budget £'000	Value of Saving Forecast at Month 12 £'000	Delayed savings £000s	Savings not achievable £000s	Assessment of progress as at Month 12	Risk of current forecast saving NOT being achieved ( High / Medium / Low )
<b>School Music service - reduction in subsidy</b>	Total MCC contribution to schools music service is £260k, exploration of alternative models to reduce the subsidy required	50	50		0	Saving achieved, working with the service to achieve future savings identified within the budget mandate.	Low
<b>Review of additional payments</b>	Target a 10% reduction in additional payments made eg overtime, standby etc	31	15	0	16	Given current pressures we are not able to achieve anymore of this saving.	High
		<b>722</b>	<b>652</b>	<b>0</b>	<b>70</b>		



2014/15 Budgeted Savings progress at outturn							Agenda Item 8
<b>SOCIAL CARE &amp; HEALTH</b>							
Budget proposals 2014/15	Narrative	Saving included in 2014/15 Budget £'000	Value of Saving Forecast at outturn £'000	Delayed savings £000s	Savings not achievable £000s	Assessment of progress at outturn	Risk of current forecast saving NOT being achieved ( High / Medium / Low )
Community meals increase take-up	Mainly about increasing customer base	30	8	0	22	Weekly sales are 1,271, 179 below target.	High
Grants to micro finance and rationalise numerous grants to single organisations	Reducing the amount of grants paid annually to third sector bodies. Options will include reduction, micro-finance and introducing business plans. SCH mandate for £100k in 2014/15, R & C/CEO target of £100k. Further £300k in 2015/16 is not now considered feasible	100	100	0	0		Low
Practice change - reduction in flexible budget/contingency	Working with individuals, families and communities to find sustainable solutions	277	277	0	0		Low
Redesign day provision in line with My Day/My Life	Reconfiguring day provision for people with Learning disability	160	160	0	0	Whilst mandate has been made in full, additional staffing and transport costs have compromised the botom line for the service	Low
SCH restructuring: Direct care (£89k), Children's/Adults teams (£50k), Commissioning team (£31k)	Staffing efficiencies	163	163	0	0		Low

<b>SCH Transition project staff transfer to Bright New Futures</b>	Combining our initiative with Bright new futures to establish a shared service model	14	14	0	0		Agenda Item 8 Low
<b>Review of additional payments</b>	Target a 10% reduction in additional payments made eg overtime, standby etc	95	0	0	95	Work not undertaken corporately on issues such as reviewing bank holidays.	High
<b>Sustaining Independent Lives in the community</b>	Cabinet report and business case presented on 2nd Oct 2013, aim is to divert people from needing statutory services through Local Area Co-ordination and small local enterprises	123	123	0	0		Low
<b>TOTAL ADULTS SELECT</b>		<b>962</b>	<b>845</b>	<b>0</b>	<b>117</b>		
<b>CHILDREN &amp; YOUNG PEOPLE SELECT</b>							
<b>SCH children's staff restructuring</b>	Rationalising service delivery within children's services	68	36	0	32	Due to Dr Paul Thomas one of the two posts was reinstated, but mandate and/or additional funding not adjusted for.	High
		<b>1,030</b>	<b>881</b>	<b>0</b>	<b>149</b>		

2014/15 Budgeted Service Savings Mandates Progress at Outturn							Agenda Item 8
ENTERPRISE							
Budget proposals 2014/15	Narrative	Saving included in 2014/15 Budget £000	Value of Saving at Outturn £000	Delayed savings £000	Savings not achievable £000	Assessment of progress at Outturn	Risk of current forecast saving NOT being achieved ( High / Medium / Low )
<b>DEVELOPMENT OF LEISURE SERVICES</b>	Income maximisation and staff review, developing the cycling offer, broaden leisure offer and explore new service provision options and models in the context of 'whole place'	125	125	0	0	Savings achieved in full	Low
<b>Collaboration on housing services and development of careline services</b>	Commercialisation of careline service, one housing solutions service with TCBC focussed on enabling wider access to housing options and providing greater scope for increasing the resources with which to address housing need and homelessness	30	30	0	0	Savings achieved in full	Low
<b>Sustainable energy initiatives</b>	Investing in biomass boilers, solar farms and reduction in Carbon Reduction Commitment budget	133	133	0	0	Savings achieved through reduction in Asset Management Expenditure	Low
<b>Museums, Shirehall &amp; Castles and Tourism</b>	Consolidation of tourism and culture offer throughout the County through considering shared services models; making attractions self-sustainable and income generation. This relates to the museum business plan and explores roll-out of some community ownership models. Member consultation has indicated that the aspect of merging of museums and TIC (£150,000 in 2014/15) was not a preferable model, and will necessitate driving even further savings on other aspects of this mandate	245	208	0	37	TIC's 13k not achieved due to ambitious income targets & reduced opening hours Caldicot Castle savings of 24k will not be met.	TIC's medium Castle high





2014/15 Budgeted Service Savings Mandates Progress at Outturn

Agenda Item 8

**CHIEF EXECUTIVE'S UNIT & OPERATIONS**

Budget proposals 2014/15	Savings Proposal Narrative	Saving included in 2014/15 Budget £'000	Value of Saving Forecast at Month 6 £'000	Value of Saving at Outturn £'000	Delayed savings £000s	Savings not achievable £000s	Assessment of progress as Outturn	Risk of current forecast saving NOT being achieved ( High / Medium / Low )
<b>OPERATIONS</b>								
<b>School meals -increase price, market and expand service</b>	Increase in school meal to £2.00, currently £1.65 infants and £1.80 junior based on an estimated 397,058 meals	69	0	0	0	69	Savings plan was based on increase meal take up, for the first 9 month of the financial year the section saw a reduction in meal take up due to the increased meal price and implementation of a compliant A4L menu. Since appointing an A4L co-Ordination meal numbers have started to increase in the final 3 month of the financial year allowing a partial saving to be achieved.	High
<b>Grants to micro finance and rationalise numerous grants to single organisations</b>	Reducing the amount of grants paid annually to third sector bodies. Options will include reduction, micro-finance and introducing business plans. SCH mandate for £100k in 2014/15, R & C/CEO target of £100k. Further £300k in 2015/16 is not now considered feasible	13	13	13	0	0	Achieved	Low
<b>Highways - review of management arrangements, gritting schedules, verge maintenance, use of sub contractors</b>	Reduction in management team and operate from 2 depots, reducing stand by payments and gritting frequencies. Reduce sub contractors and biodiversity policy on verges	405	274	289	116	0	Full mandate saving not achieved but the shortfall from the delayed element has been funded by savings found elsewhere within Highways.	High
<b>Street Light savings</b>	Review of turning off street lights at designated times	180	180	180			Achieved	Low

<b>Street scene and pest control</b>	Reduction in sweepers and number of cleaning rounds, opportunity for Town & Community Councils to contribute to service and full withdrawal of subsidy for pest control.	195	170	195			Achieved	Low Agenda Item 8
<b>Home to School Transport - fundamental review of policy</b>	Fundamental policy change - £420k - based around nearest school policy. Withdrawal of subsidy for post 16 transport.	47	47	47	0	0	Even though cost centre overall is overspent the saving has been achieved.	Low
<b>Facilities - transfer functions to other providers</b>	Engaging with town and community councils, friends clubs to take on service related costs - Linda Vista, Bailey Park, Public Conveniences	100	0	100	0	0	Achieved	Medium
<b>Transport review and fleet rationalisation</b>	Increased income from private hire (Passenger Transport Unit), management and staff reduction	105	25	65	40	0	Cost centre over all is over spent partly due to unachievable income targets therefore the saving has not been achieved	Medium
<b>Property services and procurement</b>	Staff efficiencies, systems review and procurement savings	115	115	115	0	0	Achieved	Low
<b>Cost neutral waste service</b>	Route optimisation, green waste charges up from £8 to £10 and reduce spend on bags	60	60	60	0	0	Achieved	Low
<b>Review of additional payments</b>	Target a 10% reduction in additional payments made eg overtime, standby etc	123	123	123	0	0	Achieved	Medium
<b>TOTAL</b>		<b>1,412</b>	<b>1,007</b>	<b>1,187</b>	<b>156</b>	<b>69</b>		

2014/15 Budgeted Service Savings Mandates Progress at Outturn

Agenda Item 8

CHIEF EXECUTIVE'S UNIT							
Budget proposals 2014/15	Savings Proposal Narrative	Saving included in 2014/15 Budget £000	Value of Saving at Outturn £000	Delayed savings £000s	Savings not achievable £000s	Assessment of progress at Outturn	Risk of current forecast saving NOT being achieved ( High / Medium / Low )
CEO Staffing restructures	Senior management restructure to include new service groupings and alignments and green space concept	70	70	0	0	Achieved	Low
CEO - efficiencies, including on line services, staffing structures	Staffing efficiencies and improving on line services, reduction in democratic services will mean that only decision making committees can be serviced, merging of roles supporting area work	595	595	0	0	Achieved	Low
CEO - Restructure (Customer Access) - 10% reduction in staff budget	The aim is to have one access point for customer service in each of the 4 towns and create efficiencies through a management restructure	64	64	0	0	Achieved	Low
Review of additional payments	Target a 10% reduction in additional payments made eg overtime, standby etc	40	40	0	0	Achieved. In general managers have seen this saving as just a straight cut in budget and have reorganised	Low
Public protection	Service Reductions in Public Protection Division	89	89	0	0	Achieved	Low



<b>Legal</b>	Reduction in Legal Services employee hours and Commons and Village Green Inquiries – Inspectors’ fees	37	37	0	0	Split £30k Legal & Land Charges to Item 8 Emergency Planning	<b>Low</b>
<b>Planning, place and enterprise</b>	Increase in income from building control & development control (part of combined £32k savings)	28	28	0	0	Achieved	Low
<b>TOTAL</b>		<b>923</b>	<b>923</b>	0	<b>0</b>		

## SLIPPAGE ANALYSIS 2014-15

## APPENDIX 2

Project Code	Project Description	Slippage Requested	Recommended Approved	Recommended Rejected
98219	Upgrade School Kitchens	18,899	18,899	
96619	New Raglan Primary, 21st Century Schools Programme	488,317	488,317	
96625	New Monmouth Comp – 21c Schools	2,740,000	2,740,000	
96626	New Caldicot Comp – 21c Schools	3,211,000	3,211,000	
98621	ESR: Access For All	136,491	136,491	
98628	Rogiet Primary	12,681	12,681	
98638	Caldicot Castle Park (St Mary's Remodelling)	4,000	4,000	
98645	New School Caldicot Green Lane Site	38,285	38,285	
98650	New Thornwell Primary	27,091	27,091	
98674	Monmouth Comp – 21C Feasibility	143,004	143,004	
98675	Caldicot Comp – 21C feasibility	116,538	116,538	
98676	Raglan VC Primary feasibility			
	Sub Total Children and Young People Select	6,936,306	6,936,306	0
96624	SWIFT Replacement System (and Sub Total Adult Select)	35,000	35,000	
90038	Replacement Cattle Market	226,796	226,796	
90320	Caerwent House, Major Repairs	300,000	300,000	
97285	Woodstock Way Linkage Scheme	3,939	3,939	
	Sub Total Economy and Development Select	530,735	530,735	0
90307	Shire Hall - Furniture and Equipment Costs	11,439	11,439	
98058	County Farms Fixed Asset Disposal Costs	6,577	6,577	0
98060	Non County Farms Fixed Asset Disposal Costs	356,034	356,034	
98222	Improve Income Gen – Museums Rec/Retail Facilities	10,000	10,000	
95803	Ifton Common Sewerage Treatment Plant	10,070	0	10,070
91100	Access For All	260,935	260,935	
97236	Area Management (Combined)	24,496	24,496	
98822	PV Scheme - Usk Primary	29,334	29,334	
98826	Car Park Granville St & Wyebridge St	200,000	200,000	
98834	PV Scheme - Thornwell Primary	45,900	45,900	
98835	PV Scheme - Rockfield Community Centre	5,304	5,304	
97215	Reconstruction of Bridges & Retaining Walls	516,725	516,725	
97302	Signing Upgrades And Disabled Facilities	78,447	0	78,447
97304	Implementation & Review Of TRO's	3,337	0	3,337
97305	Parking Studies	31,779	0	31,779
97306	Structural Repairs - PROW	74,087	74,087	
97351	Accessibility Enhancements	72,643	40,000	32,643
97352	Road Safety & Trafficman Programme	39,736	39,736	
96055	Agile Working	39,634	0	39,634
96605	Highways Asset Management & Road	37,913	37,913	
96612	Land Charges - M3 System	31,750	13,500	18,250
96617	Purchase of Sharepoint and Active Directory Licences	30,000	30,000	0
96620	Upgrade to the Agresso system	23,788	23,788	0
96621	Provision of online facilities Revenue's section	13,000	13,000	0
98223	Imp. Physical & Virtual Access-Museums Collections	28,365	28,365	0
96020	Internet / Intranet Functionality	35,104	35,104	0
83700	Low Cost Home Ownership	33,000	33,000	0
98059	County Farms Maintenance & Reinvestment	145,000	145,000	0
99202	Disabled Facilities Grants (Private)	54,069	54,069	0
90723	Magor & Undy Community Hall	32,346	32,346	0
90752	Multi Use Games Area Bayfield Open Space	70,470	70,470	0
90757	Castle Oak, Usk	25,871	25,871	0
90759	S106 – Recreation Croesonen	40,000	40,000	0
90760	S106 - Llanfoist and Llanwenarth Ultra	117,982	117,982	0
90761	Section 106 – Caldicot new 3G ATP	17,654	17,654	0
90762	S106 – Church Road Caldicot – Offsite Rec	4,494	4,494	0
90795	S106 - Pedestrian Improvement RE Land off Sudbrook Road	28,334	28,334	0
90797	S106 - Adult and Youth Recreation Portskewett	1,162	1,162	0
90799	S106 - Croesonen Infants Site, Abergavenny	23,374	23,374	0
90807	S106 – Combined 3 Monmouth Developments	343,516	343,516	0
	Sub Total Stronger Communities Select	2,953,669	2,739,509	214,160

Project Code	Project Description	Slippage Requested	Recommended Approved	Recommended Rejected
<b><u>Maintenance Schemes - Property</u></b>				
98725	Castle Park - Repl end of life fitting with energy efficient	32,915	32,915	
98735	Ysgol Y Finn - Replace end of life fittings	19,215	19,215	
98763	Undy Primary - Improve site fencing	12,362	12,362	
98693	Hilston Park - Repairs to Windows, door at fire escape and remedy water penetration in	11,350	11,350	
95912	Thornwell Primary - Re-render panels	19,812	19,812	
98717	Cross Ash - install biomass boiler	9,077	9,077	
98718	Trellech Primary - install biomass boiler	73,470	73,470	
98721	Various School Kitchens - Provisions of gas interlocks	42,315	42,315	
98830	Park Street School - H&S Works *1	42,499	0	42,499
98831	Thornwell Sewerage Division	110,825	110,825	
95895	Penyrhiw - improvements to treatment plant	62,335	0	62,335
98699	Slaughterhouse Arches - Continue Stonework repairs & repointing	26,277	26,277	0
98703	Various Properties - Removal of Asbestos Materials from various buildings 14-15	19,512	0	19,512
98708	Abergavenny LC - Replace CHP Plant	77,450	77,450	0
98711	Chepstow LC - Replace CHP plant, Flues. Heat curtain to entrance	93,685	93,685	0
98768	Jubilee Way Toilets	2,838	2,838	0
	Sub Total Property Services	655,937	531,591	124,346
	<b>TOTAL</b>	<b>11,111,647</b>	<b>10,773,141</b>	<b>338,506</b>

\*1 Park Street School costs recorded against another project, slippage request to repay other budget

## SUMMARY RESERVE POSITION. Year ending 2014-15 (prior to Statement of Accounts Audit)

			2013/14	2014/15				2015/16			
Account	Cat2	Cat2(T)	C/F	Contributions From Revenue To Reserves	Contributions From Reserves to Revenue	Contributions From Reserves to Capital	C/F	Contributions From Revenue To Reserves	Contributions From Reserves to Revenue	Contributions From Reserves to Capital	C/F
<b>Council Fund</b>											
Council Fund (Authority)			-7,080,000	-31,000			-7,111,000				-7,111,000
School Balances			-988,044	-152,000			-1,140,044				-1,140,044
			<b>-8,068,044</b>	<b>-183,000</b>	<b>0</b>	<b>0</b>	<b>-8,251,044</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-8,251,044</b>
<b>Earmarked Reserves:</b>											
<b>Sub-Total Invest to Redesign</b>			<b>-2,208,161</b>	<b>-84,772</b>	803,591	5,820	<b>-1,483,521</b>	<b>-60,228</b>	397,362	402,095	<b>-744,292</b>
<b>Sub-Total IT Transformation</b>			<b>-946,845</b>	0	104,357	202,648	<b>-639,840</b>	0	0	103,091	<b>-536,749</b>
<b>Sub-Total Insurance and Risk Management</b>			<b>-1,968,388</b>	<b>-282,000</b>	0	0	<b>-2,250,388</b>	0	0	0	<b>-2,250,388</b>
<b>Sub-Total Capital Receipt Generation Reserve</b>			<b>-244,246</b>	<b>-357,048</b>	133,390	7,562	<b>-460,342</b>	0	153,845	79,512	<b>-226,985</b>
<b>Sub Total Treasury Equalisation Reserve</b>			<b>-1,124,693</b>	<b>-203,506</b>	338,175	0	<b>-990,024</b>	0	0	0	<b>-990,024</b>
<b>Sub-Total Redundancy and Pensions Reserve</b>			<b>-744,243</b>	<b>-500,000</b>	644,307	0	<b>-599,936</b>	0	325,434	0	<b>-274,502</b>
<b>Sub-Total Capital Investment Reserve</b>			<b>-1,636,445</b>	0	0	15,500	<b>-1,620,945</b>	<b>-15,500</b>	518,541	10,070	<b>-1,107,834</b>
<b>Sub-Total Priority Investment Reserve</b>			<b>-2,468,935</b>	0	495,451	190	<b>-1,973,294</b>	0	417,000	648,877	<b>-907,417</b>
YG33	38886	Single Status & Equal Pay Reserve	-1,051,834		1,051,834		0				0
YG33	38910	Museums Acquisitions Reserve	-59,798				-59,798				-59,798
YG33	38924	Elections Reserve	-58,183	-25,000			-83,183	-25,000	0		-108,183
YG33	38949	Grass Routes Buses Reserve	-186,528		25,913		-160,615	-5,000	25,913		-139,702
<b>Restricted Use Reserves</b>											
YG33	38901	Chairman's Reserve	-36,754				-36,754				-36,754
YG33	38916	Youth Offending Team	-382,226				-382,226				-382,226
YG33	38919	Building Control trading reserve	4,416	-4,906			-490				-490
YG33	38926	Outdoor Education Centres Trading Reserve	-157,017	-33,263			-190,280				-190,280
YG33	38927	School Library Service Trading Reserve	90,573	-194,786	104,213		0				0
YG33	38890	Education Achievement Service	-69,469		69,469		0				0
YG33	38891	I Learn Wales	0	-48,674			-48,674				-48,674
			<b>-550,477</b>	<b>-281,629</b>	<b>173,682</b>	<b>0</b>	<b>-658,423</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-658,423</b>
<b>Total Earmarked Reserves</b>			<b>-13,248,776</b>	<b>-1,733,955</b>	<b>3,770,701</b>	<b>231,720</b>	<b>-10,980,311</b>	<b>-105,728</b>	<b>1,838,095</b>	<b>1,243,645</b>	<b>-8,004,299</b>
<b>TOTAL USEABLE REVENUE RESERVES</b>			<b>-21,316,820</b>	<b>-1,916,955</b>	<b>3,770,701</b>	<b>231,720</b>	<b>-19,231,355</b>	<b>-105,728</b>	<b>1,838,095</b>	<b>1,243,645</b>	<b>-16,255,343</b>

**1. Revenue Outturn Forecast**

1.1 The combined budget and outturn forecast for this portfolio is,

Service Area	Budget Mth 9	Virements	Outturn Budget	Outturn Actual	Variance Outturn	Variance Mth 9	Variance Mth 6	Variance Mth 3
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive's office	7,376	(13)	7,363	6,954	(409)	(384)	(207)	(133)
Operations	17,861	172	18,033	17,851	(182)	103	232	385
Corporate	17,941		17,941	17,367	(574)	(183)	(116)	(94)
Appropriations	7,521	(257)	7,264	7,271	7	(243)	8	(307)
Financing	(149,237)		(149,237)	(149,898)	(661)	(635)	(648)	(502)
<b>Total</b>	<b>(98,538)</b>	<b>(98)</b>	<b>(98,636)</b>	<b>(100,455)</b>	<b>(1,819)</b>	<b>(1,342)</b>	<b>(731)</b>	<b>(651)</b>

1.2 The more significant over and underspends are,

	Overspend predicted £'000	Underspend predicted £'000	Cause
Chief Executives Office		409 (25 improvement)	Policy Division breakeven, reduced costs in Democracy Division (£133,000) and £276,000 savings in Finance division
Operations – Highways		438 (64 improvement)	Predominantly extra highway agency income, supplemented by additional fee income earned in traffic management and traffic & development and reduced costs in highways operations
Operations – Property		48 (81 improvement)	Pressures from schools meals continues but has improved and is now £57,000, cost of maintaining public conveniences exhibits a £38,000 overspend. These pressures are mitigated by £30,000 savings in maintenance, £103,000 savings in public accommodation, and staff savings in procurement team of £57,000, compensating for extra net costs in main property budget of £38,000 and office services (£11,000)
Operations – Home to school transport	334 (25 improvement)		Predominantly the pressures experienced in home to school transport of £472,000, compensated by net savings from external contract e.g. taxis tenders (£69,000) and net income from public transport subsidy grant (£69,000). The breakdown of Home to school transport overspend equates to £235,000 employees, £170,000 vehicle costs, £17,000 supplies and services and reduced income £50,000.
Operations – Transport	33 (61 improvement)		Predominantly car parking income deficit

Operations – Waste & Streetscene		63 (52 improvement)	Streetscene, training unit and waste financial reporting has been amalgamated into one Division, such that the favourable position is effectively due to the additional income from Grounds maintenance experienced this year compensating for cost pressure in the other 2 areas. There has been widespread re-engineering of services within this Division which has involved £264,000 redundancy costs that they've managed to absorb within year.
Corporate		574 (391 improvement)	Corporate includes a variety of costs that only crystallise in the last quarter. The underspend reported is caused by national park levy underspend £11,000, additional dividend from Joint Crematoria Committee £105,000, reduced audit fee (£135,000), NNDR refunds in respect of Council property appeals £116,000, Income received in respect of previously written off debts £110,000, additional Pension strain costs of £97,000 compensated in part by saving in single status budget £76,000), Underspends in the Council's insurance account from reduced level of claims £67,000, contract extension renegotiation £26,000, and staffing savings of £17,000.
Appropriations	7 (42 worsening)		Predominantly net reduction in interest payable (£235,000). Asset sale slippage results in £79,000 savings in disposal costs deferred. £60,000 interest receivable due to higher rolling investment balance than anticipated, and £34,000 reduction in anticipated borrowing repayment costs caused by slippage of previous years capital programme which covers for a further reduced net call from reserves of £415,000.
Financing		661 (26 improvement)	Extra Council tax receipts and reduced CT benefits
<b>Total</b>		<b>1,819</b>	

## 2. 2014-15 Savings Progress

- 2.1 The savings required by 2014-15 budget process, identified in appendix 1, are not fully secured.
- 2.2 Operations savings totalling £1,412,000, £1,187,000 (an increase of £20,000 against that reported at month 9) are anticipated to be made, £156,000 deferred to 2015-16 and £69,000 reported as still not achievable.
- 2.3 At outturn, Operations Directorate exhibit a favourable outturn of £182,000, so even though it hasn't made savings totalling £225,000, it has effectively made ad hoc savings of £407,000 to compensate, but it really needs to convert these ad-hoc savings more formally into replacing savings unlikely to be made.
- 2.4 Of Chief Executives savings totalling £923,000, the full extent continues to be reported as delivered.

### 3. **Director's Commentary (Head of Operations – Roger Hoggins)**

The out turn figure of £182,000 underspend on budget demonstrates a commitment by officers to bring the Operations services below budget in support of the known corporate budget pressures, apparent during the financial year. However whilst the overall performance is creditable there are aspects of the budget that have caused ongoing concern in year. In particular budget decisions surrounding passenger transport have proven unrealistic such as a reduction in SEN transport costs, unrealistic income improvements and reductions in overtime payments. Furthermore the school meals budget has shown improvement in the last quarter of the year but this will need further efforts to retain this performance going forward. The car parking budget has also improved with the charge increase agreed during the year but more work is required to produce the new order and implement the modernisation of the service.

On a positive note the highway budget has out performed the budget largely due to increased fee income and reduced operational costs, coupled with extra income from our trunk road agency agreement. This is welcome but we are aware that Welsh Government is reviewing the trunk road management arrangements and this will affect the funding we associate with providing services to SWTRA. It should also be noted that the waste and street scene underspend of £63,000 has absorbed one off redundancy costs of £264,000 demonstrating a major improved performance against budget but once again looking forward there are potential budget pressures, especially surrounding the processing of recyclates that will need careful budget management and forecasting in the coming years.

The out turn underspend should be viewed as positive performance particularly in the knowledge of significant budget reductions within Operations services and the reduced staffing available to implement the changes. It will be an even greater challenge to achieve such a performance in the coming financial years.

### 4. **Capital Outturn Forecast**

- 4.1 The capital budget has been revised to £8,156,000 from £8,487,000. This was made up of £6,235,000 2014-15 allocation, £7,192,000 slippage from 2013-14 (although £3,433,000 related to the new library provision and was decommitted from budget at month 9 in favour of revised projects being brought forward through 2015-16) less slippage accepted to move budget into 2015-16 of £2,940,000. The 2014-15 working budget has decreased net since December by £331,000, the effect of net £82,000 additions to the programme and £413,000 in the form of additional slippage requests to 2015-16. The latest additions comprise

	£'000
Increase to Sc 106 budgets	74
Budget creation Fixed asset costs purchased from revenue that better meet capital definitions	122
Reduction in property maintenance (comprising net effect of virements to other Select areas and also moving expenditure to revenue)	(56)
Reduction in infrastructure budgets	(58)
Total	82

- 4.2 Slippage at month 9 equated to £2,527,000 at month 9, approved manager requests at outturn equate to £2,940,000

	Outturn £000	Month 9 £'000
Fixed asset disposal	364	342
Access for all scheme	261	270
Infrastructure repairs	671	287
IT systems	181	297
Section 106 schemes	705	661
Development Schemes	126	75
Granville St & Weybridge St Car Parks	200	200
County Farms maintenance	145	100
Low cost home ownership	33	8
Property maintenance	200	287
Renovation Grants	54	
<b>Total</b>	<b>2,940</b>	<b>2,527</b>

- 4.3 The outturn exhibits a net underspend of £547,000, however £216,000 of this relates to a transport grant scheme not progressing which was highlighted as early as month 6 that it wouldn't be spent and for which we will need to repay WG grant so there isn't a saving that can be offset against other schemes in reality, and of the £5,000 saving evident against the "old" County Hall demolition, half of any additional costs and half of any underspend are shared equally between MCC and Torfaen CBC.

So the more transparent position concerning Stronger Communities portfolio at outturn was a net underspend of £328,500 (i.e. £547,000-£216,000-£2,500).

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

Important: Please do not Check Out Files

[Revenue Monitoring Chief Executives Office Outturn](#)

[Revenue Monitoring Operations Outturn](#)

[Revenue Monitoring Corporate Outturn](#)

[Capital Monitoring Outturn](#)



**1. Revenue Outturn Forecast**

1.1 The combined budget and outturn forecast for this portfolio is,

Service Area	Budget Mth 9	Virements	Outturn Budget	Outturn Actual	Variance Outturn	Variance Mth 9	Variance Mth 6	Variance Mth 3
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Community led delivery	2,458		2,458	2,344	(113)	47	70	107
Commercial & people development	4,040	104	4,144	4,192	48	(34)	(16)	79
Enterprise management	103		103	117	14	0	0	0
Development Planning	408		408	323	(85)	(33)	(100)	0
Tourism, life & culture	3,071	3	3,074	3,193	118	152	101	46
<b>Total</b>	<b>10,080</b>	<b>107</b>	<b>10,187</b>	<b>10,169</b>	<b>(18)</b>	<b>132</b>	<b>55</b>	<b>232</b>

1.2 The more significant over and underspends are,

	Overspend predicted £'000	Underspend predicted £'000	Cause
<b>Community led delivery</b>		<b>113 (160 improvement)</b>	Net underspends in Asset Management (£58,000), Housing (£100,000) and Community Hubs (£9,000), compensating for pressures in whole place costs (£37,000) and Community Education (£17,000).
<b>Commercial &amp; people development</b>	<b>48 (82 worsening)</b>		Savings in People Services (£55,000), and net IT cost savings (£18,000) compensating for additional rates and maintenance costs on Innovation building (£36,000), an increased net cost on business growth and enterprise (£84,000)
<b>Tourism, Leisure &amp; culture</b>	<b>118 (34 improvement)</b>		Net saving/income within cultural services of £26,000. Leisure and sports development exhibits an adverse £53,000 situation, predominantly the net effect of cycling events. But the main cost pressure remains in Tourism (£92,000) and most significantly Caldicot Castle and Country park, the overspend has reduced by £27,000 since month 9 largely through Countryside team and Rights of way savings.
<b>Development Plans</b>		<b>85 (52 improvement)</b>	Reduced draw upon reserve funded expenditure in 2014-15 to be undertaken in 2015-16
<b>Enterprise management</b>	<b>14 (14 worsening)</b>		Additional staffing costs incurred by Directorate over and above that reported in Divisions

<b>Total</b>		<b>18</b>	

## 2. 2014-15 Savings Progress

- 2.1 The savings required by 2014-15 budget process, identified in Appendix 1, are not all fully secured.
- 2.2 Of Enterprise savings totalling £1,366,000, £1,329,000 are manifest at outturn (an increase of £23,000 since month 9 following improvement in ICT savings).
- 2.3 £37,000 of savings remain reported as unachievable and reflects a shortfall in Shire Hall, Museums, Castles and Tourism mandate.

## 3 Director's Commentary (Kellie Beirne)

I am pleased to report a positive outturn position with a year-end surplus of £18k. The effort to generate over £1.3m worth of sustainable efficiencies and new income has been a remarkable one and achieving over 97% of the total contribution required of Enterprise – much of which has been income generation is a positive and encouraging result. Services such as Leisure, Estates, Housing and IT etc are focussing increasingly on new opportunities for income generation and demonstrate the potential that lies ahead for further development in new ways of working. Not only does this work impact our bottom line, it creates enormous social and economic value for our communities and shows that our efforts to develop an enterprise culture are paying dividend.

## 4 Capital Outturn Forecast

- 4.1 The working capital budget for the year is £283,000, a reduction on £14,000 budget reported at month 9, caused by an increase in the level of slippage approved at outturn over that reported at month 9. The original budget was made up predominantly from slippage brought forward from 2013-14 and £82,000 worth of in year revisions reported previously in respect legal costs incurred in relation to Abergavenny regeneration. The Council has successfully defended the claim and the Abergavenny regeneration project exhibits a net £85,000 underspend against budget as a significant element of the costs incurred have been transferred to the plaintiff.
- 4.2 The capital programme in respect of Economy and Development portfolio exhibited an £175,000 favourable variance, split between the credit on Abergavenny regeneration of £85,000 and the underspend of £90,000 in respect of regional development plan work.
- 4.3 The £531,000 slippage relates to

	Outturn £'000	Month 9 £'000
Cattle market	227	198
Brewery Yard retentions		3
Caerwent House	300	300
Rural development plan work		16
Sc106 scheme	4	
<b>Total</b>	<b>531</b>	<b>517</b>

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

Important: Please do not Check Out Files

[Revenue Monitoring Enterprise Outturn](#)

[Capital Monitoring Outturn](#)

**Adult Select Committee Portfolio  
Position Statement and Prospective Scrutiny Points**

**Appendix 6**

**1. Revenue Outturn Forecast**

1.1 The combined budget and outturn forecast for this portfolio is,

Service Area	Budget Mth 9	Virements	Outturn Budget	Outturn Actual	Variance Outturn	Variance Mth 9	Variance Mth 6	Variance Mth 3
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult Services	6,830		6,830	7,125	294	131	163	128
Community Care	19,840		19,840	19,767	(73)	(47)	(38)	(8)
Commissioning	1,950		1,950	1,944	(5)	12	10	(6)
Partnerships		347	347	347				
Resources & Performance	1,028	(37)	991	892	(98)	(55)	(83)	(83)
<b>Total</b>	<b>29,648</b>	<b>310</b>	<b>29,958</b>	<b>30,075</b>	<b>118</b>	<b>41</b>	<b>52</b>	<b>31</b>

1.2 The more significant over and underspends are,

	Overspend predicted £'000	Underspend predicted £'000	Cause
Social Care – Adults			
Disability Equipment (Gwices)	4 (3 worsening)		
Day Centres	71 (83 worsening)		Effect of staffing and additional transport costs, the latter the service presumed would be picked up from elsewhere in the Directorate
Residential care	182 (49 worsening)		Employee efficiencies and savings not deliverable, Mardy Park partnership pressure
Community Meals	22 (6 worsening)		Shortfall in income
Domiciliary care		8 (4 improvement)	Predominantly the effect of one off intermediate care funding
Transition cooperative partnership		46 (static)	Secondment cost borne by partner
Management team	11 (10 worsening)		
Monnow Vale partnership	59 (static)		Net staffing cost increase due to primarily to increased customer volume subject to an historic agreement that precludes passing equitable cost proportion to partner
Community Care		73 (26 improvement)	Net effect of regional Frailty programme not spending to plan, results in loan repayment to WG being less than budgeted
Commissioning		5 (17 improvement)	
Resource and performance		99 (44 improvement)	Reduced premises, IT and net salary saving

<b>Total</b>	<b>118</b>		
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## 2. **2014-15 Savings Progress**

- 2.1 The savings required by 2014-15 budget process, identified in Appendix 1, are not fully secured. Of Social Care savings affecting Adults totalling £962,000, £845,000 are anticipated to be made, none deferred to 2015-16 but £117,000 not achievable. This exhibits a £6,000 adverse effect since month 9, consequential to community meal volume expectations not meeting mandate savings levels.

## 3. **Director's Commentary (Social Care & Health – Simon Burch)**

The final outturn position for 2014/15 delivered an overspend of £1.524m, an increase of £230K on month 9 predictions.

The main division contributing to the overspend is Children's Services of £1.407m, as a result of 34 external placements and 5 fostering placements over and above the budget. In addition, legal costs and the continued use of agency staff still represent a pressure plus £36K DNA costs to be met from reserves. On a more positive note £900K has been provided to the 2015/16 Children's Services budget and on 6th May Cabinet agreed a further £421K to the budget. Additional reserve funding of £153K is in place to address the agency pressures and strengthen our in house fostering and how we respond to Special Guardianships. These proposals are designed to impact on demand from 2016 onwards.

In terms of Adult Services, we had a year-end overspend of £117K representing 0.4% of the budget, as a result of not being able to meet the £95K additional payments mandate and falling short by £22K of the £30K Community Meals mandate. Community Meals has embarked on a new active marketing and rebranding campaign in order to increase sales.

On a positive note the Community Care budgets continue to exhibit good news and despite demographic pressures, it is pleasing to note at outturn delivering a £72K underspend.

## 4. **Capital Outturn Forecast**

- 4.1 The working capital budget for the year is £320,000, a net increase since December of £47,000. There was no slippage from 2013-14, and is predominantly relates to upfront funding of Swift software replacement of £200,000 which will ultimately be funded from IT licence revenue savings within SCH.
- 4.2 The net increase is caused by the introductions of Intermediate Care funded scheme (£82,000) previously administered through the SCH revenue budget, and reduction to the 2014-15 budget from the slippage requested in respect of Swift IT project totalling £35,000.
- 4.3 The outturn exhibited a £5,000 overspend in property maintenance costs consequential to Mardy Park replacement boiler costs.

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

Important: Please do not Check Out Files

[Revenue Monitoring Social Care & Health Outturn](#)  
[Capital Monitoring Outturn](#)

**1. Revenue Outturn Forecast**

1.1 The combined budget and outturn forecast for this portfolio is,

Service Area	Budget Mth 9	Virements	Outturn Budget	Outturn Actual	Variance Outturn	Variance Mth 9	Variance Mth 6	Variance Mth 3
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children's Services (Social Care)	6,957	(347)	6,610	8,017	1,407	1,220	745	583
Youth Offending Team Partnership		347	347	347	0			
Sub Total Social Care	6,957	0	6,957	8,364	1,407			
Individual schools budget (CYP)	44,165	28	44,193	44,161	(32)	54	(225)	0
Resources (CYP)	1,506		1,506	1,640	134	83	45	(12)
Standards (CYP)	5,682		5,682	5,598	(84)	(17)	250	38
Youth services (CYP)	797		797	764	(33)	(28)	(25)	0
Sub Total CYP	52,150	28	52,178	52,163	(15)	92	45	26
Total	59,107	28	59,135	60,527	1,392	1,312	790	609

1.2 The more significant over and underspends are,

	Overspend predicted £'000	Underspend predicted £'000	Cause
<b>Social Care – Children</b>			
Looked after children	932 (120 worsening)		Proportion of more significant unit cost cases
Joint adoption	6 (1 improvement)		Reflective of anticipated activity
Fostering & allowances	67 (static)		Predominantly foster carers travel allowances – no budget
Disability equipment (Gwices)		26 (2 improvement)	Reduced activity against budget
Therapeutic services		9 (static)	
Counsel costs	56 (14 improvement)		Anticipated in line with 2013-14 activity
Young person's accommodation		46 (12 worsening)	Reduced activity
Respite home		60 (5 improvement)	Premise closed whilst new carers identified and assessed
Team Costs	519 (85 worsening)		Staffing costs, predominantly use of agency staff and conveyance of client pressure
Unaccompanied asylum seeking children, local		32 (8 improvement)	

safeguarding board and misc. underspends			
<b>Sub Total SCH</b>	<b>1,407</b>		

	Overspend predicted £'000	Underspend predicted £'000	Cause
<b>Children and Young People</b>			
Resources delegated to schools		32 (86 improvement)	Outturn reflects further unutilised reserve funding offsetting additional delegation to schools of £42,000
Standards		84 (67 improvement)	The favourable variance belies the extent of contra over and underspends evident in the Division. Breakfast club overspends for the year were £102,000, and significantly affected by expenditure in last quarter caused by extra staffing incurred in meeting demand for places. There was also a £6,000 pressure in early year's service. These overspend is mitigated by savings within ALN service of £193,000.
Resources	134 (51 worsening)		The outturn is reflective of a variety of cost pressures e.g. Recovery Board and tribunal costs, unbudgeted IT migration costs, and reduction in SEG grant in year impacting adversely upon the level of grant administration costs that are recoverable. SLA contracts with schools overspent by net £23,000 and management experienced an excess of post 16 SEN costs than anticipated.
Youth services		33 (5 improvement)	General underspend in service, improvement since month 9 caused by staff vacancy
<b>Subtotal CYP</b>		<b>15</b>	
<b>Total Children and Young People</b>	<b>1,392</b>		

## 2. 2014-15 Savings Progress

- 2.1 The savings required by 2014-15 budget process, identified in Appendix 1, are not fully secured.
- 2.2 Of Social Care - Children savings totalling £68,000 £36,000 are anticipated to be made, none deferred to 2015-16 but £32,000 are regarded as not achievable. This exhibits no change since month 9.
- 2.3 Of Children & Young people Directorate savings totalling £722,000, £562,000 are reported to be made none deferred but £160,000 regarded as not achievable. This exhibits an adverse change to the ALN contingency mandate of £107,000 since month 9.



### **3. Schools reserves**

- 3.1 Schools balances, as indicated in the main report from para 3.2 onwards exhibits a significantly different position than forecast through the year. Whilst this would generally be positive, this volatile effect is caused by improvement grant administration and efforts will need to be made to consider how best to report combined position to avoid the potential for “double counting”. The following table indicates anticipated reserve levels for each school. Bracketed amounts indicate a surplus position and non-bracketed amounts a deficit.
- 3.2 One notable change is the creation of the first cluster based reserve for the Chepstow area as a practical example of how schools are intent to share ideas and resources.

	Opening Reserves (Surplus)/ Deficit 14-15	In year forecast at Month 9 (Surplus)/ Deficit	Difference reported from Outturn to Month 9 (Surplus)/ Deficit	Outturn position (Surplus)/ Deficit	Reserves to be carried forward to 2015-16 (Surplus)/ Deficit	Notes
<b>Abergavenny cluster</b>						
E003 King Henry VIII Comprehensive	(114,518)	219,285	(147,732)	71,553	(42,965)	Significant positive variance to Month 9 wholly attributable to expenditure that was transferred to the school's grant cost centre at year end. More information to follow from the school's Business Manager.
E073 Cantref Primary	(68,138)	18,260	(4,525)	13,735	(54,403)	£7k planned building and materials expenditure not undertaken by year end, £4k income received from EAS at year end in respect of teaching and learning support and excellence in numeracy programme, £3k additional savings realised against utility budgets set, all offset by an overspend against the school's grant cost centre that was written back to school budget.
E072 Deri View Primary	79,952	(65,358)	(36,357)	(101,715)	(21,763)	Approval sought for £12k ICT costs to be transferred to PDG. Utility savings of £13k and additional lettings income of £5k as a result of increased community usage. £3k additional ALN funding received to support a pupil where costs were already forecasted.
E035 Gilwern Jnr & Inf	(41,057)	18,097	(15,953)	2,144	(38,913)	£8k less expenditure incurred on supplies and services, £2k savings against utilities, £2k additional ALN funding received, plus £1k teaching and learning support funding received at year end.
E037 Goytre Fawr Jnr & Inf	(4,709)	(5,270)	(18,854)	(24,124)	(28,833)	£4k received at year end from EAS for the excellence in leadership programme, £3k utilities savings, £8k staffing costs transferred to grant cost centre.
E041 Llanfair Kilgeddin CV Jnr & Inf	(22,611)	20,712	(10,022)	10,690	(11,921)	Premises savings of £4k compared to M9 as a result of lower utility costs and the non-requirement of the R&M contingency, £3k teaching and learning support funding received at year end from the EAS
E093 Llanfoist Fawr	(32,933)	(21,572)	(19,761)	(41,333)	(74,266)	Positive variance to Month 9 wholly attributable to the deferral of ICT investment into 15-16.
E044 Llantillio Pertholey Jnr & Inf	(65,340)	28,173	(10,058)	18,115	(47,225)	£7k savings on buildings R&M budget not fully required, plus £3k savings on utilities.
E045 Llanvihangel Crocorney Jnr & Inf	40,656	(19,768)	(5,849)	(25,617)	15,039	£3k staffing savings due to the lesser requirement for agency cover. £1k teaching and learning support funding received at year end from the EAS. £1k additional savings on utilities.
E090 Our Lady and St Michael's RC Primary School	(23,663)	(29,314)	12,163	(17,151)	(40,814)	Forecasting variance wholly attributable to increased costs of supply cover at the school.
E067 Ysgol Gymraeg Y Fenni	(32,161)	9,415	(43,457)	(34,042)	(66,203)	£9k savings on buildings R&M budget not fully required, plus £10k savings on utilities. £8k received at year end in respect of a healthy schools grant, Welsh interventions and teaching and learning support. £5k lower than anticipated music provision costs that will now impact on 15-16. £4k savings on staffing as a result of a lesser than anticipated cost of supply cover, plus supplies and services spend £4k less than forecasted at Month 9.
<b>Caldicot cluster</b>						
E001 Caldicot Comprehensive	(60,620)	46,338	(67,086)	(20,748)	(81,368)	Majority of variance to Month 9 relates to additional income being received late in the financial year: £21k additional ALN funding received; £17k maternity and sickness compensation; £8k PF income, £7k mentoring grant. In addition £15k utilities savings were achieved.
E068 Archbishop Rowan Williams Primary	(21,991)	(7,837)	(8,019)	(15,856)	(37,847)	£3k teaching and learning support funding received at year end from the EAS. £3k more music tuition monies received than anticipated at M9. £2k donation received from PTU at year end to offset specific expenditure.
E094 Castle Park	97,998	(49,122)	(9,148)	(58,270)	39,728	£6k funding towards Read Write Inc. project received, plus £2k teaching and learning support funding received at year end from the EAS.
E075 Dewstow Primary School	(106,113)	56,284	(76,766)	(20,482)	(126,595)	Significant positive variance to Month 9 due mainly to the transfer of £29k staff costs & professional fees to the school's grant cost centre. In addition, £17k of premises and supplies and services spend has been deferred to 15-16 and the costs of supply cover were £9k less than anticipated. The school also received £11k ALN funding in Q4 to support a statemented pupil where costs were previously factored in and other smaller income streams included teaching and learning support, nursery top up and numeracy and literacy support.
E034 Durand Jnr & Inf	(44,725)	19,075	(28,111)	(9,036)	(53,761)	Considerable savings due to a maternity absence being covered at a lower rate. £9k salaries transferred to PDG at year end. £3k teaching and learning support funding received at year end from the EAS.
E048 Magor Vol Aided Jnr & Inf	(31,137)	12,984	(18,309)	(5,325)	(36,462)	Positive variance to Month 9 due to income being received late in the financial year - this included £7k for the Read Write Inc. project, £7k CRAMP grant and £5k ALN funding to support a statemented pupil.
E056 Rogiet Jnr & Inf	(83,152)	33,548	(20,274)	13,274	(69,878)	£13k salaries transferred to SEG at year end. Other small savings due to outdoor play investment being deferred to 15-16 and utility costs being lower than anticipated.
E063 Undy Jnr & Inf	(10,117)	(12,511)	(19,052)	(31,563)	(41,680)	£9k savings against premises as a result of lower building and utilities costs. Supplies and services planned spend was revised in Q4 in light of draft 15-16 budgeted deficit. The school also received £4k additional ALN funding in Month 12.
E069 Ysgol Gymraeg Y Ffin	17,914	(32,173)	(3,893)	(36,066)	(18,152)	£5k income received at year end from the EAS re teaching and learning support and Welsh interventions, offset partially by additional staffing costs.

	Opening Reserves (Surplus)/ Deficit 14-15	In year forecast at Month 9 (Surplus)/ Deficit	Difference reported from Outturn to Month 9 (Surplus)/ Deficit	Outturn position (Surplus)/ Deficit	Reserves to be carried forward to 2015-16 (Surplus)/ Deficit	Notes
<b>Chepstow cluster</b>						
E002 Chepstow Comprehensive	214,589	170,411	3,687	174,098	388,687	As per month 9.
E091 New Pembroke Primary School	(79,671)	66,215	(20,093)	46,122	(33,549)	Additional savings to Month 9 as a result of sickness and maternity absences compensated and covered at lower costs.
E057 Shirenewton Jnr & Inf	(81,568)	27,026	(23,737)	3,289	(78,279)	Balance of projects transferred to new cost centre E096.
E058 St Mary's Chepstow RC Jnr & Inf	(813)	(13,131)	(4,564)	(17,695)	(18,508)	£2k teaching and learning support funding received at year end from the EAS. Additional small saving due to slightly lower utility costs.
E060 The Dell Jnr & Inf	(50,107)	7,593	(40,696)	(33,103)	(83,210)	Staff costs were £8k less than forecasted at Month 9 mainly due to supply and PPA cover being lower than anticipated. £12k worth of premises improvements have been deferred to 15-16 and utilities were £3k lower than expected. ICT costs were reviewed and savings of £4k materialised, plus the school also utilised £4k less of their consumables budget than was previously reported. The school also received funding at year end for teaching and learning and numeracy support.
E061 Thornwell Jnr & Inf	(16,136)	(3,099)	(29,763)	(32,862)	(48,998)	£9k additional ALN funding received, £14k of staff costs were transferred to the school's grant cost centre after approval sought from the EAS Challenge Advisor, £3k funding allocated to support the Read Write Inc. initiative, £2k grant funding received to support a traveller, plus £2k teaching and learning support funding received at year end from the EAS.
E096 Chepstow Alliance	0	0	(28,092)	(28,092)	(28,092)	Balance of projects transferred from E057.
<b>Monmouth cluster</b>						
E004 Monmouth Comprehensive	(130,975)	0	21,124	21,124	(109,851)	Overspend in-year mainly as a result of departmental capitation spend that had been deferred from previous financial year.
E032 Cross Ash Jnr & Inf	(47,987)	13,415	(31,316)	(17,901)	(65,888)	£13k saving compared with Month 9 against staffing as a result of lower than anticipated levels of supply and maternity absence covered at a lower grade, utilities expenditure £9k less than anticipated, £4k PTFA monies donated to offset expenditure, and cost of music provision £2k less than forecasted.
E092 Kymin View Primary School	(34,355)	12,151	(22,430)	(10,279)	(44,634)	£9k savings achieved against utilities, £5k of staffing costs moved to PDG, £5k income received at year end to support teaching and learning and the Read Write Inc. project. Cost of music provision also lower than previously forecasted.
E039 Llandogo Jnr & Inf	5,780	16,937	(10,370)	6,567	12,347	Improved position compared to Month 9 as a result of £7k staffing costs moved to the school's grant cost centre and £3k income received at year end to support teaching and learning.
E074 Osbaston Church In Wales Primary	(48,712)	7,955	(15,239)	(7,284)	(55,996)	In Q4 the school were given approval to transfer £5k ICT costs to their grant cost centre. In addition, £4k staffing costs were also transferred. £3k of utilities savings were realised and the school also received £3k for the spring term in respect of the Read Write Inc. project.
E051 Overmonnow Jnr & Inf	(33,729)	25,893	7,510	33,403	(326)	Negative variance to Month 9 is due to the requirement of additional supply staff as a result of course attendance and higher levels of sickness.
E055 Raglan Jnr & Inf	(41,259)	(9,311)	(12,176)	(21,487)	(62,746)	£12k saving compared to Month 9 forecast as a result of the school deferring spend on supplies and services into 15-16 in conjunction with the move to their new site.
E062 Trellech Jnr & Inf	(33,605)	(15,063)	(24,220)	(39,283)	(72,888)	£10k savings on utilities, £5k income received at year end from the EAS re teaching and learning support and excellence in leadership. £4k ICT costs attributable to PDG and transferred at year end.
E064 Usk CV Jnr & Inf	(28,687)	5,036	(165)	4,871	(23,816)	As per Month 9.
	(933,700)	551,274	(781,603)	(230,329)	(1,164,029)	
<b>Special Schools</b>						
E020 Mounton House	(18,464)	33,952	10,466	44,418	25,954	Negative variance to Month 9 is due to funding only being received for a Youth Worker from a neighbouring LA that was, in the end, only funded to August 31 <sup>st</sup> (where we were led to believe the full 12 months would be covered).
E095 PRU	(35,992)	30,627	3,406	34,033	(1,959)	As per Month 9.
	(54,456)	64,579	13,872	78,451	23,995	
	(988,156)	615,853	(767,731)	(151,878)	(1,140,034)	

#### 4. Directors' Commentaries

##### 4.1 Social Care & Health (Simon Burch)

The final outturn position for 2014/15 delivered an overspend of £1.524m, an increase of £230K on month 9 predictions.

The main division contributing to the overspend is Children's Services of £1.407m, as a result of 34 external placements and 5 fostering placements over and above the budget. In addition, legal costs and the continued use of agency staff still represent a pressure plus

£36K DNA costs to be met from reserves. On a more positive note £900K has been provided to the 2015/16 Children's Services budget and on 6th May Cabinet agreed a further £421K to the budget. Additional reserve funding of £153K is in place to address the agency pressures and strengthen our in house fostering and how we respond to Special Guardianships. These proposals are designed to impact on demand from 2016 onwards.

In terms of Adult Services, we had a year-end overspend of £117K representing 0.4% of the budget, as a result of not being able to meet the £95K additional payments mandate and falling short by £22K of the £30K Community Meals mandate. Community Meals has embarked on a new active marketing and rebranding campaign in order to increase sales.

On a positive note the Community Care budgets continue to exhibit good news and despite demographic pressures, it is pleasing to note at outturn delivering a £72K underspend.

#### **4.2 Children & Young People (Sarah McGuinness)**

Schools' commentary:

Given another difficult budget settlement for schools, I am encouraged that the level of school balances at outturn is £152,000 higher than at the beginning of the financial year. The impact of budget recovery plans and opportunities for schools to make in year savings and utilise grant funding have made a significant contribution to the end of year position for many of the schools.

I am delighted that the number of schools in a deficit position has decreased from six to five, and I am pleased that the majority of those schools remaining in a deficit have made considerable progress during 14/15 to reduce their deficits and have robust recovery plans in place, that are being monitored closely by the CYP Finance team.

School based redundancy costs were high for the authority in 2014/15 and are likely to remain high in 2015/16 as schools lose staff due to challenging financial settlements.

CYP Directorate commentary:

The Directorate's outturn position is an under spend of £15,000, which, given the challenging settlement awarded, represents a significant improvement on the prior few financial years' performance.

Additional Learning Needs (ALN) remains a volatile area for the Directorate where movement in pupil placements has a considerable impact on budget. A decrease in the need for pupil placements outside of the Authority has resulted in a reduced spend for 14-15 as we have been successful in finding local provision at a lower cost.

Cost centre managers have increased efforts to improve value for money and have utilised their budgets with greater efficiency, where each service area has been able to contribute in some way. This continual and collective review will be brought to the fore in 15-16 as the Directorate's settlement becomes even tighter.

## 5 **Capital Outturn Forecast**

- 5.1 The capital budget for the year is £5,752,000, a reduction on £1,256,000 reported at month 9. This was made up of £4,044,000 2014/15 allocation, £3,067,000 slippage from 2013/14, revisions of £5,909,000 (a net reduction of £69,000 on month 9 levels), less slippage proposed to transfer budget into 2015-16 of £7,268,000.

The net reduction in budget is the consequence of,

	£'000
Budget creation Attic Conversion for foster carer	26
Reduction in property maintenance (comprising net effect of virements to other Select areas)	(96)
Total	69

- 5.2 Slippage requests approved at outturn increased to £7,268,000 from £6,081,000 reported by managers at month 9.

	Outturn £'000	Month 9 £'000
21 c schools feasibility	260	813
21 c schools build	6,439	4,962
Access for all scheme	136	150
Thornwell school works	27	33
Green Lane school works	38	25
Rogiet school works	13	
Castle Park school works	4	
Upgrade school kitchens	19	
Property maintenance	331	98
Total	7,268	6,081

- 5.3 The capital outturn for Children and Young People portfolio exhibits a £22,000 underspend.

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

Important: Please do not Check Out Files

[Revenue Monitoring Social Care & Health Outturn](#)  
[Revenue Monitoring Children & Young People Outturn](#)  
[School Balances Outturn](#)  
[Capital Monitoring Outturn](#)



# **Guidance for the Scrutiny of Crime and Disorder Matters – Wales**

**Implementing Sections 19 and 20 of  
the Police and Justice Act 2006**

Welsh Assembly Government  
Guidance Circular No: 001/2010

For further information contact:

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## Introduction

Since the introduction of the partnership provisions in the Crime and Disorder Act 1998, there has been a sea change in the approach that local bodies have adopted to delivering safer communities in partnership. Police, local government and a range of other agencies have come together to tackle the crime and disorder problems that matter to the communities they serve, and the development in partnership working has contributed to a reduction in crime during that time.

Building on these developments, the Police and Justice Act 2006 made provision for a range of changes to the way in which Community Safety Partnerships (CSPs) in Wales fulfil their responsibilities in relation to tackling crime, disorder and substance misuse in their locality. These changes, contained in sections 19, 20 and 21 of the Police and Justice Act 2006, include a requirement that local authority scrutiny structures should consider crime and disorder matters.

The provisions in the Police and Justice Act 2006 requiring local authority scrutiny of crime and disorder commenced in Wales on 1 October 2009. On that date, Home Office regulations under that Act setting out in more detail what is required for local authority scrutiny of crime and disorder took effect in relation to Wales. (The Crime and Disorder (Overview and Scrutiny) Regulations 2009 - see Appendix C.)

This document provides advice and guidance to CSPs in how to meet the requirements of the legislation and on how the scrutiny process can help to further improve the way in which they tackle the crime and disorder issues that matter to their local communities.

At heart, scrutiny is about accountability. Councillors have a unique place in local decision making, providing a clear line of democratic accountability between decision-making and the people they serve. The new provisions will enable them to bring their unique perspective to bear on how CSPs are tackling crime and disorder and potentially benefit communities everywhere.

This guidance has been written for a variety of people:

- For those working in community safety, it will introduce them to scrutiny in local government, to the principles that underpin it, and to the positive contribution it can make to their work; and
- For councillors, and officers working in local authorities, it will provide information on community safety issues (including the national policies and structures) and give them advice on how scrutiny can add value to the work they do with partnerships.

Key points which may be particularly useful to certain groups are contained in **coloured boxes** throughout the document:

CSPs may find the information in the **orange** boxes most useful; councillors and local authority officers, the **purple** boxes and the **blue** boxes will be useful to all groups.

The guidance consists of the following sections:

- Section 1: an introduction to community safety, for members and officers who may be unfamiliar with some of the themes and the jargon.
- Section 2: an exploration, through some worked examples, of what good scrutiny of crime and disorder issues might look like.
- Section 3: a discussion of the practicalities, including the designation of crime and disorder committees and community safety partner responsibilities.

### **Notes on the wording and scope of the guidance**

Where we have used the word “committee” in the guidance, in most instances we are referring to what the regulations call the “crime and disorder committee”. We have omitted the prefix to minimise unnecessary repetition of the phrase.

## Section 1 - An introduction to community safety

### 1.1 Brief history

You might find this most useful if you are a scrutiny member or officer

1.1.1 The statutory partnerships originally created by the Crime and Disorder Act 1998 to develop and implement strategies to reduce crime and disorder are known in Wales as Community Safety Partnerships (CSPs). In England they are known as Crime and Disorder Reduction Partnerships (CDRPs). These partnerships have grown and developed, including through further legislative changes in the Police Reform Act 2002 and the Police and Justice Act 2006.

1.1.2 CSPs consist primarily of five statutory 'responsible authorities' who are required to work together to jointly agree and deliver community safety priorities. The responsible authorities on the CSP are:

- The local authority.
- The police force.
- The police authority.
- The fire and rescue authority.
- The local health board.

1.1.3 The responsible authorities are responsible for working with other local agencies and organisations to produce an annual 3 year rolling plan and annual strategic assessments.

1.1.4 There are a range of bodies with whom the responsible authorities are required to co-operate, or to invite to participate in the work of the CSP. While the term "partnership" is applied to all those in the CSP, the responsible authorities are the only bodies or agencies under the duty to meet the statutory requirements.

1.1.5 The Policing and Crime Act 2009 includes provision for probation to become a responsible authority, and for the duties of CSPs to be expanded to include reducing re-offending. It is anticipated that these changes will take effect from April 2010.

1.1.6 A review of the partnership provisions of the Crime and Disorder Act 1998 as amended concluded in 2006 and subsequent amendments to legislation were made through the Police and Justice Act 2006, including a power to introduce statutory National Standards to make CSPs a more effective vehicle for tackling crime, anti-social behaviour and substance misuse in their communities.

1.1.7 Guidance on the statutory National Standards for CSPs is provided in the "Delivering Safer Communities: A guide to effective partnership working" which can be accessed on the Home Office website through the following link:  
[http://www.crimereduction.homeoffice.gov.uk/guidance\\_for\\_effective\\_partnerships.pdf](http://www.crimereduction.homeoffice.gov.uk/guidance_for_effective_partnerships.pdf)

## What does this mean for me?

Councillors and scrutiny officers might reflect on the fact that these CSPs have a relatively long history, which means relationships may be well established and partners cautious about how the dynamic may be affected by new scrutiny activity. They may also be used to working within a tightly defined framework, and may only recently have begun to adapt to an approach that is more flexible and allows more local discretion.

### 1.2 Community safety priorities

1.2.1 In order to identify and deliver on the priorities that matter the most to local communities, the responsible authorities are required to carry out a number of main tasks. These include:

- preparing an annual strategic assessment. This is a document identifying the crime and community safety priorities in the area, through analysis of information provided by partner agencies and the community
- producing an annual three year rolling partnership plan, laying out the approach for addressing those priorities
- undertaking community consultation and engagement on crime and disorder issues; and
- Sharing information between the responsible authorities and other partners within the CSP.

## What does this mean for me?

The strategic assessment provides a chance to get underneath high-level information and think about how well the partnership understands the area and its mapping need. Some areas have access to quite sophisticated crime and anti-social behaviour mapping technology, for example, that councillors may be unaware of and find insightful.

### 1.3 Who delivers on community safety?

1.3.1 Community safety is not just about the police. Like every challenging outcome that local authorities and their partners deliver for their communities, community safety needs a wide range of people and organisations to be involved and contributing to address crime and its causes.

1.3.2 This theme was expanded upon by the Policing Green Paper, *From the Neighbourhood to the National: Policing our communities together*, published in July 2008, which emphasises the role both of CSPs, other partnership and of local communities in improving community safety.

1.3.3 The public policy imperative for close joint working, across a wide range of organisations and sectors, is consequently very clear.

## 1.4 The responsible authorities

1.4.1 In Section 1.1 we listed the statutory responsible authorities sitting on the CSP. While the role of scrutiny is to **scrutinise the partnership as a whole**, good scrutiny is based on relationships and mutual understanding. This section explains the individual roles within the partnership in more detail.

### *Local authority*

1.4.2 Most local authorities have staff dedicated to community safety, though resources in smaller authorities may be limited. But community safety needs the support of a wide range of people throughout the council to be effective. The council has a legal duty under section 17 of the Crime and Disorder Act 1998 to carry out all its various functions with due regard to the need to prevent crime and disorder in its area. Many of the factors that can affect levels of crime, anti-social behaviour and offending are the responsibility of the local authority, such as housing, education, social services, child safeguarding/welfare, planning, and alcohol licensing. It is therefore very important that the prevention of crime and disorder is mainstreamed throughout the various functions of the local authority, and scrutiny committees may wish to examine whether this is the case in their areas.

1.4.3 Local authorities also have a significant role in relation to children and young people, and local authority functions such as Youth Offending Teams and Children and Young People's Partnerships are important contributors to community safety. **Youth Offending teams** sit within the local authority but bring together multi-agency partnerships around education, health and social services. They are overseen nationally by the **Youth Justice Board**.

### *Police*

1.4.4 The four Welsh police forces play a critical role in CSPs. The fundamental role of the police service can be described as:

- Upholding the law fairly and firmly.
- Preventing crime.
- Pursuing and bringing to justice those who break the law.
- Protecting, helping and reassuring the community.
- Being seen to act with integrity, common sense and sound judgment.

1.4.5 Each force is led by a Chief Constable, responsible for the direction and control of the force. Chief Constables have discretion in the way in which they organise their forces. Most are organised into Basic Command Units (BCUs). Below the BCU level there are **Safer Neighbourhood Teams**. These have been rolled out throughout England and Wales and are an important part of partnership working.

### *Police authority*

1.4.6 Police authorities exist to hold police forces to account in their communities. Police authorities are committees comprised of locally elected councillor members and independent members, and the councillor members always hold a majority. Most police authorities have seventeen members (nine councillor members and eight independents), although a few including Dyfed Powys and South Wales have nineteen members (ten councillors and nine independents). Councillor membership will as far as possible reflect the political balance of the local authority. Independent members must live or work in the police authority area, and are appointed by the authority from a shortlist compiled by a selection panel. At least one independent member should be a lay justice (magistrate). Police authorities also have an officer structure which supports the work of the committee.

1.4.7 All authorities have a duty to ensure the maintenance of an efficient and effective police force for their areas, having regard to:

- the Home Secretary's Strategic Policing Priorities
- any objectives and performance targets determined by the authority
- any local policing plan issued by the authority.

1.4.8 They also have duties in relation to force compliance with the Human Rights Act 1998; ensuring forces collaborate where it would be in the interests of efficiency or effectiveness, and promoting equality and diversity within their police force. Police authorities have the power to appoint or remove the Chief Constable (with the consent of the Home Secretary), and have responsibilities in relation to their police force's finance: they set the budget for the force and the council tax precept.

1.4.9 The Association of Police Authorities (APA) represents and acts as the national voice of police authorities in England and Wales, and helps help police authorities in doing their job locally. In Wales, the Police Authorities of Wales (PAW) has been established as a Statutory Joint Committee representing all four authorities, to advise on policing matters in Wales and in particular to promote the collaboration agenda. The Association of Police Authorities has produced guidance for police authorities in respect of their role as members of the CSP, which can be found at <http://www.apa.police.uk/APA/Publications/Contributing+to+Crime+and+Disorder+Reduction+Partnerships.htm>

1.4.10 Together with the Home Secretary, police forces and police authorities make up the governance arrangements for policing through the 'Tripartite arrangement'. In essence, the 'tripartite arrangement' operates as follows:

- The **Home Secretary** is answerable to Parliament and the public for the provision of an efficient and effective police service, and is responsible for setting the strategic direction

for the police service for the year ahead and statutory performance indicators and targets against which police performance is measured.

- **Chief Officers of Police** retain overall operational independence. The Chief Officer is responsible for the direction and control of the force, including civilian staff and delegated financial management.
- **Police authorities** have a statutory duty to maintain an efficient and effective police force for the area and to hold the chief officer to account for the exercise of his functions and those of persons under his direction and control.

1.4.11 In holding the Chief Constable to account, police authorities carry out functions similar to those which the scrutiny committee might seek to exercise. It is important to emphasise that scrutiny bodies and police authorities should work closely together to ensure that their activities are complementary. This includes understanding the roles of police forces and police authorities in the governance of the police service, and it is for this reason that local authorities are **very strongly** advised to ensure that police authority representatives play an active role at crime and disorder scrutiny committees, particularly when the police forces are present (see section 3.5: Co-option).

### *Fire and rescue*

1.4.12 Fire and rescue services have a relatively focused remit, but are often committed and enthusiastic members of CSPs. Fire and rescue is structured into three services across Wales. Accountability is provided through the fire authority. The **fire authority** is a committee of councillors. How this committee is made up depends on the boundaries of the fire service. Where the fire service covers more than one authority, there is an external committee that is made up of councillors from each of the local authorities in the area.

1.4.13 The contributions of the fire and rescue service may make to community safety might include:

- fire safety education, focusing on children in schools and groups in the community who may be particularly vulnerable
- road safety - reducing collisions and accidental deaths
- planning for, and reacting to emergencies such as floods; and
- being a positive mentor and role model for young people.

### *Local Health Boards*

1.4.14 Local health boards are one of the five responsible authorities under the Crime and Disorder Act, and health bodies are critical partners in relation to community safety. Areas where health has a role in community safety include:

- tackling the misuse of alcohol, drugs and other substances, commissioning and providing appropriate drug and alcohol services
- arranging for the provision of health advice or treatment for people who put themselves or others at risk through their use of drugs or alcohol



- helping to support the victims of domestic violence; and
- working with other local partners to help prevent problems occurring in the first place, for example by alerting the police to licensed premises where a lot of alcohol-related injuries occur.

### *Probation*

1.4.15 Each provider of probation services in an area is expected to become a responsible authority through legislative changes which are likely to take effect from April 2010. Probation will then have an equal role in partnerships alongside the other five responsible authorities. Some probation areas already have effective relationships and a clear role within local partnerships, although the duty placed on partnerships to address re-offending and on probation to be a full responsible authority will enhance this relationship in the future.

1.4.16 The aims of the National Probation Service are to:

- Protect the public.
- Reduce re-offending.
- Provide for the proper punishment of offenders in the community.
- Ensure that offenders are aware of the effects of their crimes on the victims of crime and the public.
- Rehabilitate offenders.

1.4.17 Protecting the public is the priority of National Probation Service and to achieve this Probation works in close partnership with other agencies including the Prison Service, the health services and local authority housing and social services. Offenders posing a risk of serious harm are managed through MAPPA (Multi-agency Public Protection Arrangements). The MAPPA began operating in April 2001. This body places a duty on the police, prisons and the National Probation Service to assess and manage risks posed by offenders in every community in England and Wales. In the most serious cases MAPPA can recommend increased police monitoring, special steps to protect victims and the use of closely supervised accommodation.

1.4.18 Probation strives to reduce re-offending by working with offenders to change their behaviour and addressing the issues that may lead them to re-offend. This work is delivered under seven pathways:-

- Accommodation.
- Education, Training and Employment.
- Health.
- Drugs and Alcohol.
- Finance, Benefits and Debt.
- Children and Families.
- Attitudes, Thinking and Behaviour.

1.4.19 Probation also targets Prolific Offenders (PPOs) who often have drug problems and commit crime to support their habit. After careful selection, the offenders are offered a place on the PPO scheme, which allows them fast access to services and support from local agencies and organisations. Swift action and penalties are imposed for any non-compliance with the programme. Offenders receive support in the form of increased contact with probation staff, drug rehabilitation and addiction counselling, help in finding somewhere to live, careers advice and training and help in changing behaviour to live crime free lives.

## **1.5 The performance landscape for crime and community safety**

1.5.1 The performance landscape for community safety, and CSPs, is changing. Some of the changes are:

- introduction of the Policing Pledge
- greater focus on rigorous scrutiny of performance of the police force by the police authority
- external monitoring to move from the Home Office to Her Majesty's Inspectorate of Constabulary (HMIC)
- crime maps and neighbourhood-level information now available for all 43 forces from December 2008
- much more public information - surveys, website with quarterly information, public reporting of police authority inspections, letters from HMIC to chief constable and chair setting out performance issues and requiring an action plan.

### **Confidence target**

1.5.2 Scrutiny committees should in particular be aware that the Home Office has abolished all national targets on crime except for one, which is a public perception indicator measured through the British Crime Survey. The question asks members of the public whether they agree that "The police and local council are dealing with the anti-social behaviour and crime issues that matter in this area." The Home Office have set a national confidence target for the police service in England and Wales, and each individual police force has also been set a target for improvement. It is important that scrutiny committees understand that improving confidence will be a top priority for local forces.

## **1.6 Scrutiny and community safety - working together**

1.6.1 Community safety partners have a long history of working together and getting results. The introduction of crime and disorder scrutiny committees enhances existing partnership arrangements by developing a clear structure for overseeing and reviewing the delivery of joint responses on community safety and by creating a clearer link between partner agencies and the public on community safety.

1.6.2 Because the role of scrutiny should be focused on the partnership as a whole, if issues arise which relate specifically to a particular partner organisation, it may be appropriate to refer such issues to the governing bodies of that organisation for action.

Scrutiny, done well, can always add value. Public services can be improved by an independent eye providing balanced, researched and constructive ideas. Part of that success, however, depends on choosing the right topic and understanding the landscape. Here are some suggestions about how the scrutiny of crime and disorder matters could add value and focus on issues that matter to the public:

*Neighbourhoods* - Neighbourhoods are very important for both community safety and councillors, but understanding how to make the most of this connection may need some careful investigation - there is no national direction on what neighbourhoods should look like, so they are different everywhere. But every part of England and Wales has a neighbourhood policing team, and many local authorities have linked this with their own neighbourhood management and with ward councillors.

*Confidence* - The new confidence agenda for councils and the police presents real opportunities for scrutiny. As well as being a shared responsibility across the two organisations, it's also an area that councillors should have a unique perspective on. As the police and partners develop an increased focus on communicating and engaging with the public, scrutiny may be able to provide practical help and suggestions. This might draw on community knowledge, or help link the police with the experience of other services in the area that have been successful at building a connection with local people. Police authorities are tasked to hold the Chief Constable to account for performance against the confidence measure, so this might also be a fruitful area for joint scrutiny with the police authority.

*Criminal justice* - The Policing and Crime Bill contains measures to add reducing re-offending to the core areas of focus for CSPs, as well as increasing the responsibilities of probation. These changes, along with a clear focus on integrated offender management will mean that there will be a period of change. The Ministry of Justice is also encouraging magistrates to become more involved in engaging with the community. Partnerships might benefit from the support of scrutiny to help them manage these transitions successfully, and get the most from better engagement with the criminal justice community.

## Police and Crime Priorities 2013-2017 (2015/16 Plan Revision)

### Priority 1: To deliver the best quality of service available

Outcome	The people of Gwent are satisfied that the police provide a service which meets their requirements
Success Measures	<ul style="list-style-type: none"> <li>• To increase the public confidence rating in the annual Crime Survey for England &amp; Wales (CSEW) and the Force Local Public Confidence Survey</li> <li>• To increase the proportion of people who are satisfied with the way the police in their area are dealing with the things that matter to them and the community</li> <li>• To increase the satisfaction of victims of crime and anti-social behaviour (ASB) with the service they have received</li> </ul>
Actions	<p>Gwent Police will:</p> <ul style="list-style-type: none"> <li>• work with victims and staff to develop our victim services plan</li> <li>• support the implementation of the victim services hub for Gwent</li> <li>• continue to develop the way in which we keep people informed about the action we take in response to their concerns</li> </ul>
	<p>The Commissioner will:</p> <ul style="list-style-type: none"> <li>• put victims at the heart of everything we do</li> <li>• listen to and engage with the community about the police service they require and receive</li> <li>• implement the victim services hub for Gwent</li> <li>• work with partners to support victims and communities</li> <li>• work with the Crown Prosecution Service and HM Courts and Tribunal Service to improve the service given by the criminal justice system in Gwent to victims of crime and ASB</li> </ul>

**Priority 2: To prevent and reduce crime**

Outcome	People in Gwent are less affected by crime
Success Measures	<ul style="list-style-type: none"> <li>• Embed ethical crime recording in order to properly assess and reduce the overall level of recorded crime</li> <li>• Reduce the level of risk to victims of crime</li> <li>• Reduce the fear of crime</li> <li>• Increase the number of offenders brought to justice</li> </ul>
To achieve this:	<p>Gwent Police will:</p> <ul style="list-style-type: none"> <li>• implement measures that ensure that data is accurate, focussing on conversion of calls from the public into recorded crime</li> <li>• provide particular emphasis on dealing with acquisitive crime, violence, criminal damage and arson and cybercrime</li> <li>• develop and implement a crime prevention strategic approach with partners</li> <li>• allocate resources to where they are needed, so that the right people are in the right place at the right time</li> <li>• target repeat and high-volume offenders who cause the most harm to our communities</li> <li>• increase the number of offenders brought to justice by improving the quality of police investigations, and the quality and timeliness of prosecution files.</li> <li>• work with partners to educate, prevent, support and offer treatment to those whose substance abuse is a factor in their offending behaviour</li> </ul>
	<p>The Commissioner will:</p> <ul style="list-style-type: none"> <li>• work with partners to develop a joint approach to preventing crime and ASB to reduce demand on services.</li> <li>• work with partners to develop a joint approach to restorative approaches to reduce the likelihood of further offending</li> </ul>

	<ul style="list-style-type: none"> <li>• work with partners to divert people from offending behaviour that may lead them into entering the criminal justice system</li> </ul>
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**Priority 3: To take more effective action to tackle Anti-Social Behaviour**

Outcome	People in Gwent are less affected by anti-social behaviour
Success Measures	<ul style="list-style-type: none"> <li>• Develop the most accurate assessment with partners in order to jointly reduce levels of harm caused by of ASB</li> <li>• Increase the proportion of people who feel that their call to us made a difference to the ASB they were experiencing</li> <li>• The implementation of a joint single approach to restorative justice measures under the Remedy and Trigger procedures to deal with ASB and low level crimes</li> </ul>
To achieve this:	<p>Gwent Police will:</p> <ul style="list-style-type: none"> <li>• develop and implement an ASB prevention strategic approach with partners</li> <li>• facilitate the Remedy and Trigger options to deal with ASB across the Force area</li> <li>• assign resources to meet local demand, so that the right people are in the right place at the right time</li> <li>• target repeat and high-volume offenders and locations causing most harm to our communities</li> <li>• work with repeat and vulnerable victims to ensure they receive the service they ought to have</li> <li>• work with partners to educate, prevent, support and offer treatment to those whose substance abuse is a factor in their offending behaviour</li> </ul>
	<p>The Commissioner will:</p> <ul style="list-style-type: none"> <li>• work with partners to prevent ASB in our communities</li> <li>• work with partners to develop a joint approach to preventing ASB to reduce demand on services</li> <li>• support the implementation of a joint single approach to</li> </ul>

	restorative justice measures under the Remedy and Trigger procedures to deal with ASB and low level crimes
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**Priority 4: To protect people from serious harm**

Outcome	People in Gwent are protected from serious harm
Success Measures	<ul style="list-style-type: none"> <li>• Increase the proportion of offenders brought to justice for domestic abuse offences</li> <li>• Increase the proportion of offenders brought to justice for serious violence and sexual offences</li> <li>• Reduce the number of incidents of serious violent crime</li> </ul>
To achieve this:	<p>Gwent Police will:</p> <ul style="list-style-type: none"> <li>• develop effective mechanisms to identify and respond to 'high risk' incidents</li> <li>• embed the Force Domestic Abuse Action Plan</li> <li>• maintain specialist coordination of investigators to provide the best level of service to victims of domestic abuse and rape</li> <li>• prioritise the service provided to victims of rape and serious violent crime</li> <li>• provide particular emphasis on dealing with young people</li> <li>• provide a specific focus on dealing with the safety of young people particularly around child sexual exploitation and abuse</li> <li>• provide particular emphasis on dealing with cybercrime</li> <li>• work with partner agencies to reduce repeat victimisation</li> </ul>
	<p>The Commissioner will:</p> <ul style="list-style-type: none"> <li>• work with partners to support the production of a multi-agency plan to reduce incidents of domestic abuse</li> <li>• look for opportunities to work with and support partners in addressing this priority, particularly through the provision of funds for Commissioning</li> </ul>

### Priority 5: To make the best use of resources and provide value for money

Outcome	The people of Gwent are provided with a police service that is value for money
Success Measures	Increase productivity and best use of policing services
To achieve this:	<p>Gwent Police will:</p> <ul style="list-style-type: none"> <li>• reduce costs by re-designing services to work more efficiently and work to reduce the demand on those services (Staying Ahead)</li> <li>• promote an attitude of continuous improvement within the police force</li> <li>• seek to collaborate with other police forces and other organisations where this will deliver an improved service for the public and better value for money</li> </ul>
	<p>The Commissioner will:</p> <ul style="list-style-type: none"> <li>• set the policing precept level for Gwent Police</li> <li>• prioritise the budget to ensure the commissioning of services that support the police in meeting the priority requirements</li> <li>• support the Force in delivering the requirements of the Staying Ahead programme</li> <li>• support partner and third/voluntary sector organisations activities that assist with meeting the success measures of each priority via the Strategic Commissioning work of the OPCC</li> </ul>



## *Monmouthshire's Scrutiny Forward Work Programme 2015*

<b>Strong Communities Select Committee</b>				
<b>Meeting Date</b>	<b>Subject</b>	<b>Purpose of Scrutiny</b>	<b>Responsibility</b>	<b>Type of Scrutiny</b>
11 <sup>th</sup> June 2015	<b>Solar Farm Business Case</b>	Pre-decision scrutiny of the Solar Farm Business Case, invite Economy Select Members.	Ben Winstanley	Pre-decision scrutiny Pre-decision scrutiny
	<b>Improvement Plan 2014-2017</b>	Full year 2014-15 scrutiny of performance against the Improvement Objectives and the statutory 'all Wales performance indicators'.	Richard Jones	Performance Monitoring
	<b>Revenue and Capital Budget Monitoring - Outturn Reports</b>	To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).	Mark Howcroft	Budget Monitoring
<b>Special Meeting with Adults</b>	<b>Joint Housing Solution Service</b>	Ongoing scrutiny of the performance of the Joint Housing Solution Service (jointly with Torfaen Council).	Ian Bakewell	Performance Monitoring
<b>Housing Special</b>	<b>Homelessness update</b>	Homelessness remains a risk which both Adults Select and Strong Communities Select are jointly responsible for scrutinising.	Ian Bakewell	Performance Update
<b>(6<sup>th</sup> or 8<sup>th</sup> July TBC)</b>	<b>Housing Register: (6 monthly update)</b> - Policy change - Progress Report	→ Scrutiny of a policy change to the housing register. → Progress monitoring report including MHA performance monitoring.	Ian Bakewell Karen Durrant	Policy Change Performance Update
	<b>Anti-poverty Welfare Reform</b>	Discussion on the following:  → What are each doing to prepare tenants and residents ahead of Universal Credit? → What are they doing (community development) in terms of employment and skills to support tenants to be 'work ready'?	Monmouthshire Housing Association  Melin Housing  Charter Housing	Policy Discussion

## *Monmouthshire's Scrutiny Forward Work Programme 2015*

<b>Strong Communities Select Committee</b>				
<b>Meeting Date</b>	<b>Subject</b>	<b>Purpose of Scrutiny</b>	<b>Responsibility</b>	<b>Type of Scrutiny</b>
<b>16<sup>th</sup> July 2015</b>	<b>Affordable Housing</b>	Progress on Committee's Recommendations	Kellie Beirne Shirley Wiggam	Performance Monitoring
		Pre-decision Scrutiny of the Supplementary Planning Guidance	Martin Davies	Pre-decision Scrutiny
		End of Year and New Three Programme Report	Shirley Wiggam	Performance Monitoring
	<b>Month 2 Budget Monitoring</b>	To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).	Mark Howcroft	Budget Monitoring
<b>10<sup>th</sup> Sep 2015</b>	<b>Whole Place</b>	Progress on WAO Recommendations. Community Plans	Deb Hill Howells	Performance Monitoring
	<b>Crime and Disorder</b>	Safer Monmouthshire plan Police and Crime Plan Priorities	Sharran Lloyd Police and Crime Commissioner	Policy Development / Performance Monitoring
<b>5<sup>th</sup> Nov 2015</b>	<b>Month 6 Budget Monitoring</b>	To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).	Mark Howcroft	Budget Monitoring
<b>Special Meeting September 2015</b>	<b>Local Flood Risk Management Strategy</b>	Strategic Environmental Assessment and Habitats Risk Assessment to return to the committee.	Dave Harris Tim England (NRW)	Performance Monitoring
	<b>Public Protection</b>	6-monthly performance report based on themes: Trading Standards and Licensing	Dave Jones	Performance Monitoring
	<b>Annual Complaints Report</b>	Discussion on the annual complaints report in respect of regeneration and culture directorate.	Annette Evans	Statutory Reporting
<b>10<sup>th</sup> Dec 2015</b>	<b>TBC</b>			
<b>28<sup>th</sup> Jan 2016</b>	<b>TBC</b>			
<b>10<sup>th</sup> March</b>	<b>Month 9 Budget</b>			

## *Monmouthshire's Scrutiny Forward Work Programme 2015*

<b>Strong Communities Select Committee</b>				
<b>Meeting Date</b>	<b>Subject</b>	<b>Purpose of Scrutiny</b>	<b>Responsibility</b>	<b>Type of Scrutiny</b>
2016	Monitoring			
28 <sup>th</sup> April 2016	TBC			

### Meeting Dates to be confirmed for:

- × GAVO - Discussion on progress in line with recent Service Level Agreement (May 2015)
- × Safer Monmouthshire Plan - sign off 3<sup>rd</sup> June 2015, first invitee Police, second invitee Fire Authority,
- × Anaerobic Digestion Project Report - deferred from 30<sup>th</sup> April 2015 meeting



## 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
<b>3<sup>rd</sup> JUNE 2015 – CABINET</b>			
Council Tax Reduction Fraud Prosecution Policy	To provide Monmouthshire with a policy that will prevent, deter and/or detect Benefit Fraud		Ruth Donovan
MTFP and Budget Process 2016/17	To highlight the context within which the Medium Term Financial Plan (MTFP) will be developed for 2016/17 to 2019/20.		Joy Robson
Revenue & Capital Monitoring 2014/15 Outturn Forecast Statement	To provide Members with information on the outturn position of the Authority for the 2014/15 financial year.		Mark Howcroft
Local development strategy RDP			Cath Fallon
Croesonen S106 funding			Mike Moran
Commercial obstruction on the carriageway			Roger Hoggins
Welsh Language Monitoring Report			Alan Burkitt

Subject	Purpose	Consultees	Agenda Item 10ii Author
<b>10<sup>th</sup> JUNE 2015 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
Access fund for music	To set up a fund to support pupils within our schools to have access to music provision via the Gwent Music Service		Nikki Wellington
Recreational & Public open space developer contributions			Tim Bradfield
Section 106 agreements: funding of major play area and open space maintenance			Tim Bradfield
<b>17<sup>th</sup> JUNE 2015 – SPECIAL CABINET</b>			
Monmouthshire Participation in a 'City Deal' bid			Kellie Beirne / Peter Davies
Financing arrangements to increase establishment of Children's Social Care			Joy Robson / Simon Burch
Effectiveness of Council Services: quarterly update			Matt Gatehouse
<b>24<sup>th</sup> JUNE 2015 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
Homelessness Intentionality Decisions	To consider whether applicants are still intentionally homeless	SLT Cabinet	Ian Bakewell
Application for Hardship Rate Relief			Wendy Woods/Ruth Donovan
<b>25<sup>th</sup> JUNE 2015 – COUNCIL</b>			
Chief Officer Report			Kellie Beirne
Monmouth Pool			Kellie Beirne / Simon Kneafsey
Safeguarding report			Jane Rodgers
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 Hoccom
The Future Food Waste Treatment Strategy: Outline Business Case & Inter	for the Council to consider the inclusion of MCC in the Heads of the Valleys Anaerobic Digestion Procurement. To agree the Outline Business	SLT Cabinet	Rachel Jowitt

Subject	Purpose	Consultees	Agenda Item 10ii Author
Authority Agreement	Case and the Inter Authority Agreement which commits the Council to the procurement and partnership and a 15-20 year contract.		
Setting up the Capital Budget for VVP loans and risk mitigation measures			Rachel Rawlings / Colin Phillips
<b>8<sup>th</sup> JULY 2015 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
<b>15<sup>th</sup> JULY 2015 – CABINET</b>			
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 <sup>th</sup> June 2015.		Dave Jarrett
CMC <sup>2</sup> Strategic Review and Year 4 Business Plan	To endorse the review of CMC <sup>2</sup> and future business strategy and approve year ahead business plan	Cabinet SLT	Peter Davies Sian Hayward
Play sufficiency audit report			Nicola Bowen / Ian Saunders
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
Supporting Monmouthshire Businesses' competitiveness	To assist Monmouthshire businesses to improve their competitiveness and online trade	SLT Cabinet	Peter Davies
Evaluation of community Coordination			Matt Gatehouse
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

Subject	Purpose	Consultees	Agenda Item 10ii 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 Merton Green, Caerwent S106 Funding			Kellie Beirne 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
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
ICT in schools			Peter Davies/Sian Hayward
Mardy Park	Review of Mardy Park Resource Centre, Abergavenny		Colin Richings
<b>22<sup>nd</sup> JULY 2015 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
SPG Programme annual review	To endorse draft SPG programme for 2015/16	SLT Planning Cabinet	Jane Coppock
Social Housing Grant Programme			Shirley Wiggam
<b>30<sup>th</sup> JULY 2015 – COUNCIL</b>			
Cultural Service Review			Ian Saunders
Chief Officer Report			Sarah McGuinness
<b>26<sup>th</sup> AUGUST 2015 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
<b>2<sup>nd</sup> SEPTEMBER 2015 – CABINET</b>			
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		Joy Robson

Subject	Purpose	Consultees	Agenda Item 10ii Author
	years 2017/18 to 2019/20		
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 <sup>th</sup> July 2015		Dave Jarrett
Review of allocation policy		Cabinet Members Leadership Team Appropriate Officers	Ian Bakewell
<b>9<sup>th</sup> SEPTEMBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
SPG Programme annual review	To endorse draft SPG programme for 2015/16	SLT Planning Cabinet	Jane Coppock
<b>23<sup>rd</sup> SEPTEMBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
SPG Programme annual review	To endorse draft SPG programme for 2015/16	SLT Planning Cabinet	Jane Coppock
<b>24<sup>th</sup> SEPTEMBER 2015 – COUNCIL</b>			
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
<b>7<sup>th</sup> OCTOBER 2015 – CABINET</b>			
<b>14<sup>th</sup> OCTOBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
<b>28<sup>th</sup> OCTOBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
<b>4<sup>TH</sup> NOVEMBER 2015 – CABINET</b>			
Budget Monitoring Report –	The purpose of this report is to provide Members		Joy Robson/



Subject	Purpose	Consultees	Agenda Item 10ii Author
Month 6	with information on the forecast outturn position of the Authority at end of month reporting for 2015/16 financial year.		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 <sup>th</sup> September 2015		Dave Jarrett
Effectiveness of Council Services: quarterly update			Matt Gatehouse
<b>11<sup>th</sup> NOVEMBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
<b>25<sup>th</sup> NOVEMBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
<b>NOVEMBER 2015 – COUNCIL</b>			
Gambling Policy			Linda O’Gorman
Casinos report			Linda O’Gorman
<b>2<sup>nd</sup> DECEMBER 2015 – CABINET</b>			
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
Revenue & Capital Budget final proposals after public consultation	To present revenue and capital budget proposals following receipt of final settlement		Joy Robson
<b>23<sup>RD</sup> DECEMBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
Local Government (Wales) Act 1994 The Local Authorities (Precepts)(Wales)	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

Subject	Purpose	Consultees	Agenda Item 10ii Author
Regulations 1995			
<b>6<sup>TH</sup> JANUARY 2016 - CABINET</b>			
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 <sup>th</sup> November 2015.		Dave Jarrett
<b>21<sup>ST</sup> JANUARY 2016 - COUNCIL</b>			
Final Budget Proposals			Joy Robson
<b>27<sup>TH</sup> JANUARY 2016 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
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
<b>3<sup>RD</sup> FEBRUARY 2016 - CABINET</b>			
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 <sup>th</sup> December 2015.		Dave Jarrett
<b>25<sup>TH</sup> FEBRUARY 2016 - COUNCIL</b>			
Final Composite Council Tax Resolution	To set budget and council tax for 2016/17		Joy Robson
Treasury Management	To accept the annual treasury management		Joy Robson

Subject	Purpose	Consultees	Agenda Item 10ii Author
Strategy 2016/17	strategy		
<b>2<sup>ND</sup> MARCH 2016 - CABINET</b>			
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 <sup>st</sup> January 2016		Dave Jarrett
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
<b>13<sup>TH</sup> APRIL 2016 - CABINET</b>			
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 <sup>th</sup> February 2016		Dave Jarrett
<b>4<sup>TH</sup> MAY 2016 - CABINET</b>			
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 <sup>th</sup> March 2016		Dave Jarrett