

7<sup>th</sup> July 2015

Dear Councillor

**CABINET**

You are requested to attend a **Cabinet** meeting to be held at **The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA on Wednesday, 15<sup>th</sup> July 2015, at 2.00 p.m.**

**AGENDA**

1. Apologies for Absence
2. Declarations of Interest
3. Consideration of reports from Select Committees (none).
4. To consider the following reports (copies attached):
  - (i) **REVENUE & CAPITAL MONITORING 2015/16 PERIOD 1 OUTTURN FORECAST STATEMENT**  
Division/Wards Affected: All Authority  
Purpose: 1. The purpose of this report is to provide Members with information on the forecast revenue outturn position of the Authority at the end of period 1 which represents month 2 financial information for the 2015/16 financial year. Revenue and Capital forecasting is being brought forward by a month against the usual timescale to provide members with relevant financial information before summer recess. 2. This report will also be considered by Select Committees as part of their responsibility to: assess whether effective budget monitoring is taking place, monitor the extent to which budgets are spent in accordance with agreed budget and policy framework, challenge the reasonableness of projected over or underspends, and monitor the achievement of predicted efficiency gains or progress in relation to savings proposals.  
Author: Mark Howcroft, Assistant Head of Finance / Dave Jarrett, Senior Accountant Business Support  
Contact Details: [markhowcroft@monmouthshire.gov.uk](mailto:markhowcroft@monmouthshire.gov.uk)
  - (ii) **AREAS OF WORK TO BE CONSIDERED FOR MANAGING THE GAP IN THE MTFP 2016/17 TO 2019/20**  
Division/Wards Affected: All  
Purpose: To outline the approach to be taken to managing the gap in the MTFP and signal the areas of service to be considered.  
Author: Joy Robson, Head of Finance  
Contact Details: [joyrobson@monmouthshire.gov.uk](mailto:joyrobson@monmouthshire.gov.uk)

- iii) **ADDITIONAL GRANT FUNDING FOR LOCAL AUTHORITIES TO DELIVER THE 'WALES RETAIL RELIEF SCHEME' IN 2015**  
Division/Wards Affected: N/A  
Purpose: To provide Members with an update on the 'Wales Retail Relief Scheme' for 2015.  
Authors: Sue Deacy, Revenues Manager  
Contact Details: [suedeacy@monmouthshire.gov.uk](mailto:suedeacy@monmouthshire.gov.uk)
- (iv) **WELSH CHURCH FUND WORKING GROUP**  
Division/Wards Affected: All  
Purpose: The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group meeting 1 of the 2015/16 financial year held on the 25<sup>th</sup> June 2015.  
Authors: David Jarrett, Central Finance Management Accountant  
Contact Details: [davejarrett@monmouthshire.gov.uk](mailto:davejarrett@monmouthshire.gov.uk)
- (v) **IMPLEMENTATION OF THE RE-STRUCTURE OF THE COMMUNITY LEARNING DEPARTMENT**  
Division/Wards Affected: All  
Purpose: To seek Cabinet approval to the proposed restructure of the Community Learning Service which are required to re-align the budget due to a reduction in Coleg Gwent Franchise funding.  
Author: Andrea Charles, Manager Community / Debra Hill-Howells, Head of Community Delivery  
Contact Details: [AndreaCharles@monmouthshire.gov.uk](mailto:AndreaCharles@monmouthshire.gov.uk) / [debrahill-howells@monmouthshire.gov.uk](mailto:debrahill-howells@monmouthshire.gov.uk)
- (vi) **RAGLAN - PROPOSED COMMUNITY HALL**  
Division/Wards Affected: Raglan  
Purpose: To seek an in principal decision for the transfer of the existing Raglan Junior school to the Raglan Village Hall Association (RVHA) and the MUGA to Raglan Community Council..  
Authors: Debra Hill-Howells, Head of Community Delivery  
Contact Details: [debrahill-howells@monmouthshire.gov.uk](mailto:debrahill-howells@monmouthshire.gov.uk)
- (vii) **SCHOOLS ICT OUTLINE BUSINESS CASE**  
Division/Wards Affected: None  
Purpose: The purpose of this report is to present the business case and the preferred option for investing in the upgrade and renewal of the ICT infrastructure in schools, enhancing the teaching and learning experience and bringing schools up to a common standard in line with WG and 21st century schools aspirations.  
Authors: Sian Hayward, Digital and Technology Manager  
Contact Details: [sianhayward@monmouthshire.gov.uk](mailto:sianhayward@monmouthshire.gov.uk)
- (viii) **DEVELOPING A NEW SOCIAL SERVICES I.T. SYSTEM – ADDITIONAL FUNDING**  
Division/Wards Affected: All  
Purpose: To provide an additional funding envelope of £100,000 for the final development stage of the Social Services SWIFT replacement system Phase 1.  
Authors: Sian Hayward, Digital and Technology Manager  
Contact Details: [sianhayward@monmouthshire.gov.uk](mailto:sianhayward@monmouthshire.gov.uk)

- (ix) **To consider whether to exclude the press and public during consideration of the following item of business in accordance with Section 100A of the Local Government Act 1972 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 14 of Part 4 of schedule 12A Local Government Act 1972, and therefore will require the exclusion of the press and public.**
  
- (x) **SOLAR FARM BUSINESS CASE REPORT**  
Authors: Ben Winstanley, Estates Manager / Ian Hoccum, Energy Manager  
Contact Details: [benwinstanley@monmouthshire.gov.uk](mailto:benwinstanley@monmouthshire.gov.uk) / [ianhoccum@monmouthshire.gov.uk](mailto:ianhoccum@monmouthshire.gov.uk)

Yours sincerely,

**Paul Matthews**  
**Chief Executive**

**CABINET PORTFOLIOS 2014**

| <b>County Councillor</b>            | <b>Area of Responsibility</b>  | <b>Partnership and External Working</b>                         | <b>Ward</b>   |
|-------------------------------------|--|---|---------------|
| P.A. Fox<br>(Leader)                | <b>Organisational Development</b><br>Whole Council Performance, Whole Council Strategy Development, Corporate Services, Democracy.   | WLGA Council<br>WLGA Coordinating Board<br>Local Service Board  | Portskewett   |
| R.J.W. Greenland<br>(Deputy Leader) | <b>Innovation, Enterprise &amp; Leisure</b><br>Innovation Agenda, Economic Development, Tourism, Social Enterprise, Leisure, Libraries & Culture, Information Technology, Information Systems.   | WLGA Council<br>Capital Region Tourism                          | Devauden      |
| P.A.D. Hobson<br>(Deputy Leader)    | <b>Community Development</b><br>Community Planning/Total Place, Equalities, Area Working, Citizen Engagement, Public Relations, Sustainability, Parks & Open Spaces, Community Safety.   | Community Safety Partnership<br>Equalities and Diversity Group  | Larkfield     |
| E.J. Hackett Pain                   | <b>Schools and Learning</b><br>School Improvement, Pre-School Learning, Additional Learning Needs, Children's Disabilities, Families First, Youth Service, Adult Education.  | Joint Education Group (EAS)<br>WJEC                             | Wyesham       |
| G. Howard                           | <b>Environment, Public Services &amp; Housing</b><br>Development Control, Building Control, Housing Service, Trading Standards, Public Protection, Environment & Countryside.  | SEWTA<br>SEWSPG   | Llanelly Hill |
| G. Burrows                          | <b>Social Care &amp; Health</b><br>Adult Social Services including Integrated services, Learning disabilities, Mental Health.<br>Children's Services including Safeguarding, Looked after Children, Youth Offending, Health and Wellbeing. | Gwent Frailty Board<br>Older Persons Strategy Partnership Group | Mitchel Troy  |
| P. Murphy                           | <b>Resources</b><br>Accountancy, Internal Audit, Estates & Property Services, Procurement, Human Resources & Training, Health & Safety.  | Prosiect Gwrydd<br>Wales Purchasing Consortium                  | Caerwent      |
| S.B. Jones                          | <b>County Operations</b><br>Highways, Transport, Traffic & Network Management, Waste & Recycling, Engineering, Landscapes, Flood Risk.   | SEWTA<br>Prosiect Gwrydd  | Goytre Fawr   |

## 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.

## REPORT

|                                |   |
|--------------------------------|---|
| <b>SUBJECT</b>                 | <b>REVENUE &amp; CAPITAL MONITORING 2015/16<br/>PERIOD 1 OUTTURN FORECAST STATEMENT</b> |
| <b>DIRECTORATE</b>             | <b>Chief Executive's Unit</b>   |
| <b>MEETING</b>                 | <b>Cabinet</b>  |
| <b>DATE</b>                    | <b>15th July 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 forecast revenue outturn position of the Authority at the end of period 1 which represents month 2 financial information for the 2015/16 financial year. Revenue and Capital forecasting is being brought forward by a month against the usual timescale to provide members with relevant financial information before summer recess.
- 1.2 This report will also be considered by Select Committees as part of their responsibility to,
- assess whether effective budget monitoring is taking place,
  - monitor the extent to which budgets are spent in accordance with agreed budget and policy framework,
  - challenge the reasonableness of projected over or underspends, and
  - monitor the achievement of predicted efficiency gains or progress in relation to savings proposals.

### 2. RECOMMENDATIONS PROPOSED TO CABINET

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

### 3. MONITORING ANALYSIS

3.1 **Revenue Position**

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

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

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



|  |            |             |            |
|--|------------|-------------|------------|
| <b>Net Council Fund (Surplus) / Deficit</b>    | <b>782</b> | <b>40</b>   | <b>742</b> |
|  |            |             |            |
| <b>Budgeted contribution from Council Fund</b> | <b>0</b>   | <b>(40)</b> | <b>0</b>   |
|  | <b>0</b>   | <b>0</b>    | <b>0</b>   |

- 3.1.3 The bottom line situation, a £742,000 potential overspend, has continued to be mitigated significantly by anticipated net Council Tax receipts and favourable treasury considerations. The net cost of services pressure is £1,657,000.
- 3.1.4 Redundancy costs this financial year that require reserve funding have been identified as £13,000 within the Social Services directorate. This call on reserves is expected to increase as the year progresses and further restructures are approved. This is a little different for schools where instead a resource of £300,000 is provided for by CYP, with schools only bearing any costs above that level.
- 3.1.5 As part of the outturn report presentation to Cabinet and Selects it was explained that it would be prudent to review adhoc savings made during the year in more detail to assess those that could be of a permanent or long term nature that could be considered by members as replacing the mandated savings not made in 2014-15 totalling £571,000.
- 3.1.6 However more recently, Cabinet on 17<sup>th</sup> June 2015 approved additional funding to Childrens Social Care of £400,000 over and above the £900,000 additional resources provided to the service for 2015-16. The consequence of which being that Directors have volunteered one off savings to fund the investment and this has delayed the review identified above, which will now take place before the next report.
- 3.1.7 The £400k has not been reflected in the month 2 financial reports as the report was only considered by Cabinet very recently on 17<sup>th</sup> June 2015, and Directorates would not yet have formally amended their forecasts.
- 3.1.8 But in terms of manually adjusting the situation for the purpose of this monitoring report, the outturn deficit can be reduced by £400,000 and £90,000 in respect of approved use of reserves. So the revised deficit at month 2 can be calculated as £252,000.
- 3.1.9 In respect of the Social Services & Health overspend (£519,000). As mentioned this overspend will be managed by temporary budget contributions of £400,000 and an approved use of Reserves (£90,177) from a maximum authorised draw of £153,347. This would alter the Social Care deficit to £29,000.
- 3.1.10 Given the financial challenges that will continue to face the Authority for the foreseeable future, Chief Officers continue to be tasked with ensuring that services live within the budgets and savings targets set for the current financial year. Monitoring reports will seek to contain the information on what is being done to manage the over spends identified and the positive action that is required to ensure that the budget is not breached.

3.1.11 A summary of main pressures and under spends within the Net Cost of Services Directorates are presented here:

| Directorate / Service area            | Forecast Outturn Position exclusive of savings not yet achieved<br>£'000 | Targeted 2015-16 Savings not yet realised<br>£'000 | Forecast Outturn Position <u>net</u> of savings not achieved<br>£'000 | Movement since Period 0<br>Red=<br>Adverse<br>(Green) =<br>Favourable | Headline Comment   |
|---------------------------------------|--|--|---|---|--|
| <b>Social Care &amp; Health (SCH)</b> |  |  |   |   |  |
| <b>ADULT SERVICES</b>                 |  |  |   |   |  |
| Aids for Daily Living                 | (99)   | 0  | (99)  | (99)  | Underspend is a result of reduced partner contributions due to stock purchases from the Intermediate Care Fund   |
| Severn View DC                        | (31)   | 0  | (31)  | (31)  | Underspend due to low Superannuation take up and manager temporarily reduced to a 3 day week.  |
| Mardy Park Rehabilitation Unit        | (29)   | 0  | (29)  | (29)  | Section 33 income is running ahead of budget   |
| Mardy Park                            | 95   | 0  | 95  | 95  | Overspend as a result of Employee Savings not being met and income budget now grossly overstated as resident numbers continue to dwindle. A report on the future provision of services at Mardy is currently being compiled. |
| Severn View Residential               | 73   | 0  | 73  | 73  | Combination of mandate savings not being achieved plus lower income charges from less full paying clients.   |
| Transition Co-operative               | (32)   | 0  | (32)  | (32)  | Relates to income from staff seconded to an external agency. This underspend has been earmarked to fund overspends within Children's Services  |

| Directorate / Service area                   | Forecast Outturn Position exclusive of savings not yet achieved<br>£'000 | Targeted 2015-16 Savings not yet realised<br>£'000 | Forecast Outturn Position <u>net</u> of savings not achieved<br>£'000 | Movement since Period 0<br>Red= Adverse<br>(Green) = Favourable | Headline Comment  |
|--|--|--|---|---|---|
| Adult Services Man/Support                   | (59)   | 0  | (59)  | (59)  | One off Intermediate Care Funding of £59K to pay for the Direct Care team manager   |
| Monnow Vale                                  | 39   | 0  | 39  | 39  | Due to the PFI and contribution charges being more than budget.   |
| <b>CHILDREN SERVICES</b>                     |  |  |   |   |   |
| Fostering Allowances and Payments For Skills | 168  | 0  | 168   | 168   | We are paying out an additional £91K this year in allowances for an extra 7 SGO's being £59K and £32K due to age related rate increases. The age mix of children has altered meaning children moving into higher age categories thus attracting higher allowance rates. |
| Younger People's Accommodation               | (99)   | 0  | (99)  | (99)  | A vast amount of work has been undertaken in this budget over the past two years to deliver, at present, an underspend. This budget is prone to volatility and we will continue to monitor over the year before deciding on viring budget to a different cost centre.   |
| Ty'r Enfys                                   | (44)   | 0  | (44)  | (44)  | This facility is currently closed and we anticipate reopening in January 2016.  |
| Counsel Costs                                | 73   | 0  | 73  | 73  | Present activity levels are the same as last year and as such exhibiting a similar overspend.   |
| Therapeutic Service                          | (26)   | 0  | (26)  | (26)  | Vacant Play Therapist post until August 2015  |
| External Placements - LAC                    | 411  | 0  | 411   | 411   | Current activity is 47 placements and we are seeing a full year effect of placements that only entered the  |

| Directorate / Service area                     | Forecast Outturn Position exclusive of savings not yet achieved<br>£'000 | Targeted 2015-16 Savings not yet realised<br>£'000 | Forecast Outturn Position <u>net</u> of savings not achieved<br>£'000 | Movement since Period 0<br>Red=<br>Adverse<br>(Green) =<br>Favourable | Headline Comment   |
|--|--|--|---|---|--|
|  |  |  |   |   | system in the latter part of last year.  |
| External Placement - Non-LAC                   | (76)   | 0  | (76)  | (76)  | This cost centre is generally used to fund the over spend within S026.   |
| SCYP - Placement & Support Team                | 85   | 0  | 85  | 85  | There is an over spend of £15K against staff travel and employee efficiency savings not being achieved. The remainder is connected to conveyance of children and assessment costs in excess of the budget. |
| SCYP - Supporting Children & Young People Team | 68   | 0  | 68  | 68  | £31K relates to staff travel and employee efficiency savings not being achieved. The remainder is attributable to conveyance of children over and above the budget.  |
| Disabled Children                              | 66   | 0  | 66  | 66  | Large part of overspend relates to the continued use of agency staff to cover sickness absenteeism.  |
| FRS – Family Support Team                      | (92)   | 0  | (92)  | (92)  | A large element of the under spend is within section 20 and conveyance of children costs. We will consider moving some budget to other cost centres prior to the month 6 forecast.                         |
| Bus Cases / Temp Funding - Cabinet 06/05/15    | 212  | 0  | 212   | 212   | 4 Social Workers for 6 months (Oct-Mar) over and above establishment. It has been agreed these costs will be met with reserve funding.   |
| <b>COMMUNITY CARE</b>                          |  |  |   |   |  |
| Community Learning                             | (118)  | 0  | (118)   | (118)   | Due to continued success of  |

| Directorate / Service area  | Forecast Outturn Position exclusive of savings not yet achieved<br>£'000 | Targeted 2015-16 Savings not yet realised<br>£'000 | Forecast Outturn Position <u>net</u> of savings not achieved<br>£'000 | Movement since Period 0<br>Red=<br>Adverse<br>(Green) =<br>Favourable | Headline Comment                              |
|-----------------------------|--|--|---|---|---|
| Disability Team (CLDT)      |  |  |   |   | achieving Continuing Care Funding for clients |
| Other see Appendix 6        | (66)   | n/a  | (66)  | (66)  |   |
| <b>Total SCH at Month 2</b> | <b>519</b>   | <b>0</b>   | <b>519</b>  | <b>519</b>  | <b>Total SCH Outturn at Month 2</b>           |

| Directorate / Service area               | Forecast Outturn Position exclusive of savings not yet achieved<br>£'000 | Targeted 2015-16 Savings not yet realised<br>£'000 | Forecast Outturn Position <u>net</u> of savings not achieved<br>£'000 | Movement since Period 0<br>Red=<br>Adverse<br>Green =<br>Favourable | Headline Comment  |
|--|--|--|---|---|---|
| <b>Children &amp; Young People (CYP)</b> |  |  |   |   |   |
| Management                               | 44   | n/a  | 44  | 44  | Efficiency savings for the directorate still to be identified   |
| Support Services                         | 11   | n/a  | 11  | 11  | ICT server and database upgrades necessary  |
| Additional Learning needs                | 32   | n/a  | 32  | 32  | Reduced SLA Income and staffing changes have resulted in a projected overspend  |
| Primary Breakfast Initiative Grant       | 61   | n/a  | 61  | 61  | Take up continues to increase and therefore resulting in additional staffing requirements.  |
| Community Education Youth General        | 0  | 114  | 114   | 114   | Progression made towards mandate saving. Additional funding avenues being explored in order to reduce current forecasted overspend. |
| Other see Appendix 7                     | 12   | n/a  | 12  | 12  |   |
| <b>Total CYP at Month 2</b>              | <b>160</b>   | <b>114</b>   | <b>274</b>  | <b>274</b>  | <b>Total CYP Outturn at Month 2</b>   |

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

| Directorate / Service area      | Forecast Outturn Position exclusive of savings not yet achieved<br>£'000 | Targeted 2015-16 Savings not yet realised<br>£'000 | Forecast Outturn Position <u>net</u> of savings not achieved<br>£'000 | Movement since Period 0<br>Red=<br>Adverse<br>(Green) =<br>Favourable | Headline Comment   |
|---------------------------------|--|--|---|---|--|
| Caldicot Castle & Country Parks |  |  |   |   | assumptions along with 24k savings from 13-14 carried forward will not be made. Income on target for 15-16 but spend to achieve this income will be over budget. |
| Other see Appendix 8            | 30   | 0  | 30  | 30  |  |
| <b>Total ENT at Month 2</b>     | <b>(30)</b>  | <b>368</b>   | <b>338</b>  | <b>338</b>  | <b>Total ENT Outturn at Month 2</b>  |

| Directorate / Service area | Forecast Outturn Position exclusive of savings not yet achieved<br>£'000 | Targeted 2015-16 Savings not yet realised<br>£'000 | Forecast Outturn Position <u>net</u> of savings not achieved<br>£'000 | Movement since Period 0<br>Red=<br>Adverse<br>(Green) =<br>Favourable | Headline Comment   |
|----------------------------|--|--|---|---|--|
| <b>Operations (OPS)</b>    |  |  |   |   |  |
| Home To School Transport   | 185  | 115  | 300   | 300   | The over spend against budget is due to similar issues to that in 2014-15, in particular the assumed ALN transport savings have proven unachievable, budgeted increased income levels were not made whilst at the same time corporate budget decisions regarding reductions in overtime costs were imposed. A mandate has been put forward to highlight the fact that the service cannot operate within its existing budget and has requested further funding via the MTFP in 2016-17. |

| Directorate / Service area    | Forecast Outturn Position exclusive of savings not yet achieved<br>£'000 | Targeted 2015-16 Savings not yet realised<br>£'000 | Forecast Outturn Position <u>net</u> of savings not achieved<br>£'000 | Movement since Period 0<br>Red=<br>Adverse<br>(Green) =<br>Favourable | Headline Comment   |
|-------------------------------|--|--|---|---|--|
| Building Cleaning             | (40)   | 90   | 50  | 50  | Overspend due to delayed implementation of the mandate saving - transferring public conveniences to town councils.   |
| Schools Catering              | 55   | n/a  | 55  | 55  | increased costs due to the councils need to comply with Healthy Eating In Schools agenda, along with additional training courses and a reduction in budgeted meals   |
| Procurement                   | (72)   | n/a  | (72)  | (72)  | Underspend due to reduced third party expenditure.   |
| Resources                     | 300  | n/a  | 300   | 300   | Review of the eligibility of property services professional fees being charged to Capital projects   |
| Accommodation                 | (125)  | n/a  | (125)   | (125)   | Underspend due to a reduction in premises and supplies and services costs on all accommodation   |
| Highways                      | (25)   | 25   | 0   | 0   | Advertising income will not be fully achieved as Cabinet approval was only granted in May. Early estimates are that 50% of original £50k income will be generated. It is anticipated that this will be found by other mitigating underspends.  |
| Refuse & Cleansing Operations | 42   | 86   | 128   | 128   | There are two mandates that will not be fully achieved in 15-16. £86k on mandate 36 "Route Optimisation", where there was £50k of transport leasing costs built into the saving but we own the vehicle that we reduced from the fleet and therefore no leasing savings can be achieved. Also, the mandate originally cut 6 FTE posts, but only 5 FTE posts could |



| Directorate / Service area  | Forecast Outturn Position exclusive of savings not yet achieved<br>£'000 | Targeted 2015-16 Savings not yet realised<br>£'000 | Forecast Outturn Position <u>net</u> of savings not achieved<br>£'000 | Movement since Period 0<br>Red=<br>Adverse<br>(Green) =<br>Favourable | Headline Comment   |
|-----------------------------|--|--|---|---|--|
|                             |  |  |   |   | be cut leaving a pressure of £26k. Also £40k shortfall on additional external income budget, ( £50k in 14-15 and a further £50k in 15-16 was introduced). We have secured an additional £60k of this increase. There is also one other mandate in 15-16, mandate 37b "Modernising Trade Waste Services", where there is £40k of additional income to be received from the introduction of Trade waste recycling, to start in September 15. |
| Other see Appendix 9        | (2)  | 0  | (2)   | (2)   |  |
| <b>Total OPS at Month 2</b> | <b>318</b>   | <b>316</b>   | <b>634</b>  | <b>634</b>  | <b>Total OPS Outturn at Month 2</b>  |

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

| Directorate / Service area                         | Forecast Outturn Position exclusive of savings not yet achieved<br>£'000 | Targeted 2015-16 Savings not yet realised<br>£'000 | Forecast Outturn Position <u>net</u> of savings not achieved<br>£'000 | Movement since Period 0<br>Red= Adverse<br>(Green) = Favourable | Headline Comment   |
|--|--|--|---|---|--|
| <b>Corporate (COL)</b>                             |  |  |   |   |  |
| Audit Commission Fees (Certification Grant Claims) | (35)   | n/a  | (35)  | (35)  | Forecasted saving in relation to the auditing of grant claims  |
| Early Retirement Pension Costs                     | 130  | n/a  | 130   | 130   | Additional cost of redundancies notified in latter part of 2014/15   |
| Crematoria Dividend                                | (50)   |  | (50)  | (50)  | Additional dividend over and above that presumed in para 3.1.7 above. The forecast is based on 2014-15 activity. |
| Insurance Premium Payment(Direct)                  | (34)   | n/a  | (34)  | (34)  | Based on potential 5% increase in premium. Dependent on Insurance tender for new period starting 1st October     |
| Other see Appendix 11                              | 2  | 0  | 2   | 2   |  |
| <b>Total COL at Month 2</b>                        | <b>13</b>  | <b>0</b>   | <b>13</b>   | <b>13</b>   | <b>Total COL Outturn at Month 2</b>  |

| Directorate / Service area                | Forecast Outturn Position exclusive of savings not yet achieved<br>£'000 | Targeted 2015-16 Savings not yet realised<br>£'000 | Forecast Outturn Position <u>net</u> of savings not achieved<br>£'000 | Movement since Period 0<br>Red= Adverse<br>(Green) = Favourable | Headline Comment   |
|---|--|--|---|---|--|
| <b>Appropriations (APP)</b>               |  |  |   |   |  |
| Attributable Costs - Fixed Asset Disposal | (30)   | n/a  | (30)  | (30)  | Investment income forecast to be higher than budget as advantageous short term loan deals were entered into earlier in the year, but the main spend on |

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

| <b>Financing (FIN)</b>       |            |            |            |            |   |
|------------------------------|------------|------------|------------|------------|---|
| Council Tax                  | (500)      | n/a        | (500)      | (500)      | Surplus due to projected better CT Collection rates                               |
| Benefit Support              | (93)       | n/a        | (93)       | (93)       | Forecast extrapolated from CT Benefits system based upon benefits awarded to date |
| Total Financing              | (593)      | 0          | (593)      | (593)      | <b>See also Appendix 13</b>   |
|                              |            |            |            |            |   |
| <b>Grand Total @ Month 2</b> | <b>165</b> | <b>798</b> | <b>863</b> | <b>863</b> |   |

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

### 3.2 SCHOOLS

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

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

- 3.2.2 School balances at the beginning of the financial year amount to £1,140,000. The Schools budgeted draw upon balances is forecasted to be £562,000 for 2015/16, therefore leaving £578,000 as forecasted closing reserve balances.
- 3.2.3 Within these summary figures, of particular note, is the deficit reserve position forecasted for the Chepstow Cluster, although Chepstow Comprehensive School are budgeted to reduce their own school balance through the school recovery plan, the other primary schools within the cluster all plan to draw upon their balances. The draw on school balances to balance school budgets is forecasted for 24 out of the total 37 Monmouthshire Schools.
- 3.2.4 5 schools exhibited a deficit position at the start of 2015/16; Chepstow Comprehensive (£388,688) and Llandogo (£12,346) were the only schools that showed an increased deficit reserve balance during 2014/15 and these two schools are forecasted to remain in deficit, albeit with an improving position, at the end of 2015/16 by (£314,793) and (£3,581) respectively. Llanvihangel Crocorney (£15,040) is forecasted to increase its deficit in 2015/16 to (£20,382) and Castle Park (£39,730) to (£37,418) a slight improvement on 2014/15. Mounton House Special School (£25,593) moved into a deficit position at the end of 2014/15, but is now forecasted to move to a positive £3,988 balance by the end of 2015/16. The only school currently forecasted to move into deficit balance from a credit balance position is Rogiet Junior and Infants (£4,584).
- 3.2.5. Schools balances are exhibiting a fluctuating trend with some schools showing a continuing reduction in schools balances which is of concern and others a more balanced trend.

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

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

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

### 3.3 2015/16 Savings Progress

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

In summary they are as follows,

#### 2015/16 Mandated Budgeted Savings Progress at Month 2

| DIRECTORATE             | Specific Savings Initiatives 2015/16 £'s | Savings Identified @ Month 2 £'s | % Progress In Savings Achieved | Delayed Savings to 2016/17 £'s | Savings Unachievable in 2015/16 £'s |
|-------------------------|--|----------------------------------|--------------------------------|--------------------------------|-------------------------------------|
| Children & Young People | 1,514,000                                | 1,400,000                        | 93%                            | 0                              | 114,000                             |
| Social Care & Health    | 274,000                                  | 274,000                          | 100%                           | 0                              | 0                                   |
| Enterprise              | 1,392,983                                | 1,024,983                        | 73.5%                          | 145,000                        | 223,000                             |
| Operations              | 1,517,000                                | 1,191,000                        | 83%                            | 115,000                        | 211,000                             |

|                                |                  |                  |             |                |                |
|--------------------------------|------------------|------------------|-------------|----------------|----------------|
| <b>Chief Executives Office</b> | 85,000           | 85,000           | <b>100%</b> | 0              | 0              |
| <b>Total Budgeted Savings</b>  | <b>4,782,983</b> | <b>3,974,983</b> | <b>83%</b>  | <b>260,000</b> | <b>548,000</b> |

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

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

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

#### Operations (OPS)

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

#### Enterprise (ENT)

- Museums, Shirehall & Castles and Tourism – the Tourism aspects exhibit a £20,000 shortfall due to unattainable green screen savings and staffing contracts
- The delayed implementation of the Community Hubs project has led to a £125,000 savings shortfall.
- Sustainable Energy Initiatives is reporting £33,000 of unachievable income targets

- In House development of ICT systems and associated income generation estimated at £100,000 will not occur which additional savings of £20,000 still be found from software contracts.
- MCC Markets are indicating that the extra income of £70,000 from the Markets and associated activities is unachievable

#### Children and Young People (CYP)

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

#### Social Care & Health (SCH)

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

#### Chief Executive's Office

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

### 3.4 Capital Position

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

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



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

|                                  |               |               |               |                 |               |          |
|----------------------------------|---------------|---------------|---------------|-----------------|---------------|----------|
| <b>Other Schemes</b>             | <b>646</b>    | <b>581</b>    | <b>65</b>     | <b>0</b>        | <b>646</b>    | <b>0</b> |
|                                  |               |               |               |                 |               |          |
| <b>Capital Schemes<br/>Total</b> | <b>41,096</b> | <b>10,773</b> | <b>47,633</b> | <b>(17,310)</b> | <b>41,096</b> | <b>0</b> |

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

### 3.5 Proposed Slippage to 2016-17

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

### 3.6 Capital Outturn

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

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

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

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

### 3.7 Capital Financing and Receipts

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

| <b>MCC CAPITAL FINANCING BUDGET MONITORING 2015-16 AT MONTH 2 By FINANCING CATEGORY</b> |                                  |                                   |                                 |                                       |                                 |                                   |
|---|----------------------------------|-----------------------------------|---------------------------------|---------------------------------------|---------------------------------|-----------------------------------|
| <b>CAPITAL FINANCING SCHEME</b>   | <b>Annual Forecast Financing</b> | <b>Slippage Brought / Forward</b> | <b>Total Approved Financing</b> | <b>Provisional Budget Slippage to</b> | <b>Revised Financing Budget</b> | <b>Forecasted 2015/16 Capital</b> |
|   |                                  |                                   |                                 |                                       |                                 |                                   |

|                                     | £'000         | £'000         | Budget 15/16<br>£'000 | 2016/17<br>£'000 | 2015/16<br>£'000 | Financing<br>£'000 |
|-------------------------------------|---------------|---------------|-----------------------|------------------|------------------|--------------------|
| Supported Borrowing                 | 2,420         | 0             | 2,420                 | 0                | 2,420            | 0                  |
| General Capital Grant               | 1,462         | 0             | 1,462                 | 0                | 1,462            | 0                  |
| Grants and Contributions            | 20,769        | 3,953         | 16,816                | (8,655)          | 12,114           | 0                  |
| S106 Contributions                  | 690           | 690           | 0                     | 0                | 690              | 0                  |
| Unsupported borrowing               | 16,585        | 1,274         | 15,311                | (8,655)          | 7,930            | 0                  |
| Earmarked reserve & Revenue Funding | 898           | 409           | 489                   | 0                | 898              | 0                  |
| Capital Receipts                    | 15,549        | 4,414         | 11,135                | 0                | 15,549           | 0                  |
| Low cost home ownership receipts    | 33            | 33            | 0                     | 0                | 33               | 0                  |
| Unfinanced                          | 0             | 0             | 0                     | 0                | 0                | 0                  |
|                                     |               |               |                       |                  |                  |                    |
| <b>Capital Financing Total</b>      | <b>58,406</b> | <b>10,773</b> | <b>47,633</b>         | <b>(17,310)</b>  | <b>41,096</b>    | <b>0</b>           |

### 3.8 Useable Capital Receipts Available

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

#### Movement in Available Useable Capital Receipts Forecast

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

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

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

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

### **3.9 Reserve Usage**

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

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

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

#### 4 REASONS

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

#### 5 RESOURCE IMPLICATIONS

5.1 As contained in the report.

## **6 EQUALITY AND SUSTAINABLE DEVELOPMENT IMPLICATIONS**

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

## **7 CONSULTEES**

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

## **8 BACKGROUND PAPERS**

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

## **9 AUTHOR**

Mark Howcroft – Assistant Head of Finance

Dave Jarrett – Senior Accountant Business Support

## **10 CONTACT DETAILS**

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e-mail. [markhowcroft@monmouthshire.gov.uk](mailto:markhowcroft@monmouthshire.gov.uk)

### **Appendices**




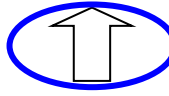
Appendix 1 Mandated Savings Progress Report  
 Appendix 2 Strong Communities Select Committee portfolio position statement  
 Appendix 3 Economy and Development Select Committee portfolio position statement  
 Appendix 4 Adult Select Committee portfolio position statement  
 Appendix 5 Children and Young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


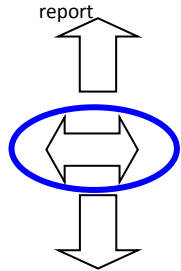

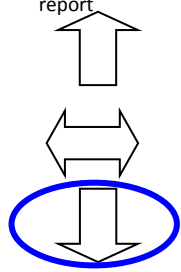
| Mandate Summary                    | RAG Month 10 | RAG Month 2 |
|------------------------------------|--------------|-------------|
| 1 Leisure                          |              |             |
| 2 Housing                          |              |             |
| 5 Sustainable Energy Initiatives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




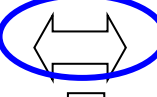

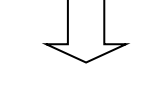






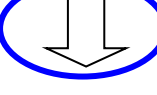




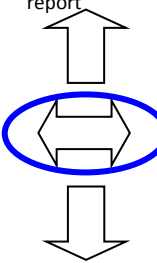

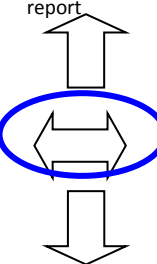
Budget Mandates


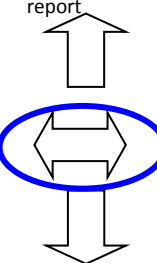

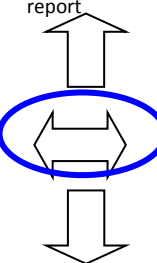
Progress and Next Steps at Month 2

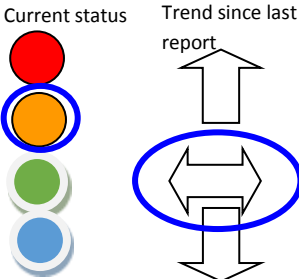
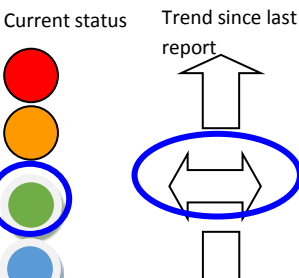
| Mandate RAG  | Progress for month one and two  | Next Steps   | Type                                      | Year-end target                              | Forecasted to be achieved                    | Variance                   | Owner        |
|--|---|--|---|--|--|----------------------------|--------------|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


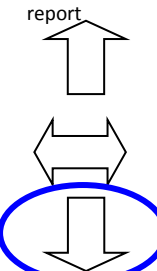

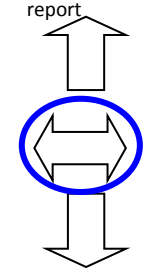
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| <p><b>Mandate 5 *</b></p> <p><b>Sustainable Energy Initiatives</b></p> <p>Current status  Trend since last report </p> | <p>2014/15 &amp; 2015/16 – savings*</p> <p><b>Investing in biomass boilers, solar farms and reduction in Carbon Commitment.</b>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


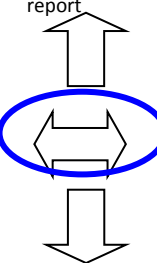

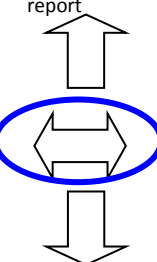
| <b>Mandate 14</b><br><br><b>Home to School Transport</b><br><br>Current status  Trend since last report <br> <br> <br>   | Post 16 travel grant removed. - Green<br>Removal of the non-statutory element of travel grants to post 16 students by July – Green<br><br>Increase in post 16 charging – achieved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

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


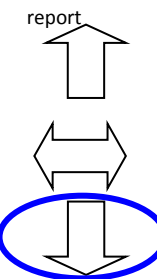

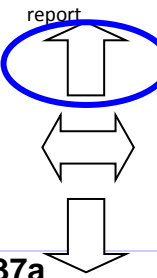

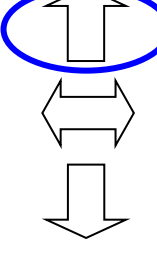
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| <p><b>Mandate 20<br/>Gwent Music</b></p> <p>Current status  Trend since last report </p>                                    | <p><b>Gwent Music is a joint service hosted by Newport. The plan is to refocus the service to make them more efficient and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


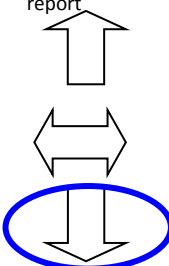
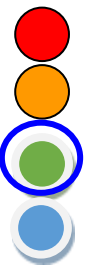
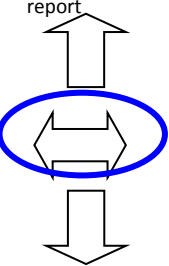

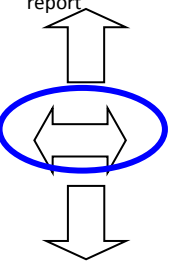
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| <p><b>Mandate 25</b></p> <p><b>Fleet Rationalisation</b></p>  <p>Current status</p> <p>Trend since last report</p>      | <p><b>The savings for this mandate were being achieved from the reduction of fleet vehicles across the authority.</b></p> <p>This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

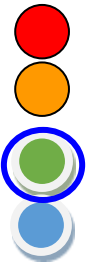
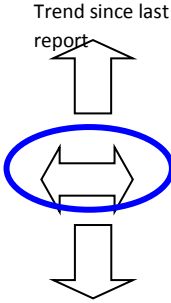

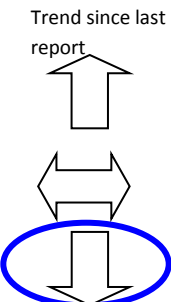
|  |   |  |   |        |   |   |   |         |         |         |         |       |         |         |         |  |  |  |                             |
|--|---|--|---|--------|---|---|---|---------|---------|---------|---------|-------|---------|---------|---------|--|--|--|-----------------------------|
| <p><b>Mandate 28</b></p> <p><b>Community Hubs</b></p> <p>Current status </p> <p>Trend since last report </p>  | <p><b>It's about delivering services in a different way and aligning them with the Whole Place philosophy. This will introduce major changes to how the library and one stop shop services are delivered. We will create a hub in each town where face to face services will be delivered. The contact centre will sustain a reliable and informed first point of contact for people contacting us other than face to face.</b></p> <p>Employee consultation / selection and resource management is underway.</p> <p>Budget saving shortfall mainly due to the delay of the implementation of the restructure. The mandate describes the full year's savings and now only 50% will be achieved due to the Sept implementation date.</p> | <p>Project plan requires continuous monitoring, updating and adjusting to reflect the project developments.</p> <p>Review training plan for both operations (ensure training fits the needs of the new services)</p> <p>Continue to review the reporting lines of both new services to ensure consistency and synergy between the two.</p> <p>Continue to support the staff to ensure open 2 way communication. Ensure HR are available to offer consistent advice and guidance and support to staff where and when appropriate in order to support the project timelines.</p> <p>There is a 73K mitigating underspend included that offsets the mandate saving.</p> | <table border="1"> <tr> <td>Income</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Savings</td> <td>250,000</td> <td>125,000</td> <td>125,000</td> </tr> <tr> <td>Total</td> <td>250,000</td> <td>125,000</td> <td>125,000</td> </tr> </table> | Income | 0 | 0 | 0 | Savings | 250,000 | 125,000 | 125,000 | Total | 250,000 | 125,000 | 125,000 |  |  |  | <p>Deborah Hill-Howells</p> |
| Income   | 0   | 0  | 0   |        |   |   |   |         |         |         |         |       |         |         |         |  |  |  |                             |
| Savings  | 250,000   | 125,000  | 125,000   |        |   |   |   |         |         |         |         |       |         |         |         |  |  |  |                             |
| Total  | 250,000   | 125,000  | 125,000   |        |   |   |   |         |         |         |         |       |         |         |         |  |  |  |                             |
| <p><b>Mandate 31</b></p> <p><b>ICT Savings (SRS &amp; custom built software solutions)</b></p> <p>Current status </p> <p>Trend since last report </p> | <p><b>The mandate's aim was to :- Drive cost efficiencies and income generation opportunities within the Shared Resource Service (SRS). This will subsequently result in MCC benefiting from reduced budget without any significant impact to service. And generate ongoing savings and user benefit from custom built software solutions being generated, then productised and sold commercially.</b></p> <p>SRS have found 130K of their proposed 150K. They hope to make 20k by year end on employee savings. The software solutions savings will not occur and other options are being considered for alternative savings.</p>  | <p>Continue to work with SRS to identify and deliver savings where possible.</p> <p>Continue to develop options for alternative savings.</p>   | <table border="1"> <tr> <td>Income</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Savings</td> <td>250,000</td> <td>130,000</td> <td>120,000</td> </tr> <tr> <td>Total</td> <td>250,000</td> <td>130,000</td> <td>120,000</td> </tr> </table> | Income | 0 | 0 | 0 | Savings | 250,000 | 130,000 | 120,000 | Total | 250,000 | 130,000 | 120,000 |  |  |  | <p>Peter Davies</p>         |
| Income   | 0   | 0  | 0   |        |   |   |   |         |         |         |         |       |         |         |         |  |  |  |                             |
| Savings  | 250,000   | 130,000  | 120,000   |        |   |   |   |         |         |         |         |       |         |         |         |  |  |  |                             |
| Total  | 250,000   | 130,000  | 120,000   |        |   |   |   |         |         |         |         |       |         |         |         |  |  |  |                             |

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

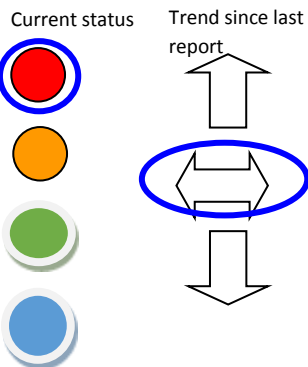


|   |   |   |   |  |  |                                      |                      |
|---|---|---|---|--|--|--------------------------------------|----------------------|
| <p><b>Mandate 36 *</b><br/><b>Route Optimisation</b></p> <p>Current status  Trend since last report </p>   | <p>Mandate from 2014/15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

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

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

**Mandate 42  
Youth Service**



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

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

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

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

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

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

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

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

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

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

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

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

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

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

Tracey Thomas

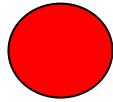
**Summary Month 10**

**Summary – Month 2**

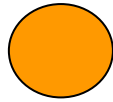
**Key**

Current status

Current status



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



Monitoring & required to keep on track



On target to achieve budget



On target and over acceding.

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

### 1 Head of Operations Commentary

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

### 2 Revenue Outturn Forecast

2.1 The combined budget and outturn forecast for this portfolio is

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

2.2 The most significant over and underspends are

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

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

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

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

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

### 3 2015-16 Savings Progress

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

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

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



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

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

#### 4 Capital Outturn Forecast

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

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

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

Important: Please do not Check Out Files

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

[Revenue Monitoring Month 2 Operations](#)

[Revenue Monitoring Month 2 Corporate](#)

[Revenue Monitoring Month 2 Appropriations](#)

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

## Economy & Development Select Committee Portfolio Position Statement Month 2 (2015-16)

### 1 DIRECTOR'S COMMENTARY

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

### 2 Revenue Outturn Forecast

2.1 The combined budget and outturn forecast for this portfolio is

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

2.2 The most significant over and underspends are

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

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

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

### 3 2015-16 Savings Progress

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

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

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

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

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

#### 4 Capital Outturn Forecast

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

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

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

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

Important: Please do not Check Out Files

[Revenue Monitoring Month 2 Enterprise](#)

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

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

**1 DIRECTOR'S COMMENTARY**

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

**2 Revenue Outturn Forecast**

2.1 The combined budget and outturn forecast for this portfolio is

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

## 2.2 The most significant over and underspends are

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

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

## 3 2015-16 Savings Progress

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

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

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

#### 4 Capital Outturn Forecast

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

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

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

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

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

Important: Please do not Check Out Files

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

[Capital monitoring Month 2 Adult Select](#)



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

### 1.1 CYP DIRECTOR'S COMMENTARY

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

### 1.2 SCH DIRECTOR'S COMMENTARY

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

## 2 Revenue Outturn Forecast

2.1 The combined budget and outturn forecast for this portfolio is

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

2.2 The most significant over and underspends are

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

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

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

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

### 3 2015-16 Savings Progress

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

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

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

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

#### 4. **SCHOOLS**

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

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

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

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

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

## 5 Capital Outturn Forecast

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

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

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

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

## 6 Supporting Financial Monitoring Workbooks (ctrl click to access)

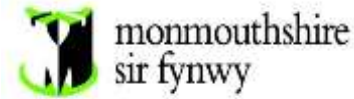
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[Revenue monitoring Month 2 Social Care and Health](#)

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

[Schools reserves](#)

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



**SUBJECT:** Areas of work to be considered for managing the gap in the MTFP 2016/17 to 2019/20

**MEETING:** Cabinet

**DATE:** 15<sup>th</sup> July 2015

**DIVISION/WARDS AFFECTED:**

**1. PURPOSE:**

To outline the approach to be taken to managing the gap in the MTFP and signal the areas of service to be considered.

**2. RECOMMENDATIONS:**

- 2.1 That Cabinet agree the list of areas of service/work outlined in paragraph 3.6 are progressed. With initial business case development and stakeholder engagement undertaken to establish if savings can be made in these areas and if so to establish a timeline and quantification of those savings targets for the MTFP
- 2.2. That the Invest to redesign funding (£420k over 2 years) previously approved (Cabinet 14<sup>th</sup> April 2015) be flexibly used to assist in the development of this work.

**3. KEY ISSUES:**

- 3.1 At its meeting in June 2015, Cabinet received an early report on the MTFP which considered a planning scenario of a potential £18 million gap. There are still many unknowns, not least of which is the level of Welsh Government grant support expected into the future. It is not considered prudent to wait for certainty on the figures and so senior officers have been considering an approach to tackling this gap. Some engagement with relevant stakeholders has already taken place, however, it is clear that wider engagement is required to consider whether any of the ideas highlighted so far can be worked up into feasible proposals and over what period

they would save the authority money to contribute to the gap.

- 3.2 Whilst some of the approaches are quite traditional, others are more complex or new. Many of the ideas will take time, resource and possibly investment to work them up into a fully comprehensive business cases. It is therefore appropriate that Cabinet agreement to this work is sought at this stage. It is recognised that some of the proposals may not eventually make it through to a fully worked up saving proposal and that new ideas may emerge. Continuing to seek new ways of saving money needs to become a constant part of the ‘day job’ for the foreseeable future.
- 3.3 The purpose of starting the wider engagement on this work when the proposals are at a fledgling stage is to enable a variety of stakeholders to influence the development of the ideas and provide the required lead in time for some of the more complex or new approaches to be developed.
- 3.4 The Administration’s Partnership Continuance Agreement affirms the commitment to the Single Integrated Plan and its three outcomes, the current values of the Council and the core purpose of building sustainable and resilient communities. The three core priorities have also been retained and one more added:
- Education
  - Protecting the most vulnerable in society
  - Promotion of enterprise, economic development and job creation
  - Maintaining locally accessible services
- 3.5 The Improvement Plan, People Strategy, Asset Management Plan and iCounty Strategy all mirror this direction of travel. Given the overarching direction is set, the MTFP needs to reflect this in its deliberation on how resources are allocated. A number of guiding principles have been developed to help focus this process:
1. Given the scale of the problem and its duration, no part of the **budget** is protected.
  2. **Every** service, including the priority areas, needs to be efficient and cost effective
  3. Local services are important to building sustainable and resilient communities – working with communities to consider alternative means of providing them better or cheaper or generating additional income to sustain them needs to be considered

4. Investment in preventative services and work streams where citizens can self-serve in order to manage increasing demand from communities is key to maintaining sustainable services.
5. The use of all assets needs to be maximised, to either reduce costs or generate income.
6. Reductions in performance in some service areas is accepted
7. Revenue and capital elements need to be fully considered together to ensure that wherever possible capital investments are used to ease revenue pressures or deliver savings

### 3.6 How does this translate into a list of areas to be considered for further investigation?

The ideas drawn together below have been collated from a variety of sources, both internally and externally to the organisation. A very high level review of the risk and potential reward of each idea has been considered in order to filter out ideas which even at this early stage do not appear to warrant further work. The ideas have then been loosely grouped into main themes according to the means by which they would be achieving savings.

1. Can services be combined to reduce costs and/or generate income?
  - Consider the outcome of the review of Outdoor education and the potential benefits of combining with youth services
  - Create one training service and offer to the market
  - Share support functions in schools across clusters
  - Combine back office functions
  - Review Senior management structure
2. Can alternative service delivery models reduce costs?
  - Option appraisal of all support functions – finance, performance management, Communications, legal, HR, democratic services – including collaboration on LGR footprint



- Option appraisal for frontline operations and consultancy services – fleet maintenance, Grounds maintenance, refuse, property services – including collaboration on LGR footprint
- Consider the outcome of the review of Cultural service and an options appraisal for local services in towns including spin out to a not for profit LA company
- Options appraisal for Adult social care homes
- Restructure of the provision of ALN services to achieve sustainable, flexible and responsive services that are inclusive for all and delivered at the point of need

### 3. Investment in demand management

- Continue the Adult social care service transformation
- Test investment of Community Infrastructure levy to reduce demands on the Council
- Implement Channel Shift strategy enabling 24/7 access to services

### 4. Maximise use of Assets and partnerships

- Consider options for property assets – including rationalising (outdoor education centres, office accommodation), Community asset transfers, transfer of land/property into asset backed company to generate a greater return
- SRS – delivery on a range of changes to maximise efficiency savings from IT
- Consider options for updating and replacement of software solutions
- Review of education collaborative arrangements – visually impaired/hearing

### 5. Generate additional income

- Income generation strategy (elsewhere on this agenda) identifies a range of potential opportunities, the more immediate of which would include:
  - Extending trading income from Highways and grounds maintenance
  - Sale of Social care system
  - Extending charging for specialist services to external clients – training, planning, legal
  - Franchise shared lodgings housing scheme
  - Youth service and leisure services income generation schemes

- 3.7 The above list is not meant to be exhaustive or to indicate what will eventually be included in the MTFP. Further ideas will need to be added and others may fall away. Areas of corporate finance will be thoroughly reviewed for cost savings as a matter of course. However it is important that agreement is reached that the areas above are where attention will be focused. Many of the ideas are not easy or quick wins and therefore will need some time and resource invested, including external expertise where this is not available in house, in order to see if the idea is feasible or not.
- 3.8 Cabinet at its meeting on 14<sup>th</sup> April 2015 agreed an Invest to Redesign fund of £210k in 2015/16 and £210k in 2016/17 to enhance the capacity, skills and specific expertise to supplement and support delivery of challenging financial and outcome targets. Flexibility in using this additional support is required given the body of work identified above. The use of the fund will be monitored through the budget forecasting reports.

#### **4. REASONS:**

Early agreement is required to the work needed to develop and engage widely on the ideas to bridge the gap in the MTFP

#### **5. RESOURCE IMPLICATIONS:**

Staff time and resource, including external expertise, will be required and the intention is to use the Invest to redesign funds, previously agreed, more flexibly to enable the work to proceed.

#### **6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**

Part of the work in developing the proposals will need to include an early assessment of any sustainable development or equality implications.

#### **7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

Part of the work in developing the proposals will need to include an early assessment of any safeguarding and corporate parenting implications.

#### **8. CONSULTEES:**

SLT  
Cabinet  
Monitoring officer  
HR manager

**9. BACKGROUND PAPERS:** None

**10. AUTHOR:**

Joy Robson  
Head of Finance

**11. CONTACT DETAILS:**

**Tel:** 01633 644270

**E-mail:** joyrobson@monmouthshire.gov.uk



## REPORT

**Subject: ADDITIONAL GRANT FUNDING FOR LOCAL AUTHORITIES TO DELIVER THE 'WALES RETAIL RELIEF SCHEME' IN 2015**

**Directorate: Chief Executives**

**Meeting: Cabinet**

**Date: 15<sup>th</sup> July 2015**

**Divisions/Wards Affected: N/A**

### 1. PURPOSE:

To provide Members with an update on the 'Wales Retail Relief Scheme' for 2015.

### 2. RECOMMENDATIONS:

That Cabinet agrees to implement the 'Wales Retail Relief Scheme' in accordance with the guidelines stipulated by the Welsh Government.

### 3. BACKGROUND AND KEY ISSUES:

- 3.1 The Welsh Government has recently announced additional grant funding to Local Authorities to deliver the 'Wales Retail Relief Scheme' for 2015/16. This scheme is aimed at providing assistance to local retail businesses.

- 3.2 The 'Wales Retail Relief Scheme' was initially available for one financial year (2014/15) and was aimed at providing support to retail businesses by offering a discount of up to £1,000 on their business rate bill. This scheme has now been extended into 2015/16 with the maximum amount of help available increased to £1,500. The relief is available to all occupied retail properties with a rateable value of £50,000 or less, that are wholly or mainly being used as retail premises (i.e. shops, restaurants, cafes and drinking establishments).
- 3.3 The Authority has been awarded up to £772,099 grant funding for this purpose. The current estimate is that there are some 555 retail premises in Monmouthshire that would qualify for this relief. The exact amount of relief awarded will depend on those that decide to apply. If all the properties identified apply for the award, it is estimated that the amount of relief granted will amount to approximately £720,000 and be well within the grant award estimate. In 2014/15, 459 businesses (approximately 80%) applied for relief, getting a total award of £360,427.
- 3.4 The Wales Retail Relief Scheme requires the ratepayer to apply for the relief, to that end we intend to write to those who would qualify, notifying them of this year's scheme and providing an application form. We also plan to publicise the scheme on the council's website and with local Chambers of commerce, to ensure that we get as much take-up as possible.

#### **4. REASONS:**

The Welsh Government has announced additional grant funding for Local Authorities to deliver this scheme noted in bullet point 3.3 above.

#### **5. RESOURCE IMPLICATIONS:**

Additional grant funding totaling £772,099 has been awarded to Monmouthshire County Council. This money is only available for the 2015/16 financial year and must be claimed by timescales prescribed by the Welsh Government.

#### **6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**

There are no Sustainable Development or Equality implications with the proposal.

#### **7. CONSULTEES:**

Strategic Leadership Team  
Cabinet

Head of Finance

**8. Background Papers:**

Wales Retail Relief:  
[Wales Retail Relief Scheme](#)

**9. Authors:**

Sue Deacy – Revenues Manager  
Email: [suedeacy@monmouthshire.gov.uk](mailto:suedeacy@monmouthshire.gov.uk)

|                                 |  |
|---------------------------------|--|
| <b>SUBJECT:</b>                 | <b>WELSH CHURCH FUND WORKING GROUP</b> |
| <b>MEETING:</b>                 | <b>Cabinet</b>                         |
| <b>DATE:</b>                    | <b>15<sup>th</sup> July 2015</b>       |
| <b>DIVISIONS/WARD AFFECTED:</b> | <b>All</b>                             |

## 1. PURPOSE:

- 1.1 The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group meeting 1 of the 2015/16 financial year held on the 25<sup>th</sup> June 2015

## 2. RECOMMENDATION:

- 2.1 We resolved that the following grants be awarded to:

### SCHEDULE OF APPLICATIONS 2015/16 – MEETING 1.

- (1) Llandogo Village Hall requested £5,200 to assist in the replacement of sub standard catering equipment and extraction system

Recommendation – £500 was awarded to assist in the replacement of the catering equipment

- (2) Bulwark Community Centre requested £2,000 for the installation of a purpose built stage at the community centre

Recommendation - £500 awarded to assist the community group in upgrading facilities

- (3) Homemakers Community Recycling requested £2,000 for the purchase of Emergency furniture packs for the County's Homeless

Recommendation – £500 to assist in helping this community charitable organisation to provide essential equipment

The group asked that a recommendation be made for the applicant to contact the Town Council and Area Committee.

County Councillor D. Edwards declared an interest pursuant to the Members Code of Conduct, and took no part in the decision.

- (4) Best Kept Village Competition hosted by GAVO requested £300 to assist in covering the volunteers who judge the competition expenses due to the withdrawal of the current sponsor

Recommendation – £300 to provide the funding to cover these expenses for one year only until a new sponsor is acquired.

County Councillor B. Strong declared an interest pursuant to the Members Code of Conduct, and took no part in the decision.

- (5) Monmouth Music Theatre requested a contribution of £1,000 to assist in the production of the Wizard of Oz in April 2016

Recommendation – the application was deferred as the Committee have requested further information on the venue and local community involvement.

- (6) Llangattock Community Choir requested £1,000 to assist in funding a concert in September for the local community.

Recommendation – £500 awarded to assist in the provision of this community event

The Committee also recommended that the applicant contact the Community Council.

- (7) Chepstow needs a Piano requested £500 to assist in the purchase of a quality piano for installation as a community asset in Chepstow Drill Hall

Recommendation - £500 was conditionally awarded to the applicant on confirmation of further qualifying criteria.

County Councillor B. Strong declared an interest pursuant to the Members Code of Conduct, and took no part in the decision.

- (8) Master Caleb Vator requested £2,000 to assist in the provision of education and music tuition support

Recommendation – deferred for further information requested by the Committee in regard to fees and scholarships.

- (9) St. Peter's Church, Newchurch requested £2,000 to the replacement of inadequate rainwater goods at the church

Recommendation - £500 was granted to provide assistance in replacing rainwater goods at the church

- (10) Raglan Parish Church requested £2,000 towards the replacement of the entire roof of the church as a major restoration project

Recommendation - £1,000 was awarded to assist in this restorative capital project'

- (11) Tintern Festival Association requested £400 to assist in staging the Tintern Festival in July 2015

Recommendation - £400 was awarded to contribute to this popular cultural community festival

County Councillor A. Webb declared an interest pursuant to the Members Code of Conduct, and took no part in the decision.



- (12) Henri Wheatley requested £300 in assist in the overall cost in the participation of the Project Trust charity volunteer programme to teach English to children in schools in South America for a year

Recommendation £300 was awarded to assist in this educational trust program in South America subject to the participant raising the other required funds.

- (13) Cameron Michie this application was deferred from the previous meeting

No recommendation was made based upon the requested information received

- (14) Caldicot Events Festival requested £450 towards staging a community awards evening to recognise the achievements of the community volunteers within the Severnside Community area

Recommendation - £250 was awarded to assist in recognising the contributions of volunteers within the local area

### **3. KEY ISSUES**

- 3.1 A meeting took place on Thursday, 25<sup>th</sup> June 2015 of the Welsh Church Fund Cabinet Working Group to recommend the payment of grants as detailed in Appendix 2 and to confirm administrative procedures for the financial year 2015/16.
- 3.2 The Guidelines for the Welsh Church Fund Allocation Criteria 2015/16 have been considered and noted by the Group, and are attached in Appendix 3.

### **4. REASONS**

To approve the recommended grant awards from the Welsh Church Fund.

### **5. RESOURCE IMPLICATIONS**

A total of £5,250 was allocated at meeting 1 of the Welsh Church Fund Committee, Thus, the remaining budget for 2015/16 financial year is £26,434.

### **6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**

There are no equality or sustainable development implications directly arising from this report. The assessment is contained in the attached appendix.

### **7. CONSULTEES:**

Senior Leadership Team  
All Cabinet Members  
Head of Legal Services  
Head of Finance  
Central Management Accountant

### **8. BACKGROUND PAPERS:**

Welsh Church Fund Schedule of Applications 2015/16 – Meeting 1 (Appendix 2)

**9. AUTHOR:**

David Jarrett – Central Finance Management Accountant

**10. CONTACT DETAILS**

Tel. 01633 644657

e-mail: [daveJarrett@monmouthshire.gov.uk](mailto:daveJarrett@monmouthshire.gov.uk)

## The “Equality Initial Challenge”

| Name: Dave Jarrett<br>Service area: Central Finance<br>Date completed: 25th June 2015 |   | Please give a <b>brief description</b> of what you are aiming to do.<br><br>To assess the Grant Allocation Processes of the Welsh Church Fund for the meeting of the Welsh Church Fund Working Group on the 25 <sup>th</sup> June 2015. |   |
|---|---|---|---|
| Protected characteristic  | Potential <b>Negative</b> impact<br>Please give details | Potential <b>Neutral</b> impact<br>Please give details  | Potential <b>Positive</b> Impact<br>Please give details |
| Age   |   |   | Positive  |
| Disability  |   |   | Positive  |
| Marriage + Civil Partnership  |   | Neutral   |   |
| Pregnancy and maternity   |   | Neutral   |   |
| Race  |   | Neutral   |   |
| Religion or Belief  |   |   | Positive  |
| Sex (was Gender)  |   | Neutral   |   |
| Sexual Orientation  |   | Neutral   |   |
| Transgender   |   | Neutral   |   |
| Welsh Language  |   | Neutral   |   |

| Please give details about any potential <b>negative Impacts</b> . | How do you propose to <b>MITIGATE</b> these <b>negative impacts</b> |
|---|---|
| ➤ <i>NONE</i>   | ➤   |
| ➤   | ➤   |
| ➤   | ➤   |
| ➤   | ➤   |

**Signed D Jarrett Designation Central Finance Management Accountant**  
**Dated 25<sup>th</sup> June 2015**

# EQUALITY IMPACT ASSESSMENT FORM

|   |                                       |
|---|---------------------------------------|
| <b>What are you impact assessing</b>                  | <b>Service Area</b>                   |
| Welsh Church Fund Working Group<br>Meeting 1, 2015/16 | Central Finance                       |
| <b>Policy Author / Service Lead</b>                   | <b>Name of Assessor and Date</b>      |
| Joy Robson  | D Jarrett, 25 <sup>th</sup> June 2015 |

## 1. What are you proposing to do?

To assess the Grant Allocation Processes of the Welsh Church Fund for the meeting of the Welsh Church Fund Working Group on the 25<sup>th</sup> June 2015

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

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

3. Please give details of the negative impact

No Negative consequences towards any groups with protected characteristics

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

Applications are considered and decisions made by the Welsh Church Fund Working Group

5. Please list the data that has been used to develop this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service

[Type text]

[Type text]

[Type text]

user data, Staff personnel data etc..

Applications to Welsh Church Fund Working group on a standard application form where questions and requirements are consistent across all applications

**Signed** D Jarrett...**Designation**...Central Finance Management Accountant.....**Dated**.....25th June 2015.....

## The “Sustainability Challenge”

|  |  |  |   |
|--|--|--|---|
| <b>Name of the Officer</b> completing “the Sustainability challenge” <b>Dave Jarrett</b> |  | Please give a <b>brief description</b> of the <b>aims</b> proposed policy or service reconfiguration<br><br><b>The Purpose of the Working Group is to assess and consider applications and grant aid from the Welsh Church Fund in line with the Charitable Objectives of the Trust.</b> |   |
| <b>Name</b> of the Division or service area<br><b>Central Finance</b>                    |  | <b>Date</b> “Challenge” form completed<br><b>25<sup>th</sup> June 2015</b>   |   |
| Aspect of sustainability affected  | <b>Negative impact</b><br><b>Please give details</b> | Neutral impact<br><b>Please give details</b>   | <b>Positive Impact</b><br><b>Please give details</b>                                  |
| <b>PEOPLE</b>  |  |  |   |
| Ensure that more people have access to healthy food                                      |  | No effect at this meeting  |   |
| Improve housing quality and provision  |  |  | Grants awarded for Community Help Projects  |
| Reduce ill health and improve healthcare provision                                       |  | No effect at this meeting  |   |
| Promote independence   |  |  | Grant awarded for project that involved a life enriching experience for an individual |
| Encourage community participation/action and voluntary work                              |  |  | Grants for Community Projects   |
| Targets socially excluded  |  |  | Grants awarded for Community Help Projects  |

[Type text]

[Type text]

[Type text]  
80



|   |  |                           |  |
|---|--|---------------------------|--|
| Help reduce crime and fear of crime                                       |  | No effect at this meeting |  |
| Improve access to education and training                                  |  | No effect at this meeting |  |
| Have a positive impact on people and places in other countries            |  |                           | Grant awarded for project that will involve the education in South America |
| <b>PLANET</b>   |  |                           |  |
| Reduce, reuse and recycle waste and water                                 |  | No effect at this meeting |  |
| Reduce carbon dioxide emissions   |  | No effect at this meeting |  |
| Prevent or reduce pollution of the air, land and water                    |  | No effect at this meeting |  |
| Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces) |  | No effect at this meeting |  |
| Protect or enhance visual appearance of environment                       |  | No effect at this meeting |  |
| <b>PROFIT</b>   |  |                           |  |
| Protect local shops and services  |  | No effect at this meeting |  |
| Link local production with local consumption                              |  | No effect at this meeting |  |
| Improve environmental awareness of local                                  |  | No effect at this meeting |  |

[Type text]

[Type text]

[Type text]

|  |  |                           |                               |
|--|--|---------------------------|-------------------------------|
| businesses   |  |                           |                               |
| Increase employment for local people   |  | No effect at this meeting |                               |
| Preserve and enhance local identity and culture  |  |                           | Grant for restoration project |
| Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc |  | No effect at this meeting |                               |
| Increase and improve access to leisure, recreation or cultural facilities                |  |                           | Grants for Community Projects |

| What are the potential negative Impacts            | Ideas as to how we can look to <b>MITIGATE</b> the <b>negative impacts</b> (include any reasonable adjustments) |
|--|---|
| ➤ <b>None, as grants for benefit of Applicants</b> | ➤   |
| ➤  | ➤   |
| ➤  | ➤   |
| ➤  | ➤   |

## The next steps

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

[Type text]

[Type text]

[Type text]  
82

There are positive outcomes in relation to age (mainly as most organisations that apply seem to contain a higher majority of older retired people). The churches and applications with religious protected characteristics have the most positive outcome as the applications from this area tend to receive the highest awards as the fund was initially set up to support churches by charitable donations. The grant aid supports and highlights the positive effect that future decisions have on the Planet, Profit and People characteristics, with particular emphasis on helping religious organisational applicants.

All grants are awarded within the Charitable Guidelines of the Trust

do to

No adverse effects can be detected in regard to who can apply for budgeted funding based upon any of the characteristics.

**Signed D Jarrett**

**Dated 25<sup>th</sup> June 2015**

**WELSH CHURCH FUND - APPLICATIONS 2015/16**  
**MEETING 1 - 25th June 2015**

|   | <u>ORGANISATION</u>                          | <u>ELECTORAL DIVISION</u> | <u>Signed by Councillor</u> | <u>REQUEST</u> | <u>DECISION</u> | <u>NATURE OF REQUEST</u>   | <u>APPROX COST</u> | <u>DATE Received</u> | <u>D of I*</u> | <u>Comments</u>   |
|---|--|---------------------------|-----------------------------|----------------|-----------------|--|--------------------|----------------------|----------------|---|
|   |  |                           |                             | £              | £               |  | £                  |                      |                |   |
| 1   | Llandogo Village Hall                        | Trellech United           | Debbie Blakeborough         | £5,200         | £500            | Required for the replacement of the Cooking and Gas Interlock system which has been condemned along with the replacement of extractor unit and roof ducting in the village Hall  | £7,200             | 27/03/15             | No             | Until the replacement of the Cooking and extraction elements of the project, the hall cannot be used for hire for catered events, therefore severely restricting fund raising opportunities   |
| 2   | Bulwark Community Centre                     | St Christopher's          | D Batrouni                  | £2,000         | £500            | Funding required for the replacement of a 20 year old stage that was originally built by volunteers. Will be replaced by a modern stackable and fold away stage that will provide for improved space utilisation for other activities when not required. | £4,704             | 01/04/15             | No             | Approximately 20 other clubs use these facilities. Chepstow Town Council has agreed in principle to match fund any award from the WCF   |
| 3   | Homemakers Community Recycling               | Grofield                  | D Edwards                   | £2,000         | £500            | Required to provide emergency furniture packs to people who have become homeless through crisis, trauma or financial issues. Contact eregard tC  | £6,050             | 00/01/00             | Yes            | Aim is to refurbish 30 properties in one financial year which will help around 65 people in Monmouthshire. The Sobbell Foundation has also been approached for funding.   |
| 4   | Best Kept Village Competition hosted by GAVO | Mill                      | Frances Taylor              | £300           | £300            | Funding required towards the administrative costs associated with running the competition  | £2,199             | 00/01/00             | No             | Gavo are currently searching for a sponsor as the supporting garden centre can no longer offer any financial contribution.  |
| 5   | Monmouth Music Theatre                       | Dryebridge                | Alan Wintle                 | £1,000         | defer           | Assistance in providing a production of the Wizard of OZ for the residents of Monmouth and Monmouthshire as a whole  | £14,607            | 14/05/15             | No             | There will be 30 Adults and 30 children performing for an anticipated audience of about 1,000 people for a performance in early 2016  |
| 6   | Llangatock - vison-avel Community Choir      | Llantillo Crossenny       | Ruth Edwards                | £1,000         | £500            | Help fund a concert in St Cadoc's Church in September 2015. to help finance professional session musicians, choir accompanist, music hire and publicity costs  | £2,000             | 01/06/15             | No             | New Grove Trust has promised £1,000 to the cost of the performance  |
| 7   | Chepstow needs a Piano                       | Usk                       | Brian Strong                | £500           | £500            | Help to purchase a piano for the Chepstow Drill Hall which will be to the benefit of the whole community   | £6,000             | 04/06/15             | Yes            | Many individuals and groups have expressed their frustration at a lack of a good piano in Chepstow for community, amateur dramatics and professional music making.  |
| 8   | Master Caleb Vator                           | Llanover                  | Sara Jones                  | £2,000         | defer           | Request for assistance in providing Education and Music Support for fees in regard to the applicants proposed education at Christ College Brecon.  | unknown            | 08/06/15             | No             | "Last Friday we were invited by the Rotary Club South Wales District to the Senedd as, when Caleb was a pupil at Llanfair Kilgeddin in Llanfair Kilgeddin School, he entered the Rotary Club International Young Writers Competition. He was one of their youngest finalists in the history of the competition. He won the Regional competition and was second in the National Final. He wrote about the Memorial Garden which is being created in Saint David's Church, Llanddewi Rhydderch. It will be officially opened on 4th July 2015." |
| 9   | St Peter's Church, Newchurch                 | Shirenewton               | Graham Down                 | £2,000         | £500            | Request for financing to replace the present plastic guttering with Cast Iron or Aluminium guttering   | £2,000             | 06/06/15             | No             |   |
| 10  | Raglan Parish Church                         | Raglan                    | Penny Jones                 | £2,000         | £1,000          | Request of contribution to the total re-roofing of the Church  | £284,959           | 23/06/15             | No             | Architects' Inspection report highlights need for total re-roofing of the church plus re-wiring, new gutters and other rain water goods and improvement to drainage   |
| <b>Deferred Applications</b>                              |  |                           |                             |                |                 |  |                    |                      |                |   |
| 11  | Tintern Festival Association                 | St Arvans                 | A Webb                      | £400           | £400            | Assist in the cost of the Tintern Festival Summer Fete 2015  | £3,200             | 16/03/15             | Yes            | Based upon previous years attendance, about 500 to 1000 people will attend the fete, Deferred from 2014/15 funding year   |
| 12  | Henri Wheatley                               | Cantref                   | Paul Jordan                 | £500           | £300            | The applicant has been selected for a 12 month Project Trust Charity volunteer programme to Chile. The applicant will be a Language Assistant teaching English to poor and disadvantaged children in schools   | £5,900             | 25/03/15             | No             |   |
| 13  | Cameron Michie                               | Grofield                  | D Edwards                   | £421           | £0              | Cameron would like to attend the Welsh College of Music and Drama Summer School in Cardiff in August 2015.   | £421               | 16/03/15             | Yes            | Cameron started piano last year and has already achieved grade 3. He has also achieved the Royal School of Church Music bronze for singing. Cameron would like the opportunity to take part in the summer school with other gifted children.  |
| <b>Late Applications</b>                                  |  |                           |                             |                |                 |  |                    |                      |                |   |
|   | Caldicot Events Committee                    | West End                  | D Evans                     | £250           | £250            | Assist in Rewarding the Volunteer Community of the Severnside administrative area with funding a presentation evening  | £450               | 25/06/15             | Yes            | The Events Committee and it's volunteers run several local events to raise funds for good causes within the community and the event is to celebrate the effort that is put in by the volunteers in make the community a better place in which to live.  |
| <b>SUB TOTAL Meeting 1</b>                                |  |                           |                             | <b>£19,571</b> | <b>£5,250</b>   |  |                    |                      |                |   |
| <b>Meeting 1 Award</b>                                    |  |                           |                             |                | 5,250           |  |                    |                      |                |   |
| <b>Meeting 2 Award</b>                                    |  |                           |                             |                | 0               |  |                    |                      |                |   |
| <b>Meeting 3 Award</b>                                    |  |                           |                             |                | 0               |  |                    |                      |                |   |
| <b>TOTAL AWARDED FOR 2015/16 TO DATE</b>                  |  |                           |                             |                | 5,250           |  |                    |                      |                |   |
| <b>BUDGET 2015/16</b>                                     |  |                           |                             |                | <b>25,109</b>   |  |                    |                      |                |   |
| <b>BALANCE B/F TO 2015/16</b>                             |  |                           |                             |                | <b>£6,576</b>   |  |                    |                      |                |   |
| <b>Monmouthshire's Allocation for 2015/16</b>             |  |                           |                             |                | <b>£31,684</b>  |  |                    |                      |                |   |
| <b>REMAINING BALANCE to be carried forward to 2015-16</b> |  |                           |                             | <b>£26,434</b> |                 |  |                    |                      |                |   |

## **WELSH CHURCH FUND PRINCIPLES, POLICY CONSIDERATIONS AND GRANT ALLOCATION CRITERIA – 2015-16 FUNDING YEAR**

### **Basic Principles of the Welsh Church Fund Trust**

The basic principle is that the charity needs to be independent of the local authority. This means that decisions about the administration of the charity need to be taken solely in the interests of the charity to further its charitable purposes, and for no other purpose.

There are also a number of duties the trustee must consider when making this type of decision. If these duties are met, then the trustee can be confident that the decision about how to apply the charity's income is reasonable and defensible. Therefore, again, the trustee must act only in the charity's best interest and meet the duties to:

- 1. Act within the powers conferred upon them and the established rules and procedures for dealing with issues of the kind under consideration.**
- 2. Adequately inform themselves in order to make the decision in question, where necessary making further enquiries and where appropriate considering legal or other professional advice.**
- 3. Consider any factors which they should take into account.**
- 4. Not take into consideration any factors which are not relevant.**
- 5. Act in good faith (and this includes managing conflicts of interest).**
- 6. Make a decision within the range of decisions which a reasonable body of trustees could have made.**

The decision and the reasoning must also be clearly recorded in the charity's minutes.

### **Policy Considerations for Charity Trustee**

- 1. Make sure the trustee is clear about the objects of the charity as set out in its governing document as these dictate how any such asset may be used, in accordance with charity law.**
- 2. Make sure that the Welsh Church Fund's assets, for which the council is the trustee, are managed independently in accordance with their charitable purpose and any restrictions in the governing document.**
- 3. Recognise that the charity trustees have a duty to be prudent and to act solely in the best interests of the charity.**
- 4. Ensure that there are in place clear procedural guidelines for the officers and Councillors about their roles, responsibilities and decision making in the administration of the charitable fund.**
- 5. Ensure we have a clear process for identifying and managing any conflicts of interest that arise where the local authority is the trustee of a charity.**

## **Allocation Criteria for the Welsh Church Fund Working Group**

### **Groups and individuals that benefit from grant allocations**

**Churches and Religious Groups tend to be given higher awards as it is the Welsh Church Fund.**

**Church Parish's**

**Community Groups and Charities**

**Sports and Recreation Clubs**

**Environmental Groups**

**Individuals that have an identified and proven need of financial assistance**

**Other deemed charitable causes by the Working Group Committee**

### **Allocation Policy and Principles**

**Awards are only given on the existence of a proven financial need as identified by a sponsoring Councillor in the first instance and the Welsh Church Fund Working Group Committee in the main instance.**

**Existing policy of no allocations to Community or Town Councils**

**Existing policy of no allocations to Private Business's**

**Policy of not supporting day to day running expenses except in exceptional circumstances as clubs / organisations should be self supporting and not rely on WCF money for their continued existence.**

**Existing policy of only Churches are allowed to re-apply every year to be maintained, though, these applications will only be considered for applications of a different and distinct purpose.**

**Existing policy of restricted or no allocations for day trips or trips that will not benefit the County by an individual's subsequent personal actions**

**The trust currently has a policy of dropping an application if deferred for further information at the first meeting, if then subsequently that information is not received by the next meeting date. This policy will continue. Emphasis on sponsoring Councillor to ensure sufficient evidence is presented along with application.**

**Any assistance to schools or educational establishments that come under the general umbrella of MCC will ONLY be assessed in light of the merit and purpose of the application and in consideration and conjunction with any future Children and Young People's policy in relation to School Welfare and Support groups**

**Confirm the Policy that the trust will only pay future awards by BACS payments in line with current MCC payment guidelines and to save the Trust from excessive and unnecessary administrative charges.**

**Confirm the Policy that applications will only be accepted on the current application form as currently posted on the MCC Website (The Welsh Church Fund: Monmouthshire County Council) as this contain all the currently required information.**

**Confirm the Policy that the Councillor signing the application ensures that the application qualifies for funding under the Charitable Purposes of the Trust as posted on the MCC website.**

**Confirm the Policy that when a Councillor signs an application to the Welsh Church Fund that they are fully aware of the purpose to the application and ensure that they have seen any supporting evidence or documentation required to support the application (i.e. Accounts, Bank Statements, letters of representation etc) and ensure that it is submitted with the application in order that the Working Group Committee can make an informed and timely decision at the first meeting.**

**Confirm the Principle of restricted awards or no grant allocations to organisations that receive direct financial support from MCC or any other Local Authority for Administrative expenses.**

**Support the principle that applicants should show effort and willing in raising funds themselves as well as expecting grant aid from the Welsh Church Fund.**

**Principle that there is a defined financial pot that has to be shared equally between deserving applicants and throughout the financial year. Any remaining funds at the financial year end will be carried forward to the next financial year.**

**Continuation of the policy that the budget for the next financial year is recommended by the Section 151 Officer of Monmouthshire County Council as they are in the best possible position to assess future financial performance and financial assets available for distribution in light of the Charity's policy to maintain the level of investments at a level that provides sufficient annual income to fund the Charity's charitable expenditure.**

**For the financial year 2015/16 that there is no maximum grant award imposed on all non individual applications and that a maximum award of £500 is imposed upon applicants by individual applicants. This limit will be reviewed annually once a decision has been made on the grant distribution for the next financial year by the Trustee.**

**The Working Group Committee has the right to set a Policy / Principle that is binding at any Committee meeting in the future if it is regarded to be in the best interest of the Trust even if a precedent may have been set by a past decision.**

**The Working Group Committee will set out the Principles and Policies for each financial year at the last meeting of the previous financial year.**

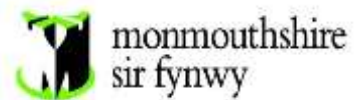
**NO appeal procedure will be allowed against grant application decisions made by the Working Group Committee. If a sponsoring Councillor would like to resubmit an application for review on a decision that has been made by the Working Group Committee, then new material evidence that was not available at the previous meeting must be presented.**

**A conflicts of interest procedure has been ratified. Councilor's that are associated with any application are asked too:**

- a) declare their interest,**
- b) may remain in the room and remain silent**
- c) be allowed to present the case or relevant points if requested by the chair for clarification purposes only**
- d) be part of any application re-consideration process only at the request of the chair for clarification purposes**

**The Working Group Committee has the overall right to dismiss any application they feel is inappropriate for funding even though it may qualify under the Charitable Purposes to which the fund maybe applied, as they feel it would not be in the best interests of the Charity.**





**SUBJECT: Implementation of the Re-structure of the Community Learning Department**

**MEETING: Cabinet**

**DATE: 15<sup>th</sup> July 2015**

**DIVISION/WARDS AFFECTED: All**

**1. PURPOSE:**

To seek Cabinet approval to the proposed restructure of the Community Learning Service which are required to re-align the budget due to a reduction in Coleg Gwent Franchise funding.

**2. RECOMMENDATIONS:**

**Community Learning Department**

2.1 That Cabinet agree to the proposed Community Learning Staffing Structures.

2.2 That any amendments to the structure or proposals that may arise through the consultation exercise, or any recommendations made by Adult Select Committee on the 20<sup>th</sup> July be approved by the Chief Officer for Enterprise in consultation with the relevant cabinet member subject to any alternations continuing to provide the savings required to achieve a cost neutral budget.

2.3 That Cabinet agrees to Caldicot and Monmouth Community Learning venues operating as satellite centres.

- 2.4 Cabinet approve to reserve fund the redundancy costs (which are yet to be determined), if redeployment is not possible and the costs cannot be met through existing service budgets.

### 3. KEY ISSUES:

- 3.1 In March this year Welsh Government announced a reduction in funding for Adult Learning for 15/16. This amounted to a reduction in funding of £204,000 for Monmouthshire through the franchise arrangement with Coleg Gwent.
- 3.2 The Community Learning Service does not receive any core funding from the Council, instead deriving all of its income from Coleg Gwent franchise funding, fee paying leisure classes and grant income. Given the scale of reduction in franchise funding we are unable to offset this loss through the alternative income streams and therefore need to realign the service costs.
- 3.3 The largest area of expenditure to the service is staff costs. These are split between back office administrative and management duties and tutor costs for delivering the courses. Tutors costs are recovered either through the franchise agreement or the fee paying classes and do not form part of this review as tutor contracts are awarded on an annual basis dependent on the classes to be provided.
- 3.4 This re-structure is intended to streamline the management and administrative support provided to the Service, in particular centralising administration and reducing management costs. The Service currently has 12.11 FTE and it is proposed that this is reduced to 3.33 FTE and 1.77 term time only posts (please see appendices 1 and 2). This structure is predicated on the basis that the Caldicot and Monmouth centres will cease to be staffed and instead will be run as satellite centres. This will enable the courses to continue, however there will be no staff present to manage enquiries or bookings on a day to day basis. Instead users will be encouraged where possible to book courses on line or via the telephone. Face to face enquiries will be undertaken by the Community hubs.

- 3.5 These proposals will have a significant impact on staff and there is great dismay that these proposals have been necessary, but if agreed, they will enable the Department to reduce revenue costs in line with the Medium Term Financial Plan, whilst maintaining service delivery. All staff have been made aware of the proposals as have the Unions. Consultation will continue to ensure that we explore all opportunities to maintain a highly valued service, within budget restrictions.
- 3.6 The intention of this re-structure is to minimise the impact of the financial constraints on the users. It is acknowledged that the creation of the satellite centres may have a negative impact on users wishing to access face to face contact for general enquiries. This support will still be accessible through different channels and the delivery of the key aspect of the service e.g. educational and leisure courses will be maintained.

### **Staffing Structures**

- 3.7 Current centre usage has been reviewed to align the areas of highest demand for franchise and leisure classes. This has been used to determine which centres will continue to operate as existing, albeit with reduced staffing levels and those that will be converted into satellite centres. The management structure is being reduced to reflect the reduced responsibilities arising out of the new structure and where possible administrative duties are being centralised.
- 3.8 It is proposed that the following staffing structure is implemented:
- Service Manager – 4 days (52 weeks)
- Service Deputy – 4 days (52 weeks)

Chepstow - Central Administrator – 18.5 hours (52 weeks)

Abergavenny – Receptionist – 37 hours (40 weeks)

Usk – Receptionist – 18.5 hours (40 weeks)

- 3.9 Two substantive teaching posts will reduce to one post to align with the funding reduction. The lead tutor role will reduce in hours from 15 to 10 hours to align with the reduction in funding.

## Venues

- 3.10 The Community Learning service priority remains the delivery of education and leisure classes and therefore it is not our intention to close any of the existing venues to ensure that all users can continue to access local provision. The reduction in funding, however will require us to change the way that users access the provision, with 3 centres having reduced staffing levels and 2 operating as satellite centres.
- 3.11 **Chepstow** – Hanbury House. It is proposed to retain Hanbury House. The building is currently occupied by Community Learning, Youth Services, Pupil Referral Service and Social Services. This shared space provides a more effective way of financing the service in Chepstow whilst providing town centre provision. The service recently re-located from Boverton House and it is considered that this accommodation provides the most cost effective solution due to the sharing of occupation costs with other occupiers.
- 3.12 **Caldicot** – The Bungalow. Alternative options were considered including the rental of teaching accommodation, however the room hire charges would be greater than the cost of operating the existing building. It is therefore proposed that the service is delivered from the existing building which will operate as a satellite centre and that accommodation could be offered to other departments to maximise use of the building and safeguard the provision for the future in the town. See appendix 2

- 3.13 **Monmouth** – Overmonnow Family Learning Centre. It is proposed that the service is delivered from the existing building which will operate as a satellite centre and that accommodation could be offered to other departments to maximise use of the building and safeguard the provision for the future in the town. See appendix 2
- 3.14 **Abergavenny** – The Youth and Community Education Centre. It is proposed that the existing venue is retained due to its shared occupancy and location. Abergavenny is a very popular site and the building is fully occupied by Community Learning, the Youth Service and the Pupil Referral Service. Service delivery takes place from 9am to 9pm on most days and there is a high level of engagement from the Community. Work has recently been undertaken to the kitchens to enable the centre to provide additional classes including
- 3.15 **Usk** – The Hub. (The Red Brick Building). The service is currently in the process of transferring to the new hub venue at 35 Maryport Street. The accommodation has been refurbished to provide a multi use space for the Community Learning, community hub and youth services following extensive consultation with the community and users. The new accommodation will reduce the operating costs and these savings are being used to mitigate the impact the loss of the franchise funding.

### **Opening Hours**

- 3.16 The existing centres currently have varied opening hours which are demand led in alignment with the need of the site. All sites have some evening provision to accommodate the needs of working people who either want to upskill and get out of the situation of 'in work poverty' or undertake leisure classes.
- 3.17 It is proposed that each centre agrees its opening times locally to address demand led provision and need. As 2 sites will not be staffed these sites will only open by prior arrangement or when courses are being delivered on site.

#### **4. REASONS:**

- 4.1 As a result of ongoing cost efficiencies and drive to achieve cost neutrality/ self reliance - core funding was withdrawn as per Mandate no 19 (February 2014). As a consequence for the last 18 months the service has had to fund itself from income derived from the franchise agreement, leisure classes and grants. Alternative income streams from Social Enterprise and Business training have been explored but they have not been successful in delivering additional income streams.
- 4.2 The vice principal of Coleg Gwent met with the 5 counties Adult Community Learning Partners in March this year and allocated funding to the group for the academic year 15/16. This funding represents a 50% cut from the last academic year with the focus now purely on Basic Skills and Independent Living Skills. In real terms this is a further reduction of income due to Basic Skills and Independent Living Skills being a free entitlement in Wales. Other funded provision which has generated income from the students is no longer delivered in the same way and does attract any subsidy to the students.
- 4.3 This report should also be read in conjunction with MTFP 2016-19 report also on cabinet agenda. In particular the exploratory proposal set out in the narrative to begin integration and alignment of core learning and development functions across the authority. The shape and structure of Community Learning is likely to remain broadly as set out in this report, however as work commences on understanding the scope for further joining up of training and learning functions, opportunity for further efficiencies, effectiveness benefits and potential to enhance income generation, will of course continue to be considered.

#### **5. RESOURCE IMPLICATIONS:**

- 5.1 Academic year 15/16 the franchise offer is £150,000 for Basic Skills provision and £50,000 for Welsh provision which represents a 48.78% cut from 14/15. It is proposed to reduce staffing budget to align the outgoings against income and

maintain a cost neutral position. The identified £21k shortfall will be met by further generation of income through self-financing/leisure style courses which has generated a net income of £40K in the educational year 14/15.

| <u>Option 1- Existing Structure</u> |                |                  |                | <u>Option 2 - Proposed Structure</u> |                |                  |               |
|-------------------------------------|----------------|------------------|----------------|--------------------------------------|----------------|------------------|---------------|
| Manpower                            | 376,617        |                  |                | Manpower                             | 159,254        |                  |               |
| Adult Tutor Costs                   | 69,720         |                  |                | Adult Tutor Costs                    | 69,720         |                  |               |
| Premises                            | 33,794         |                  |                | Premises                             | 17,240         |                  |               |
| Supplies and Services               | 47,000         |                  |                | Supplies and Services                | 37,000         |                  |               |
| <b>Total Expenditure</b>            | <b>527,131</b> |                  |                | <b>Total Expenditure</b>             | <b>283,214</b> |                  |               |
| Coleg Gwent Franchise               |                | - 201,683        |                | Coleg Gwent Franchise                |                | - 201,683        |               |
| Basic Skills                        |                | - 2,952          |                | Basic Skills                         |                | - 2,952          |               |
| Welsh                               |                | - 12,000         |                | Welsh                                |                | - 12,000         |               |
| Welsh Day                           |                | - 1,800          |                | Welsh Day                            |                | - 1,800          |               |
| First Aid / FH                      |                | - 3,340          |                | First Aid / FH                       |                | - 3,340          |               |
| Self Financing                      |                | - 40,000         |                | Self Financing                       |                | - 40,000         |               |
| <b>Total Income</b>                 |                | <b>- 261,775</b> |                | <b>Total Income</b>                  |                | <b>- 261,775</b> |               |
| <b>Total Service Costs</b>          |                |                  | <b>265,356</b> | <b>Total Service Costs</b>           |                |                  | <b>21,439</b> |

## 6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

The significant equality impacts identified are shown in the assessment (Appendix B) which has a cost neutral impact on service users.

## 7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

There are no safeguarding or corporate parenting implications arising from this report.

**8. CONSULTEES:**

All Cabinet Members  
Leadership team  
Head of Legal Services  
Chair of Adult Select Committee  
GMB, Unison & Association of Teachers and Lecturers

**9. BACKGROUND PAPERS:**

Community Learning reported to Adult Select Committee on 14<sup>th</sup> April, 2015 but changes have happened at a pace that has not been possible to consult scrutiny. This report has been discussed with the Chair of Adult Select Committee and the scrutiny manager. Final recommendations will be discussed on 20<sup>th</sup> July.

**10. AUTHORS:**

Andrea Charles Manager Community Learning  
Debra Hill-Howells Head of Community Delivery

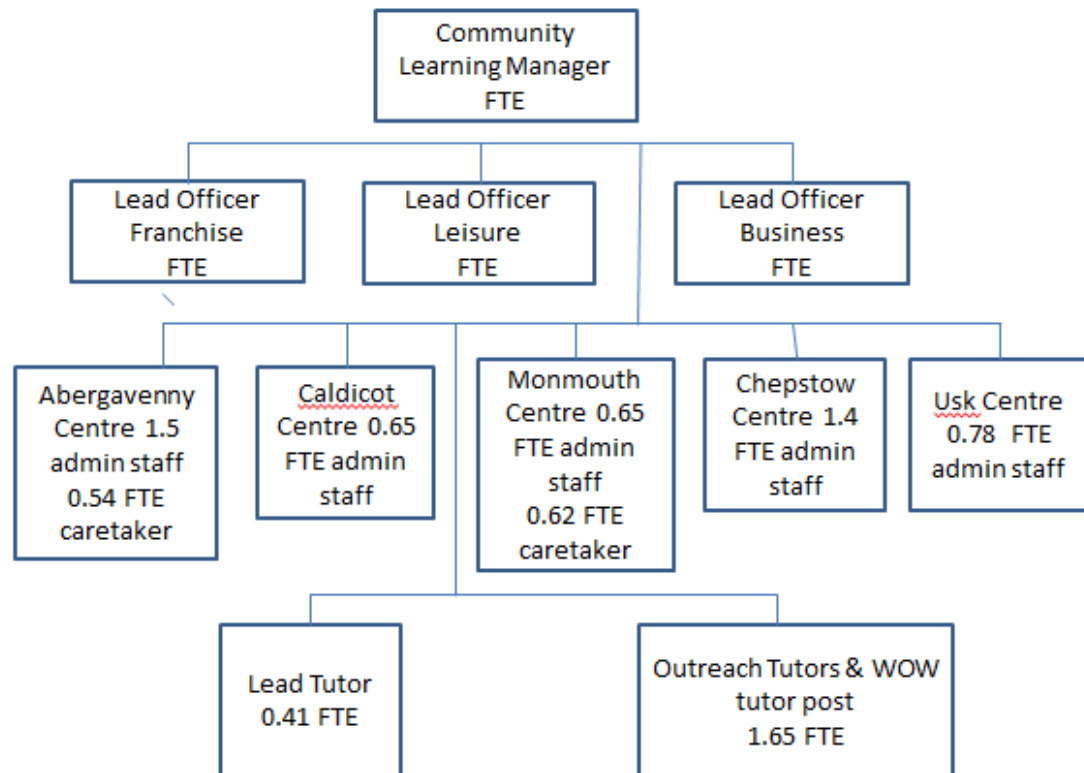
**11. CONTACT DETAILS:**

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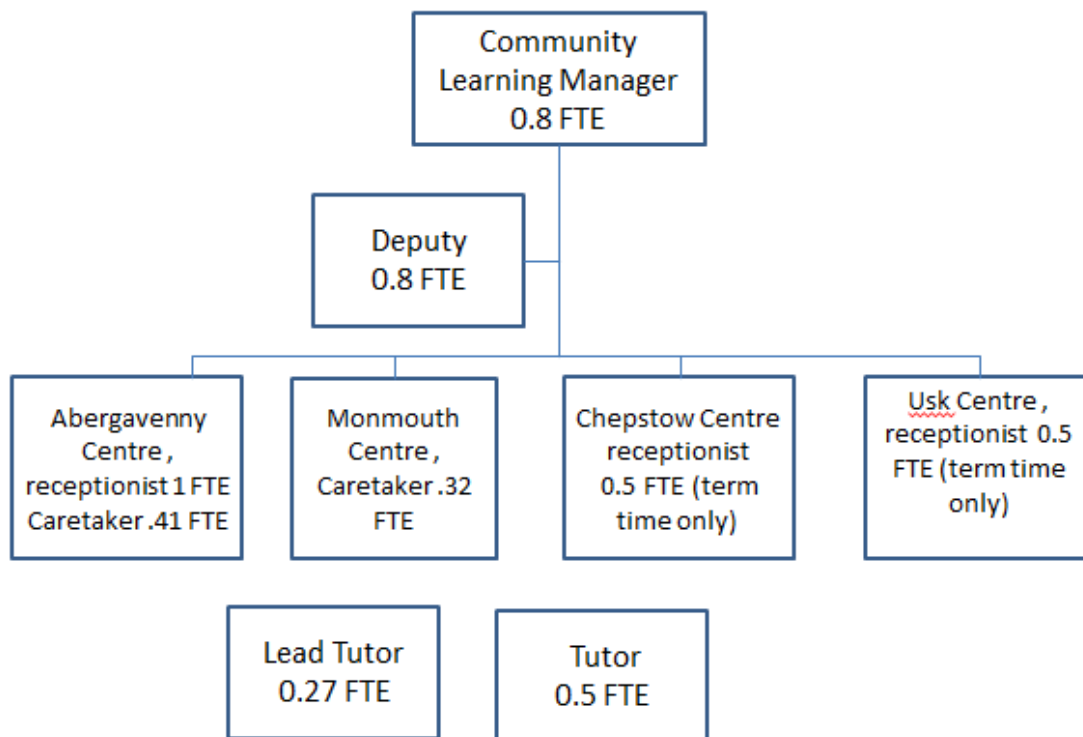


## **Appendix 1 – Community Learning Service Staffing Costs and Structures**

### **Existing Structure**



## 1.2 Proposed Community Learning Service



### 1.3 Existing and Proposed Staff Structure

|                                    |             |            | Existing Structure |                 |                |                            |             |            |        | Proposed Structure |                 |                |  |
|------------------------------------|-------------|------------|--------------------|-----------------|----------------|----------------------------|-------------|------------|--------|--------------------|-----------------|----------------|--|
|                                    |             |            | Salary             | On Costs<br>30% | Total          |                            |             |            |        | Salary             | On Costs<br>30% | Total          |  |
| <b>Strategic</b>                   | <b>Band</b> | <b>FTE</b> |                    |                 |                |                            | <b>Band</b> | <b>FTE</b> |        |                    |                 |                |  |
| Community Learning Manager         | L           | 1.00       | 45,739             | 13,722          | 45,739         | Community Learning Manager | L           | 0.80       | 36,591 | 10,977             | 47,569          |                |  |
| Lead Officer Leisure and Lifestyle | H           | 1.00       | 31,846             | 9,554           | 41,400         | Deputy                     | H           | 0.80       | 25,477 | 7,643              | 33,120          |                |  |
| Lead Officer Franchise Business    | H           | 1.00       | 31,846             | 9,554           | 41,400         | Tutor                      | F           | 0.50       | 12,720 | 3,816              | 16,536          |                |  |
| Lead Officer for Business          | H           | 1.00       | 31,846             | 9,554           | 41,400         | Lead Tutor                 | E           | 0.27       | 5,587  | 1,676              | 7,263           | Term Time Only |  |
| Essential Skills and Projects      | F           | 0.54       | 12,746             | 3,824           | 16,570         |                            |             |            |        |                    |                 |                |  |
| Outreach Worker                    | F           | 0.73       | 18,564             | 5,569           | 24,134         |                            |             |            |        |                    |                 |                |  |
| Clerical Support Officer           | D           | 0.50       | 9,871              | 2,961           | 12,832         |                            |             |            |        |                    |                 |                |  |
|                                    |             |            |                    |                 | <b>223,474</b> |                            |             |            |        |                    |                 | <b>104,488</b> |  |
| <b>Abergavenny</b>                 |             |            |                    |                 |                |                            |             |            |        |                    |                 |                |  |
| Adult Tutor                        | E           | 0.30       | 6,146              | 1,844           | 7,990          |                            |             |            |        |                    |                 |                |  |
| Admin Officer                      | D           | 0.50       | 9,871              | 2,961           | 12,832         |                            |             |            |        |                    |                 |                |  |
| Admin Officer                      | D           | 1.00       | 17,714             | 5,314           | 23,028         | Reception Office           | C           | 1.00       | 13,363 | 4,009              | 17,371          | Term Time Only |  |
| Cleaner                            | C           | 0.54       | 9,390              | 2,817           | 12,207         | Cleaner                    | C           | 0.41       | 7,043  | 2,113              | 9,156           |                |  |
|                                    |             |            |                    |                 | <b>56,058</b>  |                            |             |            |        |                    |                 | <b>26,527</b>  |  |
| <b>Caldicot</b>                    |             |            |                    |                 |                |                            |             |            |        |                    |                 |                |  |
| Clerical Officer                   | D           | 0.22       | 4,269              | 1,281           | 5,549          |                            |             |            |        |                    |                 |                |  |
| Temp Admin Officer                 | C           | 0.22       | 3,756              | 1,127           | 4,883          |                            |             |            |        |                    |                 |                |  |
| Temp Admin Officer                 | C           | 0.27       | 4,695              | 1,409           | 6,104          |                            |             |            |        |                    |                 |                |  |
|                                    |             |            |                    |                 | <b>16,536</b>  |                            |             |            |        |                    |                 |                |  |
| <b>Chepstow</b>                    |             |            |                    |                 |                |                            |             |            |        |                    |                 |                |  |
| Clerical Officer                   | D           | 0.38       | 7,469              | 2,241           | 9,710          |                            |             |            |        |                    |                 |                |  |
| Clerical Officer                   | D           | 0.51       | 9,781              | 2,934           | 12,716         | Reception Office           | C           | 0.50       | 6,681  | 2,004              | 8,686           | Term Time Only |  |
|                                    |             |            |                    |                 | <b>22,426</b>  |                            |             |            |        |                    |                 | <b>8,686</b>   |  |
| <b>Usk</b>                         |             |            |                    |                 |                |                            |             |            |        |                    |                 |                |  |
| Clerical Officer                   | D           | 0.38       | 7,469              | 2,241           | 9,710          |                            |             |            |        |                    |                 |                |  |
| Clerical Officer                   | D           | 0.41       | 8,004              | 2,401           | 10,405         | Admin Post                 | D           | 0.50       | 9,871  | 2,961              | 12,832          |                |  |
|                                    |             |            |                    |                 | <b>20,115</b>  |                            |             |            |        |                    |                 | <b>12,832</b>  |  |
| <b>Over Monnow</b>                 |             |            |                    |                 |                |                            |             |            |        |                    |                 |                |  |
| Adult Tutor                        | E           | 0.11       | 2,235              | 670             | 2,905          |                            |             |            |        |                    |                 |                |  |
| Clerical Officer                   | D           | 0.27       | 5,336              | 1,601           | 6,936          |                            |             |            |        |                    |                 |                |  |
| Clerical Officer                   | D           | 0.49       | 9,604              | 2,881           | 12,485         |                            |             |            |        |                    |                 |                |  |
| Cleaner                            | B           | 0.76       | 12,063             | 3,619           | 15,682         | Cleaner                    | B           | 0.32       | 5,170  | 1,551              | 6,721           |                |  |
|                                    |             |            |                    |                 | <b>38,010</b>  |                            |             |            |        |                    |                 | <b>6,721</b>   |  |
|                                    |             |            |                    |                 | <b>376,617</b> |                            |             |            |        |                    |                 | <b>159,254</b> |  |
|                                    |             |            |                    |                 |                |                            |             |            |        |                    |                 | <b>217,364</b> |  |
|                                    |             |            |                    |                 |                |                            |             |            |        |                    | Saving          | <b>217,364</b> |  |

## 1.4 Existing and Proposed Buildings

|                    | Existing Structure |                     |                   |                 |                 | Proposed Structure  |                |                 |               |               |  |
|--------------------|--------------------|---------------------|-------------------|-----------------|-----------------|---------------------|----------------|-----------------|---------------|---------------|--|
|                    | Abergavenny        | Caldicot            | Chepstow          | Usk             | Overmonnow      | Abergavenny         | Caldicot       | Chepstow        | Usk           | Overmonnow    |  |
| Maintenance        | 2,938              | -                   | 652               | 226             | -               | 2,938               | -              | 652             |               | -             |  |
| Rates              | 5,784              | 3,277               | 17,028            | 9,933           | 5,302           | 5,784               | 3,277          | 17,028          |               | 5,302         |  |
| Rent               | -                  | -                   | -                 | 13,850          | -               | -                   | -              | -               |               | -             |  |
| Water              | 741                | -                   | 2,930             | 575             | 442             | 741                 | -              | 2,930           |               | 442           |  |
| Gas                | 2,056              | -                   | 2,368             | 3,088           | 1,694           | 2,056               | -              | 2,368           |               | 1,694         |  |
| Electricity        | 2,996              | 1,412               | 3,060             | 3,169           | 1,822           | 2,996               | 1,412          | 3,060           |               | 1,822         |  |
| Cleaner            |                    | 2,815               | 6,184             | 13,234          |                 |                     | 2,815          | 6,184           |               |               |  |
| Cleaning Materials | 494                | 126                 | 170               | -               | 282             | 494                 | 126            | 170             |               | 282           |  |
| Refuse Collection  | 1,118              | -                   | 1,956             | 1,965           | 1,118           | 1,118               | -              | 1,956           |               | 1,118         |  |
| Security           | 722                | -                   | 2,490             | -               | -               | 722                 | -              | 2,490           |               | -             |  |
|                    | <b>16,849</b>      | <b>7,630</b>        | <b>30,654</b>     | <b>46,040</b>   | <b>10,660</b>   | <b>16,849</b>       | <b>7,630</b>   | <b>30,654</b>   | <b>6,000</b>  | <b>10,660</b> |  |
| Contributions      | - 16,400           | - - 10,000          | - 25,000          | - 10,000        | - 16,400        | - 16,400            | - - 19,000     | - 4,000         | - 13,553      |               |  |
| Lettings           | - 1,600            | - - -               | - 12,109          | - 2,930         | - 1,600         | - - -               | - 19,000       | - 4,000         | - 13,553      |               |  |
|                    | <b>- 18,000</b>    | <b>- - - 10,000</b> | <b>- 37,109</b>   | <b>- 12,930</b> | <b>- 18,000</b> | <b>- - - 19,000</b> | <b>- 4,000</b> | <b>- 13,553</b> |               |               |  |
|                    |                    |                     | Total Expenditure | 111,833         |                 |                     |                | Total Cost      | 71,793        |               |  |
|                    |                    |                     | Total Income      | - 78,039        |                 |                     |                | Total Income    | - 54,553      |               |  |
|                    |                    |                     |                   | <b>33,794</b>   |                 |                     |                |                 | <b>17,240</b> |               |  |
|                    |                    |                     |                   |                 |                 |                     |                | <b>SAVING</b>   | <b>16,554</b> |               |  |

## Appendix 2 – Accommodation proposals

### 2.1 Venues

The proposed location of the venues remains unchanged albeit in Usk Community Education Centre will re-locate its business to the new Hub. Two locations will become satellite centres and will not have administrative support in the way they currently do.

#### 2.1.2 Abergavenny

The provision in Abergavenny moved into its current building some 8 years ago having previously occupied the Melville Theatre. Youth services and community learning had previously occupied the building but were moved out to accommodate the Welsh medium school until they were able to relocate to their current build. The provision in Abergavenny is particularly successful with many students adapting to the new self-funding way of providing classes. The building is shared with youth services and a room is let on an annual basis to the pupil referral service with the addition of the Skate Park to the rear of the building. A joint initiative to create a teaching kitchen on site is about to launch. The site brings together young people, main stream adults, adults with learning, physical and mental health disabilities. The site is not totally DDA compliant but upgrades have been initiated steadily as funding has become available. Car parking is good on the site.

### **2.1.3 Caldicot**

The former caretaker's bungalow on the school site has been the home of community learning for many years having benefited from some refurbishment around 10 years ago from the RISE project money. It is a modern fully DDA compliant space with some accommodation used as a staff room for colleagues from leisure services. Caldicot leisure centre acts as a key holder and opens and closes the building as needed. There has been some expression of interest from other MCC departments for the use of the building, however after some initial exploration of different venues for delivery it has proved more cost effective to stay in the bungalow at present. However there may be opportunities to invite colleagues to use part of the building and share the costs of running it. It is proposed that Caldicot will become a satellite provision with administrative support provided centrally or from Chepstow as deemed most relevant at the time. Face to face contact can be made through the new Hub service with staff acting as a referral agency.

### **2.1.4 Chepstow**

The Chepstow provision relocated from Boverton House to Hanbury House in August last year enabling Boverton to be offered up as a surplus asset to Monmouthshire. Staff completely supported the move and with a cross county team painted the whole interior of Hanbury House prior to the move. Hanbury House is a town centre location which is operated both on ground and first floor. The building is DDA compliant. Youth services occupy a large part of the downstairs of the building with Children's services located in the ground floor shop front rooms. The pupil referral service will move into some of the first floor accommodation in July of this year. The budget for the building is shared between all services who use it. It is intended to retain some reception/administrative support on this site.

### **2.1.5 Monmouth**

Provision in Monmouth is situated at the Overmonnow Family Learning Centre formally the infant school in the area. The building was closed for some time and re-opened approximately 16 years ago with the aid of some European grant funding. When it re-opened it operated as a satellite of Monmouth leisure centre before becoming independent of leisure services some years ago. The site is also occupied by Flying Start and Children's services. Some interest has been generated by other MCC departments for co-habitation of the building which will be investigated more fully to establish financial sustainability of a provision in Monmouth. It is proposed that Overmonnow will become a satellite provision with administrative support provided centrally or from Usk as deemed most relevant at the time. Face to face contact can be made through the new Hub service with staff acting as a referral agency.

### **2.1.6 Usk**

With the withdrawal of core budget from MCC Community Learning had identified the cost of running Usk Community Education Centre as a pressure. The site is owned by the Roger Edwards Trust but occupied by MCC through a lease arrangement. The Usk site included the library provision. Budget proposals in 14/15 proposed alterations or closure to the Usk library service and prompted a local campaign which manifested into the Save Usk Library group. This group has been working with the Council to ensure that the library service remains in Usk. The Community Learning Service manage the lease and meet the running costs for the whole site. To reduce overheads the need to re-locate to 35 Maryport Street had been identified which is in the Council's ownership and currently occupied by the Youth Service.

Discussions were undertaken between the Save Usk Library group and the respective services which culminated in community consultation in the summer of last year. This identified the need to re-locate both the Community Learning and Library Services to meet the increasing financial constraints and maximize the efficiency of the Council owned building. This proposal does potentially disadvantage local groups who have used the youth building free of charge for a number of years. It is intended that we will still accommodate community groups where possible, but that they would need to pay a small charge for their use to offset the running costs. It is true however, that we will not be able to accommodate the level of community groups currently accessing the building if Community Learning and the Library service are to maintain their existing level of provision. However this will be advantageous to other community venues who are looking to maximize their income potential.

The Council has served notice on its landlord bringing the lease to an end on the 24<sup>th</sup> June 2015. There will be some administrative support in Usk which could become a central location for the service.

## **2.2 Timescales**

Funding for Community Learning is received on an academic basis therefore the reduction will take effect from 1<sup>st</sup> September 2015. Should this report be agreed and is not subject to a call in, we would commence the at risk and recruitment process from the beginning of August, accepting that this may need to change to accommodate staff leave commitments. It is anticipated that recruitment to the new roles will commence in September with all teams being appointed by the end of that month. Processes will be developed to provide administrative cover in one location. Newly appointed staff will be involved in the development of the streamlining of processes going forward.

## **2.3 Expansion of the Service**

It is intended that the new delivery model will be capable of expansion to enable additional service providers or Council services to be incorporated within venues as

appropriate. These options however will not be explored until this phase of delivery has been completed to ensure that we meet the financial savings.

A key priority of the service will be to encourage users to access either digital and telephone services where appropriate to reduce the demand for face to face access for information. Face to face contact can be made through the new Hub service with staff acting as a referral agency. This will enable staff to focus their attention on compliancy of paperwork for franchise agreement.

### ***The Proposed Benefits of a Centralised Approach to Administrative Tasks***

By centralising administrative tasks there will be a reduction in duplication of work. Calls will be dealt with immediately by one person who has knowledge of all sites without the need to 'find out' what courses are available on other sites

It is also intended that where possible there will be centralisation of social media accounts although it is intended regional accounts will still be used to promote courses locally.

**The Telephone Number** – It is intended to look at adaptation on the telephony system to establish a centralised approach to booking onto courses



## Appendix B The “Equality Challenge” (Screening document)

|  |  |   |  |
|--|--|---|--|
| <b>Name of the Officer</b> completing “the Equality challenge”<br>Andrea Charles |  | Please give a <b>brief description</b> of the <b>aims</b> proposed policy or service reconfiguration<br><br>Proposed restructure of the Community Learning Service to achieve a cost neutral service to MCC and achieve a continuation of the services provided albeit through a reduced staff base which may result in reduced opening hours or activities |  |
| <b>Name of the Division or service area</b><br>Community Learning                |  | <b>Date</b> “Challenge” form completed<br>25 June 2015  |  |
| 0Protected characteristic affected   | <b>Negative impact</b><br><b>Please give details</b>                                       | Neutral impact<br><b>Please give details</b>  | <b>Positive Impact</b><br><b>Please give details</b>   |
| Age  | Reduced / changed opening hours within the centres may result in reduced service provision |   | Improved telephony and IT media contact service by centralising service resources to offer greater resilience. |
| Disability   | Reduced / changed opening hours within the centres may result in reduced service provision |   | Improved telephony and IT media contact service by centralising service resources to offer greater             |

|                              |  |  |  |
|------------------------------|--|--|--|
|                              |  |  | resilience.  |
| Marriage + Civil Partnership | Reduced / changed opening hours within the centres may result in reduced service provision |  | Improved telephony and IT media contact service by centralising service resources to offer greater resilience. |
| Pregnancy and maternity      | Reduced / changed opening hours within the centres may result in reduced service provision |  | Improved telephony and IT media contact service by centralising service resources to offer greater resilience. |
| Race                         | Reduced / changed opening hours within the centres may result in reduced service provision |  | Improved telephony and IT media contact service by centralising service resources to offer greater resilience. |
| Religion or Belief           | Reduced / changed opening hours within the centres may result in reduced service provision |  | Improved telephony and IT media contact service by centralising service resources to offer greater resilience. |

|                    |  |  |  |
|--------------------|--|--|--|
| Sex (was Gender)   | Reduced / changed opening hours within the centres may result in reduced service provision |  | Improved telephony and IT media contact service by centralising service resources to offer greater resilience. |
| Sexual Orientation | Reduced / changed opening hours within the centres may result in reduced service provision |  | Improved telephony and IT media contact service by centralising service resources to offer greater resilience. |
| Transgender        | Reduced / changed opening hours within the centres may result in reduced service provision |  | Improved telephony and IT media contact service by centralising service resources to offer greater resilience. |
| Welsh Language     |  |  |  |

|  |  |
|--|--|
| What are the potential negative Impacts. | Ideas as to how we can look to <b>MITIGATE</b> the <b>negative impacts</b> (include any reasonable adjustments or engagement with affected parties). |
|--|--|

|  |   |
|--|---|
| <p>➤ <i>The development of the new model may result in reduced operating hours which may impact on access to community learning services</i></p> | <p>➤ Opening hours of the proposed centres are not yet determined however we will seek to minimize any impact on service delivery by developing a volunteer programme and identifying opportunities for opportunities to access services from other locations e.g. leisure centres.</p> |
| <p>➤</p>   | <p>➤</p>  |
| <p>➤</p>   | <p>➤</p>  |
| <p>➤</p>   | <p>➤</p>  |

## The next steps

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

Improved service to customers through centralised advertising, social media and information sharing with the public. Improved communication to colleagues in other areas of MCC to develop better referral mechanisms.

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

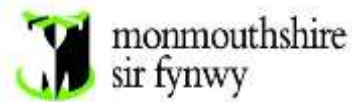
Establish face to face interaction at the point of enrolment with students to enable them to feel confident to make contact through digital means or telephone at any point during their course.

**Signed**

**Designation**

**Dated**





**SUBJECT:** Raglan – Proposed Community Hall

**MEETING:** Cabinet

**DATE:** 15<sup>th</sup> July 2015

**DIVISION/WARDS AFFECTED:** Raglan

**1. PURPOSE:**

To seek an in principal decision for the transfer of the existing Raglan Junior school to the Raglan Village Hall Association (RVHA) and the MUGA to Raglan Community Council.

**2. RECOMMENDATIONS:**

- 2.1** That Cabinet agrees to provide its in principal support to the proposed community asset transfer of the existing Raglan Junior School site to RVHA (as illustrated in green in the plan contained in appendix 1), subject to the completion of a viable Business Plan, planning consent, proof of funding to develop the consented scheme and the surrender of the current community hall (old school) at the point that the new hall is available.
- 2.2** That Cabinet agrees to the transfer of the MUGA and adjacent field (as illustrated in red on the plan contained in appendix 1) to Raglan Community Council, subject to the completion of a viable Business Plan.
- 2.3** That in the event that the existing Community Hall is surrendered back to the Council, this will be sold at best price.

2.4 Any or all other decisions regarding these proposals be delegated to the Cabinet Member for Resources in consultation with the Chief Officer, Enterprise.

**3. KEY ISSUES:**

- 3.1 The Raglan community currently utilise the existing Raglan school facilities and the old school facilities (marked in blue in appendix 1) to provide space for community activities. Both of these venues provide difficulties in terms of suitability and availability. As a result of the development of the new primary school a local group (RVHA) began to develop plans to safeguard the need for community space.
- 3.2 The Community group do not consider that the Multi Purpose room within the new primary school will be sufficient to meet the communities needs due to restrictions on availability (the room is not available during school opening and closing times and there is a prior letting to a nursery provider from 3.pm – 6pm during term times), restrictions with the Schools letting policy, lack of catering facilities and the size of the room.
- 3.3 The Community group undertook an engagement exercise in November last year which received 379 questionnaire response. Of these two thirds supported the proposal to develop a new community hall on the site of the existing Junior school. Plans have been developed which provide an indicative development cost of circa £1,200,000 to provide a facility which is comparable to the Llanfoist community hall (550m<sup>2</sup>).
- 3.4 The community group have been in discussions with Big Lottery after failing to secure funding for a £1,000,000 bid earlier this year. Discussions have been positive and a Lottery Officer has been assigned to them to support them with a re-submission. The RVHA intends to submit a further bid for £500,000 and are seeking other funding opportunities to meet the development shortfall. To date they have submitted an application to the Communities Facilities Programme for £500,000 and a bid of £50,000 to the Ministry of Defence Community Covenant Grant Scheme (MOD).



- 3.5 This Council constructed a MUGA pitch on land formerly utilised as part of the Brooks Farm holdings. It was intended that following the completion of the MUGA it would be transferred to Raglan Community Council so the resource could be managed locally. This transfer has never been completed and instead Leisure Services have continued to manage and maintain the MUGA, albeit that there is no formal budget set up for this facility.
- 3.6 Raglan Community Council have submitted a Business Case to support their request to transfer the MUGA and adjoining field to the Community Council to enable them to develop local community facilities including a community orchard which was identified as a local priority within their Community Led Plan. Their Business Plan acknowledges that there is limited potential to generate income from the provision of community facilities and they are seeking to fund the operating costs through fund raising activities and precept income.
- 3.7 The transfer of both assets would enable local ownership and control placing the responsibility of developing, managing and maintaining the assets within the communities that use and value them. It is completely in accord with the Councils vision to create sustainable and resilient communities and the Councils community asset transfer policy

#### **4. REASONS:**

- 4.1 In 2011 the Raglan community had a population of 1,928, however they do not have a fit for purpose, self contained community venue. The current junior school contains community facilities which were funded by Gwent County Council (£213,700) and the Raglan Village Hall and Recreation Association (£5,520) in 1985. An agreement has been reached to reimburse the RVHA for the original contribution. The old school building is well utilised as a community hall, but does not have toilet provision and is in need of complete refurbishment. Current users of the building share the toilet block in the playground of the infants school however, these have now been demolished to enable the provision of a car park. Temporary toilets have been put in place until a long term solution is achieved for the provision of a community venue.
- 4.2 The RVHA have undertaken extensive consultation with the community and are confident that they will generate the income streams necessary to operate a village hall. The group acknowledge and welcome the provision of the Multi Purpose room

but due to the limitations on usage, lack of catering facilities and floor space, remain convinced that the best solution is a purpose built space in the communities ownership. They also point out that the community currently utilise both the existing Junior school and the old school and therefore the Multi Purpose room will not be sufficient to meet this need.

- 4.3 The development of a village hall was identified as a local priority within the Brooks Farm Cabinet report approved by members in December 2004. This allocated an area of land which now forms the site of the new school, this proposal therefore seeks to re-affirm the previous decision on an alternative location.
- 4.4 An in principle decision to agree to the proposed community asset transfer, subject to the conditions highlighted in 2.1, will provide sufficient confidence from funding providers to consider grant applications.
- 4.5 The Community Council have developed a Community Led Plan to determine their strategic development and a separate Business Plan to frame their vision and direction for the MUGA and adjacent field. Subject to the outcome of this report, they will continue to develop their plans for these sites in consultation with the local community. The field serves no operational purpose for the Council and was identified in the aforementioned 2004 report as amenity land.
- 4.6 The Local Development Plan has indicated that a further 75 properties will be constructed within Raglan during the period 2011 – 2021, applying further pressure on the existing facilities. Enabling the community to take control of these assets will enable them to develop a local infrastructure designed to meet their needs, build local networks and strengthen community cohesion.

## **5. RESOURCE IMPLICATIONS:**

- 5.1 The Council had anticipated generating a capital receipt in the region of £150,000, for the sale of the former junior school site. Should the Council agree to transfer the site to RVHA, this will be undertaken at a nil consideration, therefore there will be an opportunity cost of £150,000.

- 5.2 Should the Council agree to the proposal to transfer the former junior school site, the RVHA will subsequently surrender the old community school at the point a new hall is available which will be sold at best value to offset the lost capital receipt.
- 5.2 Should the MUGA be transferred to Raglan Community Council the Council will no longer be responsible for maintenance or insurance liabilities.

**6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**

- 6.1 The significant equality impacts identified in the assessment (Appendix B) are summarised below for members' consideration:

**7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

There are no safeguarding or corporate parenting implications arising from this report.

**8. CONSULTEES:**

All Cabinet Members  
Leadership team  
Head of Legal Services  
Raglan County Councillor

**9. BACKGROUND PAPERS:**

None

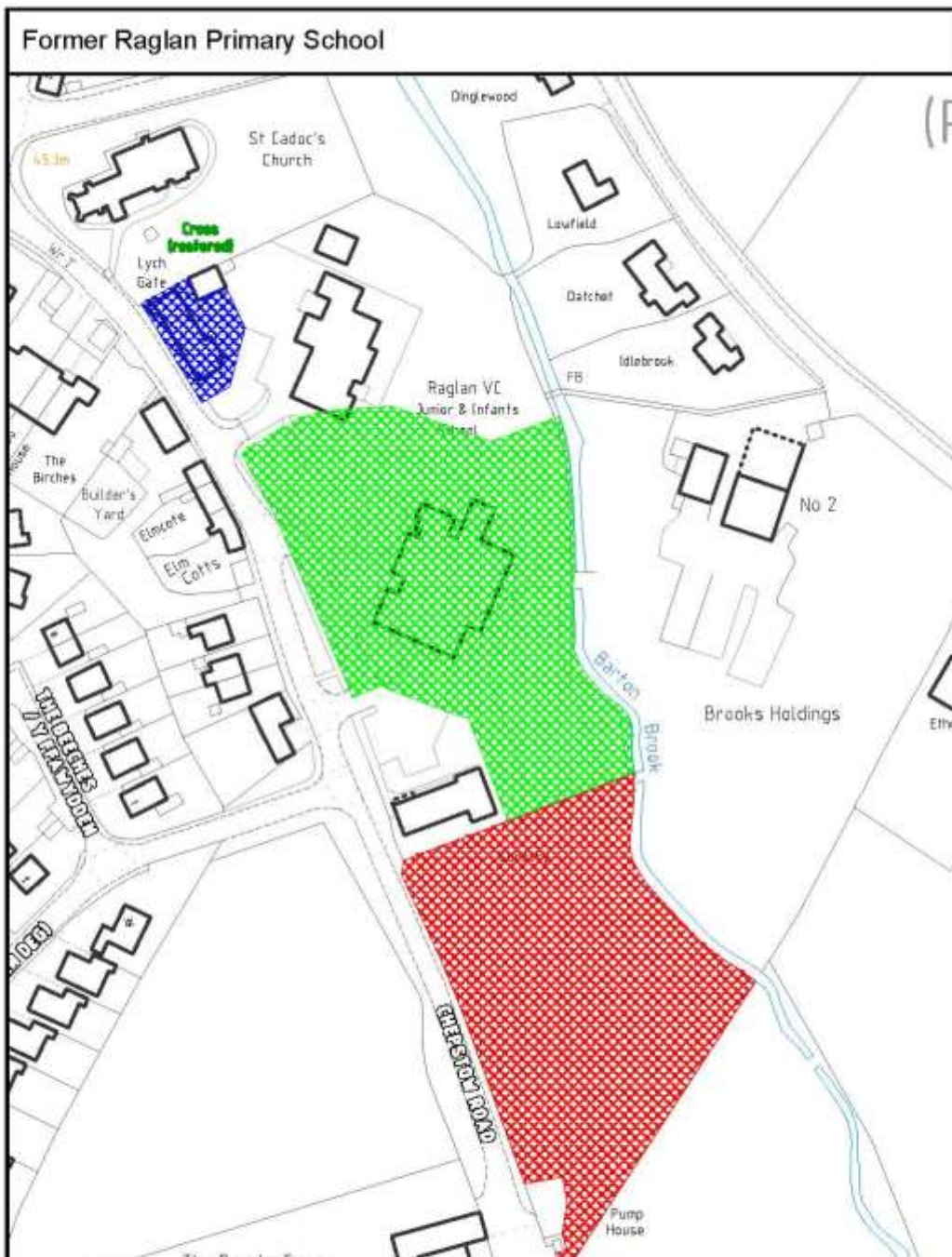
**10. AUTHORS:**

Debra Hill-Howells Head of Community Delivery

**11. CONTACT DETAILS:**

[debrahill-howells@monmouthshire.gov.uk](mailto:debrahill-howells@monmouthshire.gov.uk)

## Appendix 1



## Appendix B The “Equality Challenge” (Screening document)

|  |  |  |   |
|--|--|--|---|
| <b>Name of the Officer</b> completing “the Equality challenge”<br>Debra Hill-Howells |  | Please give a <b>brief description</b> of the <b>aims</b> proposed policy or service reconfiguration<br><br>Proposed community asset transfer of the former Raglan junior school, MUGA and adjacent field. |   |
| <b>Name of the Division or service area</b><br>Community Delivery                    |  | <b>Date</b> “Challenge” form completed<br>29 <sup>th</sup> June 2015   |   |
| 0Protected characteristic affected   | <b>Negative impact</b><br><b>Please give details</b> | Neutral impact<br><b>Please give details</b>   | <b>Positive Impact</b><br><b>Please give details</b>  |
| Age  |  |  | Improved access to local services if the development of the proposed village hall is completed. |
| Disability   |  |  | Improved access to local services if the development of the proposed village hall is completed  |
| Marriage + Civil Partnership   |  |  | Improved access to local services if the development of the proposed village hall is completed  |
| Pregnancy and maternity  |  |  | Improved access to local services if the development of the proposed village hall is            |

|                    |  |  |  |
|--------------------|--|--|--|
|                    |  |  | completed  |
| Race               |  |  | Improved access to local services if the development of the proposed village hall is completed |
| Religion or Belief |  |  | Improved access to local services if the development of the proposed village hall is completed |
| Sex (was Gender)   |  |  | Improved access to local services if the development of the proposed village hall is completed |
| Sexual Orientation |  |  | Improved access to local services if the development of the proposed village hall is completed |
| Transgender        |  |  | Improved access to local services if the development of the proposed village hall is completed |
| Welsh Language     |  |  | Improved access to local services if the development of  |



|  |  |  |  |
|--|--|--|--|
|  |  |  | the proposed village hall is completed |
|--|--|--|--|

| What are the potential negative Impacts. | Ideas as to how we can look to <b>MITIGATE</b> the <b>negative impacts</b> (include any reasonable adjustments or engagement with affected parties). |
|--|--|
|  | ➤  |
| ➤  | ➤  |
| ➤  | ➤  |
| ➤  | ➤  |

### The next steps

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

The development of a new village hall will provide purpose built modern facilities that will be able to accommodate a breadth of uses for the local community. Ownership and management of the hall would be undertaken locally to allow it to be responsive to local needs. If the field adjacent to the MUGA is transferred this will be developed by the Community Council as an amenity space..

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

|  |  |  |
|--|--|--|
|  |  |  |
|--|--|--|

**Signed**

**Designation**

**Dated**





## REPORT

|                                 |   |
|---------------------------------|---|
| <b>SUBJECT:</b>                 | <b>Cabinet Report<br/>Schools ICT Outline Business Case</b> |
| <b>MEETING:</b>                 | <b>Cabinet</b>  |
| <b>DATE:</b>                    | <b>15<sup>th</sup> July 2015</b>                            |
| <b>DIVISION/WARDS AFFECTED:</b> | <b>All</b>  |

### 1. PURPOSE:

- 1.1 The purpose of this report is to present the business case and the preferred option for investing in the upgrade and renewal of the ICT infrastructure in schools, enhancing the teaching and learning experience and bringing schools up to a common standard in line with WG and 21<sup>st</sup> century schools aspirations.

### 2. RECOMMENDATIONS:

- 2.1 That Cabinet receive this report and Outline Business Case.

- 2.2 That cabinet recommends to Council:

- a) Option 3 of the attached report is adopted; and
- b) That Council fund the proposed investment of £885,775 via:
  - £50,000 of funding released through a reduction in the County Farms capital maintenance budget;

- £80,000 of Authority funding being released from the 21<sup>st</sup> Century Schools programme, and specifically the Raglan primary school scheme;
- A £250,000 contribution from the ICT Transformation reserve;
- The remaining balance of £505,775 being funded through prudential borrowing and the ongoing revenue impact of £46,700 being incorporated into the MTFP.

### 3. KEY ISSUES:

- 3.1 Last year the Authority launched its vision for ICT through its [iCounty Strategy](#) which provides a direction of travel for Monmouthshire in relation to its digital ambitions.
- 3.2 The Authority's 21<sup>st</sup> Century Schools programme sets out a vision for ICT where ICT 'contributes sustainable and meaningful change to teaching and learning in Monmouthshire schools that will prepare students for further education, training and to live and work in a digital world'.
- 3.3 In order to achieve this vision the Authority's schools need a sustainable, resilient and robust ICT platform that meets the needs of the 21st teaching and learning environment.
- 3.4 There needs to be a more coherent, structured and strategic approach to ICT provision in Monmouthshire schools. Schools in the primary sector particularly have spread in different directions in terms of kit, support, knowledge, aspiration, expertise and understanding.
- 3.5 There has been varying investment in ICT improvements in schools in recent years, with some schools using their delegated budgets to benefit from improved infrastructure, together with enhanced connectivity and peripherals. However, primary schools in particular are suffering from a lack of investment in ICT. This is impacting on how technology can be used to effectively delivery teaching and learning in schools, and ultimately on the level of digital expertise and knowledge when children move up into secondary education and careers.
- 3.6 An outline business case has been prepared that proposes a single model and specification for ICT provision that will enable a consistent and adequate standard of technology and support, with all the efficiencies that this brings.

- 3.7 The proposed investment looks to address the following issues currently being faced by schools:
- (a) Migrating all schools up to the state of the art and secure SRS data centre in Blaenavon, such as to remove the reliance that schools have currently on their local server infrastructures. This removes the risk of data or information loss should schools servers fail, whilst offering a robust and resilient school ICT network. The SIMS system (School Information Management System), the curriculum network and the administrative network are currently located on ageing servers. Migration to newer and more powerful servers would significantly improve performance and accessibility.
  - (b) To put in place a baseline standard of connectivity for primary schools of 100MB, in line with WG aspirations. The level of connectivity in many schools does not adequately support the effective delivery of teaching and learning in the school environment. Whilst a handful of schools have 100 MB PSBA (Public Sector Broadband) lines, the majority of primary schools are still connected via 10 MB PSBA lines, with a small number receiving even poorer connectivity. Upgrading these to 100 MB PSBA lines would significantly improve speed and resilience of internet and network access to those schools.
  - (c) To provide a secure and consistent wireless infrastructure in each school. There is currently considerable variability in coverage of wireless connectivity in our schools and rolling out wireless infrastructure across schools to achieve optimum saturation throughout the school estate would give secure on-line access to more teachers and children, more areas of the school and for a wider range of purposes.
  - (d) To rollout SIMS in the classroom, together with associated training. Teachers are suffering from not having SIMS in the classroom. The aspiration is to have SIMS from anywhere via MCC security enabled equipment. It will improve efficiency and effectiveness tenfold and is an essential requirement in 21st century education.
  - (e) To undertake a baseline refresh of core ICT hardware in schools. ICT devices in schools are not standardised and are of variable age and quality. Some are so old that they cannot be supported and are a significant number of PC's which are running on the out-dated Windows XP operating system. The SRS are gathering an inventory of equipment across schools currently to determine the investment required to bring equipment up to date.
- 3.8 The single model and specification for ICT provision proposed will enable a consistent and adequate standard of technology and support, with all the efficiencies that this brings.

- 3.9 The investment proposed is predicated on all schools signing up to SLAs which would ensure that the SRS ICT support model is adequately funding such as to ensure the provision of the necessary high levels of support. A draft SLA, provided in appendix 2, has been revised and updated to ensure that performance standards are maintained, with appropriate escalation procedures to address any performance issues.
- 3.10 Implementation is proposed to be undertaken in two phases. The first phase, which upgrade the existing ICT infrastructure (Wi-Fi, networks, equipment, servers and internet connections) and ensures all schools have an equal baseline ICT provision would be completed in a 6-9 month period following agreement being secured from all schools and resources being put in place by the SRS. The second phase consists of the migration of schools up to the SRS in Blaenavon. It is anticipated that this second phase will be completed by late 2017.
- 3.11 The level of ICT connectivity in schools and the need to use ICT to raise standards in education has been raised in a number of the councils plans and strategies including the Improvement Plan, The CYP Chief Officer report, the iCounty strategy, the Authority's strategic risk register and it is also an integral part of the delivery of 21<sup>st</sup> century schools capital programme.

#### **4. REASONS:**

- 4.1 Primary schools currently have a disparate selection of equipment and connectivity and it's not possible to provide a common standard of service provision. This business case outlines proposed investment that would deliver a sustainable, resilient and robust ICT platform that meets the needs of the 21<sup>st</sup> teaching and learning environment.
- 4.2 The issues outlines in this report have been identified within the Improvement Plan and also highlighted at the Digital Programme Board who requested an Outline Business Case be developed showing the options and costs to remedy the situation.

#### **5. RESOURCE IMPLICATIONS:**

- 5.1 Total investment of £885,775 is being proposed to allow the upgrade and installation of infrastructure, equipment and connectivity in schools and at the SRS. A full breakdown of the one-off costs is provided in the Outline Business Case in appendix 1.
- 5.2 A range of potential funding options have been identified that includes:

- Prudentially borrow and to manage the resultant revenue budget impact as part of forward MTFP process. As an indication £900,000 borrowed over 15 years at 2.65% would cost the Authority £1.246million, or circa £83,000 per annum for 15 years.
- Review the capital programme to identify and displace other items and use the funding released. No general underspends were identified within the month 2 financial monitoring that would allow an easy choice. There were £217,000 worth of IT capital projects that slipped forward from 2014-15 for progress during 2015-16. There is limited spend evident on these projects yet, but all managers still support the benefit that incurring this spend as originally approved is anticipated to bring.

|  |         |
|--|---------|
| Highways Asset Management & Road                     | 37,913  |
| Land Charges - M3 System                             | 13,500  |
| Purchase of Sharepoint and Active Directory Licences | 30,000  |
| Upgrade to the Agresso system                        | 23,788  |
| Provision of online facilities Revenue's section     | 13,000  |
| SWIFT Replacement System                             | 35,000  |
| Imp. Physical & Virtual Access-Museums Collections   | 28,365  |
| Internet / Intranet Functionality                    | 35,104  |
| <br>   |         |
| Total  | 216,617 |

- There were proposals to reduce the 2015-16 capital budgets in the following areas to afford the additional capital commitments identified when the budget was proposed to Members.

£136k from Property maintenance  
£159k from Infrastructure maintenance  
£100k from County farms maintenance

It is anticipated that the reduction in County Farm maintenance would be the easiest to accommodate now that 2015-16 schemes have started, but early indication is that this will be limited to **£50,000**, and this provides no contingency for any additional maintenance caused by inclement winter weather.

- Utilise underspends that result from the 21<sup>st</sup> century schools capital budget



The 21c school project manager has identified a potential underspend of £150,000 in the Raglan element. It is understood CYP would like to utilize this resource to effect some classroom changes in the north of County to facilitate additional learning needs provision. Costs have been identified as being circa £70,000, which (subject to Welsh Government approving an alternate use for their element of the resourcing) may allow **£80,000** to be directed to IT refresh, especially as a vital cornerstone of 21c school provision would seem to be to have robust IT provision.

- Fund from existing earmarked reserves – notably IT reserve.. The uncommitted reserve is predicted to total £537,000 at the end of 2015-16. Officers have identified the following future aspects that may require funding through IT reserve,
- Investment in implementation of systems replacements, whether through a collaborative solution or otherwise (e.g. Finance, Payroll/HR etc).
- Investment in channel shift which would focus investment around CRM and the website etc.
- Top up capital investment into the SRS – however the SRC account is there to accommodate this.

To date these aspects haven't been quantified or secured Member consideration. So it is proposed to utilize **£250,000** from this reserve, and for these subsequent aspects to be considered by members once costs and intentions are better understood.

- 5.3 These anticipated sources total £380,000 and would reduce net borrowing to £506,000. This will minimise the additional cost pressure on the medium term financial plan. Illustratively this equates to circa £46.7k per annum, to be afforded from within the future CYP budgets.
- 5.5 Schools would be required to sign up to the legal contract for the economic life of the equipment to ensure that income is secured to allow the SRS to provide the required level of ICT support services. Schools would also be required to fund their ongoing hardware replacement and refresh programmes and commit to providing the necessary training for teachers to ensure that the maximum benefit is derived from the investment in driving up standards in schools.

## 6. **CONSULTEES:**

Corporate Management Team  
 Senior Management Team  
 Economy and Development Select Committee

Children and Young People Select Committee  
School Head Teachers  
School governors

**7. BACKGROUND PAPERS:**

The Business case for ICT in education

**8. SUSTAINABILITY AND EQUALITY IMPACT ASSESSMENT**

**9. AUTHOR:** Sian Hayward – Digital and Technology Manager

**10. CONTACT DETAILS:**

Tel: 01633 344309 / 07825 450791

Email: [sianhayward@monmouthshire.gov.uk](mailto:sianhayward@monmouthshire.gov.uk)

## The “Equality Initial Challenge”

| Name: Sian Hayward<br>Service area: Digital and Technology<br>Date completed:16/06/15 |   | Please give a <b>brief description</b> of what you are aiming to do.<br><br>Make an investment in school ICT in order to bring it up to a suitable standard for delivery of 21 <sup>st</sup> century teaching and learning. |   |
|---|---|---|---|
| Protected characteristic  | Potential <b>Negative</b> impact<br>Please give details | Potential <b>Neutral</b> impact<br>Please give details  | Potential <b>Positive</b> Impact<br>Please give details   |
| Age   |   |   | This will benefit young people, particularly in primary education who will be able to learn digital skills in the classroom |
| Disability  |   | No impact on protected characteristics  |   |
| Marriage + Civil Partnership  |   | No impact on protected characteristics  |   |
| Pregnancy and maternity   |   | No impact on protected characteristics  |   |
| Race  |   | No impact on protected characteristics  |   |
| Religion or Belief  |   | No impact on protected characteristics  |   |
| Sex (was Gender)  |   | No impact on protected characteristics  |   |
| Sexual Orientation  |   | No impact on protected characteristics  |   |
| Transgender   |   | No impact on protected characteristics  |   |
| Welsh Language  |   | No impact on protected characteristics  |   |

| Please give details about any potential <b>negative Impacts</b> . | How do you propose to <b>MITIGATE</b> these <b>negative impacts</b> |
|---|---|
| ➤   | ➤   |
| ➤   | ➤   |
| ➤   | ➤   |
| ➤   | ➤   |

**Signed Sian Hayward**  
**Dated 16/06/15**

**Designation Digital and Technology Manager**

## EQUALITY IMPACT ASSESSMENT FORM

|  |                                  |
|--|----------------------------------|
| <b>What are you impact assessing</b>         | <b>Service area</b>              |
| The setting up of a capital replacement fund | Digital and Technology           |
| <b>Policy author / service lead</b>          | <b>Name of assessor and date</b> |
| Sian Hayward                                 | Sian Hayward                     |

### 1. What are you proposing to do?

I'm proposing to make a one-off investment in schools ICT in order to bring all schools up to a common standard of ICT provision, enabling them to deliver 21<sup>st</sup> century teaching and learning.

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

|                               |   |                    |          |
|-------------------------------|---|--------------------|----------|
| Age                           | N | Race               | N        |
| Disability                    | N | Religion or Belief | N        |
| Gender reassignment           | N | Sex                | N        |
| Marriage or civil partnership | N | Sexual Orientation | N        |
| Pregnancy and maternity       | N | Welsh Language     | <b>N</b> |

3. Please give details of the negative impact

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

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

The following evidence was collected –

Equipment audits, Schools broadband utilization stats, evidence collected from school based technicians on support and maintenance levels, Service delivery stats from the SRS, School head teacher consultations, school governor consultations

**Signed**.....Sian Hayward.....**Designation**...**Digital and Technology**  
**Manager**.....**Dated**.....

### The “Sustainability Challenge”

|  |   |  |   |
|--|---|--|---|
| <b>Name of the Officer</b> completing “the Sustainability challenge” <b>Sian Hayward</b> |   | Please give a <b>brief description</b> of the <b>aims</b> proposed policy or service reconfiguration<br><br>Set up a capital replacement fund from the existing ICT reserve in order to replace essential infrastructure and network equipment |   |
| <b>Name</b> of the Division or service area<br><br>Digital and Technology                |   | <b>Date</b> “Challenge” form completed   |   |
| Aspect of sustainability affected  | <b>Negative impact</b><br><br>Please give details | Neutral impact<br><br>Please give details  | <b>Positive Impact</b><br><br>Please give details |
| <b>PEOPLE</b>  |   | y  |   |
| Ensure that more people have access to healthy food                                      |   | y  |   |
| Improve housing quality and provision  |   | y  |   |
| Reduce ill health and improve healthcare provision                                       |   | y  |   |
| Promote independence   |   | y  |   |
| Encourage community participation/action and   |   | y  |   |



|   |  |   |   |
|---|--|---|---|
| voluntary work  |  |   |   |
| Targets socially excluded   |  |   | This should enable better communication with parents and schoolchildren via electronic comms. |
| Help reduce crime and fear of crime                                       |  | y |   |
| Improve access to education and training                                  |  |   | This proposal will enable more effective and efficient delivery of teaching and learning.     |
| Have a positive impact on people and places in other countries            |  | y |   |
| <b>PLANET</b>   |  |   |   |
| Reduce, reuse and recycle waste and water                                 |  | y |   |
| Reduce carbon dioxide emissions   |  | y |   |
| Prevent or reduce pollution of the air, land and water                    |  | y |   |
| Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces) |  | y |   |
| Protect or enhance visual appearance of environment                       |  | y |   |

|   |  |   |   |
|---|--|---|---|
| <b>PROFIT</b>   |  |   |   |
| Protect local shops and services  |  | y |   |
| Link local production with local consumption  |  |   |   |
| Improve environmental awareness of local businesses                                       |  |   |   |
| Increase employment for local people  |  |   | Enabling digital and coding skills for young people will increase their employment prospects. Digital and coding skills are in very short supply in the market, and addressing this problem will enhance the economy as well as career prospects. |
| Preserve and enhance local identity and culture   |  | y |   |
| Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc. |  | y |   |
| Increase and improve access to leisure, recreation or cultural facilities                 |  | y |   |

|   |  |
|---|--|
| What are the potential negative Impacts | Ideas as to how we can look to <b>MITIGATE</b> the <b>negative impacts</b> |
|---|--|

|   |                                      |
|---|--------------------------------------|
|   | (include any reasonable adjustments) |
| ➤ | ➤                                    |
| ➤ | ➤                                    |
| ➤ | ➤                                    |
| ➤ | ➤                                    |

### The next steps

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

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

**Signed Sian Hayward**

**Dated 16/06/2015**

## **Monmouthshire County Council**

### **Outline Business Case for an Investment in Schools ICT**

#### **1. The Vision for ICT and Digital in Schools**

Monmouthshire has launched the vision for ICT through the iCounty strategy which looks at how we can generate a healthy economy through ICT provision in businesses and the community.

The 21<sup>st</sup> century schools programme links into the iCounty strategy as we recognise that we can't ignore digital in education. We know that in order to prepare our young people for future careers they must be digitally skilled and enabled to find employment, particularly in the digital industries. This in turn will stimulate the local economy. There is a drive for a technology rich learning offer in Monmouthshire's Improvement Plan, and the CYP Chief Officer report explicitly mentions the need for SIMS in the classroom.

In order to achieve the vision we need a sustainable, resilient and robust ICT platform that meets the needs of the 21<sup>st</sup> teaching and learning environment. Having a school without proper digital capacity would be like trying to teach using candles, slate and chalk.

##### **1.1. What is the problem facing us?**

There hasn't been a coherent, structured and strategic approach to ICT provision in Monmouthshire education. As a result, schools in the primary sector particularly have spread in 32 different directions in terms of kit, support, knowledge, aspiration, expertise and understanding. This makes it almost impossible for the SRS or external suppliers to operate efficient and effective support mechanisms and to ensure a common standard of ICT provision for all of our children to move up to secondary education.

A single model and specification for ICT provision will enable a consistent and adequate standard of technology and support, with all the efficiencies that this brings. More importantly it will mean that teachers won't need to worry about back-office wires and kit; they can instead spend their time and effort making sure that children aren't disadvantaged by a lack of ICT knowledge and can keep up to pace with technology rather than running to catch up.

The lack of a basic standard of ICT across schools has been highlighted in Monmouthshire risk register and is related to Estyns recommendations in relation to school standards.

Welsh Government aspire to us having 100MB broadband lines in all schools (many primary schools currently have less than 10MB) in order to cope with future ICT demands. We believe that all schools must have a standard level of connectivity to

meet the aspiration of WG, the Local Authority and schools as well as to future proof the demands for digital learning.

## **1.2. Where are we falling short of this standard?**

We are currently falling short of the basic ICT standard across primary education. There are several contributory factors to the decline in ICT capability and capacity in schools, including –

- A lack of strategic direction for ICT in education, with schools having disparate and uncoordinated approaches to ICT provision.
- A lack of clarity between the investment responsibilities of the Local Authority and schools delegated budgets.
- Budget squeezes leading schools to juggle their investment priorities within delegated budgets.

All of the above have resulted in the overall ICT provision and support at risk of failure with the following specific issues being experienced -

- Many schools have local servers, and there isn't sufficient resilience in place to ensure that if a server broke down they would have any form of ICT service at all. There is a distinct possibility for loss of data and information should the servers fail. Though information is manually backed up at school level it is a world away from the level of security operated by the SRS data centre.
- Many schools are not connected to corporate e-mail and the security that comes with it, so data can be compromised. Teachers don't have access to networked e-mail so are unable to communicate safely and effectively with their colleagues across Monmouthshire schools. Teachers are using personal email accounts to transfer school related data to one another.
- Broadband capacity is too small in many schools – It's like trying to get to Cardiff in the rush hour using a country lane because the motorway is closed.
- The internet connection isn't fast enough to support the number of people using it, so we will need to upgrade it further to make it future proof and fit for purpose.
- There are a vast variety of PC's, laptops and tablets being used in schools – some of which are nearing obsolescence. It's almost impossible to support this equipment, and a disproportionate amount of time is spent at schools bandaging up equipment instead of providing support to teaching in the classroom.
- There is inconsistent, inefficient and ineffective ICT support to schools. The SRS technician and support model is significantly under-funded, and without investment schools cannot be adequately supported in the classroom day-to-day. It's the same story at the engine room in the SRS which is also under-funded and under-resourced with insufficient technicians to provide adequate support.
- Teachers are suffering from not having SIMS in the classroom. The aspiration is to have SIMS from anywhere via MCC security enabled equipment. It will improve efficiency and effectiveness tenfold and is an essential requirement in 21<sup>st</sup> century education

## **2. What are the options available for us?**

### ***Option 1 - Do nothing***

We could keep things as they are, but schools, and notably primaries, will continue to fall further and further behind as they struggle to upgrade and support their ICT infrastructure and networks using their existing delegated budgets.

The variety of equipment and connectivity means that children are arriving in secondary education with different experiences of ICT, and not all are on a level playing field in terms of skills and abilities. The transition from primary to secondary education will remain problematic.

There will be a direct impact on the ability to raise standards of teaching and education without the associated ICT enablement. ICT is the 4<sup>th</sup> utility, and we wouldn't be expecting any variance in the electricity supply between schools, with some using candles to teach, so why would we allow it to happen for ICT?

The security and data risks would continue to be an issue with the potential for a loss of data and reputation as well as financial penalties.

Schools will incur costs (often as an emergency outlay) as their kit fails and needs replacing, and it will impact upon education standards as well as budgets. Schools will be unable to take advantage of economies of scale for procurement, and they may have to pay a premium to have equipment replaced at short notice.

*Funding implications* – This option will require schools to find both capital and revenue funding to increase their level of ICT provision at individual schools and support and maintain it in the future. Some schools have already upgraded their provision and have equipment refresh programmes in place, setting aside funds from delegated budgets to do so. Other schools don't have the same arrangements and there will be a need for them to fund the on-off capital investment else they will be at risk of losing their ICT connections and data. No one-off central capital funding from the Local Authority is available under option 1.

### ***Option 2 – Fully outsource schools ICT provision***

This option would require schools to enter into individual or collective procurement exercise to externalise ICT provision. A full specification would be required to ensure that all requirements are covered for infrastructure, functionality and security. It is likely that a full tender exercise would be needed to meet procurement requirements.

This option would provide all the benefits within a tender specification, which as a minimum must include –

- A reliable baseline 21<sup>st</sup> C ICT infrastructure and connectivity to facilitate more effective and efficient use of ICT in teaching and learning allowing teachers to concentrate on their jobs and have peace of mind about the ICT that runs in the background
- Technician support in the classroom.
- Baseline of hardware and software provision within all schools which supports digital development within the educational settings
- Risk mitigation around IT security, downtime and speed
- Access to SIMS in the classroom for teachers
- Staff training

This option would not provide the following –

- Access to the curriculum and admin (including MCC intranet) to support the daily management of schools from the same laptop without having to switch to another network.
- Access to a secure networked MCC e-mail accounts
- Locally based technician support
- The costs of server and network replacements
- The costs of OVS licences
- Contract performance monitoring from within central education
- The same level of data security and resilience as per the SRS option
- PSBA line installation and rental

Outsourced schools would still require some services from the SRS e.g. internet line, internet security and networks. This will incur an additional charge to the external contractor fees.

*Funding implications* – This option will require a specification and tender exercise to be undertaken and is likely to be costly even with a successful competitive tender exercise. Further expenditure will still be required for server replacement at individual schools and services from the SRS such as internet provision and security.

The ongoing revenue costs of externalised service provision will vary from school to school depending upon the specification of service required. Indicative costs for outsourcing based on the 5 schools who currently operate under this arrangement are an average of £6,050 per school, however in practice the costs vary wildly between the schools depending on their existing contractual arrangements with suppliers. In addition to the contract costs, schools will have to fund their own server capital replacement programme, OVS licences and PSBA line rentals.

The full costs of an externalised service would need to be sourced from individual school delegated budgets.

### ***Option 3 – One-off capital investment and migration to the SRS.***

Monmouthshire recognises that the current state of play with ICT is not enhancing the learning and teaching environment. Our children are reaching secondary education with different experiences of ICT within their primary school. The digital board has recognised that bringing all schools into the non-profit making SRS would enable the current infrastructure to be upgraded and with comprehensive support.

This option will have some compelling benefits, bringing a consistent standard level of ICT provision along with some central funding to bring the infrastructure up to a base line standard. Monmouthshire recognises that investment will be necessary to bring schools up to a standard level of infrastructure and connectivity and is prepared to pay for this initial investment centrally, with schools paying an annual SLA in order to bolster the technician support and licencing/line rentals.

This option would provide the following –

- A reliable baseline 21<sup>st</sup> C ICT infrastructure and connectivity to facilitate more effective and efficient use of ICT in teaching and learning allowing teachers to

concentrate on their jobs and have peace of mind about the ICT that runs in the background

- The ability for ICT technicians to concentrate on providing support to teachers and classrooms rather than on repairing failing kit
- A baseline of hardware and software provision within all schools which supports digital development within the educational settings
- Risk mitigation around IT security, downtime and speed
- Access to SIMS in the classroom for teachers
- Access to a secure networked e-mail accounts
- Provide staff with necessary training around ICT
- Access to the curriculum and admin (including MCC intranet) to support the daily management of schools from the same laptop without having to switch to another network.
- Capacity and reliability will enable the introduction of new technologies and initiatives to enhance teaching and learning.

Taking this option will bring benefits in two phases as follows-

**Phase 1** - A one-off capital investment to upgrade the existing ICT infrastructure (Wi-Fi, networks, equipment, servers and internet connections) and ensure all schools have an equal baseline ICT provision.

This will give each school –

- A 100mb connection in the primary sector and 1GB for secondary schools. For non-technical people this is a 'dual carriageway' connection which will be big enough to cope with any level of demand for the foreseeable future.
- Internet Connectivity – to be monitored and upgraded as required
- A one-off upgrade & refresh programme to ensure a consistent standard across schools, following an equipment audit.
- A standard quality for network access, systems and equipment
- A standardised approach to the delivery platforms for both education and management of the pupils and of the school estates.
- System to enable secure and robust access by tablet and mobile devices to education systems ICT Strategy development across schools

**Phase 2** – Migration of schools up to the SRS in Blaenavon

All schools will be migrated up to the SRS data centre. This will mean schools will be connected to, hosted and supported by the SRS data centre, increasing resilience and data security.

Resource Implications –

This option requires a one-off capital investment of £890,000 to bring existing equipment and infrastructure up to a common standard. Monmouthshire's Digital Programme Board has recognised the need for an investment in schools ICT in order to enable 21<sup>st</sup> century teaching and learning to link in with the 21<sup>st</sup> century schools building programme. The Board has recommended that central capital



funding be applied for from reserves or through borrowing to meet this cost. We need to be clear that no matter where individual schools are on their ICT journey, or how creative they have been with their delegated budgets, the aspired baseline is for every school. Digital enablement applies across all schools and the current discrepancies in provision cannot be allowed to continue. The one-off funding will therefore be applied only if all schools sign up to a SLA providing for ongoing ICT support and maintenance with the SRS, ensuring that standards are maintained. The table below shows the detail of the investment required for one-off funding.

| <b>One –off capital investment costs for Option 3</b>  |                 |
|--|-----------------|
| <b>Item</b>  | <b>Cost</b>     |
| VRF  | £6,000          |
| Router   | £36,000         |
| Cabling  | £1,550          |
| Wireless AP's (including installation)                 | £60,875         |
| Estimated cost of in-stock wireless AP following check | (£41,700)       |
| Wireless AP installation                               | £8,750          |
| Network Cabinet  | £16,500         |
| PSBA Upgrade – Installation one-off fee                | £160,890        |
| PSBA excess installation charge*                       | £100,000        |
| PC/Laptop Refresh/Upgrade                              | £143,700        |
| PC/Laptop Allowance (up to £5k)                        | £55,810         |
| Deployment Server                                      | £22,400         |
| Airwatch   | £15,000         |
| Implementation technicians (2 year)                    | £300,000        |
| <b>Total estimated cost of one off investment</b>      | <b>£885,775</b> |

\*Excess charges may apply for PSBA installation costs where the premises are more than a standard distance from the exchange. An initial estimate based on previous installations is in the region of £100k.

### **Capital funding for the one-off costs**

Cabinet approval will be required for funding through the following funding options-

| <b>Funding Option</b>                    | <b>Comment</b>                                 |
|--|--|
| Review the capital programme to identify | Will require a review of capital programme and |

|  |  |
|--|--|
| and displace other items and use the funding released                                | the re-prioritisation of available capital.  |
| Utilise underspends from 21 <sup>st</sup> century schools capital budget             | Identified underspends have been allocated to King Henry School and would need to be re-prioritised for use by the ICT project.  |
| Fund from existing reserves – IT reserve/Priority investment reserve                 | The available reserves are insufficient to cover the full investment requirement. Utilisation of these reserves will bring the accompanying risk of the inability to manage essential ICT infrastructure and project investments overall for MCC in the future |
| Prudentially borrow and manage revenue budget impact as part of forward MTFP process | Will necessitate the borrowing and repayment of the investment from revenue budgets, with an estimated annual repayment of £50k. Revenue funding of this will need to be managed through the MTFP process  |

### **Ongoing Funding of SRS Support and Maintenance via a Comprehensive SLA**

This option requires an upgrade to the level of resource and service provided under the SLA agreement. There is absolutely no point in upgrading the infrastructure if there are insufficient technicians in the engine room and in the classroom to provide support. Schools will be required to pay into an SLA each year to secure and retain sufficient investment into the SRS to recruit the right levels of support, experience and expertise to meet the specific requirements of the schools through the SLA.

The new SLA under option 3 will have more in it, including items previously paid for by the school –

- OVS licences (providing the full Microsoft Office suite, antivirus and email services)
- A centrally hosted and managed service where the school won't have to worry about failing servers
- A full backup and security service and remote access to school based systems
- Increased technician support in the classroom which can be enhanced by using the cluster model of service delivery if required.

A robust SLA agreement has been written which will ensure the delivery of quality support and service, with clear performance standards.

The table below shows indicative all-inclusive annual costs for schools. These costs below will need some fine tuning as we are waiting for some external costs to be confirmed (e.g. PSBA)

| Category            | Current Technician SLA | Current Hosting SLA | Proposed Totally Inclusive (Technician SLA | Difference (includes OVS and PSBA line rental) |
|---------------------|------------------------|---------------------|--|--|
| Group 1 Primary     | £2,400                 | £1,000              | £5,200                                     | £1,800   |
| Group 2 Primary     | £4,950                 | £2,500              | £10,050                                    | £2,600   |
| Group 3 Primary     | £7,000                 | £3,500              | £14,000                                    | £3,500   |
| Secondary           | £32,000                | N/A                 | £53,750                                    | £21,750  |
| Special School      | Group 3                |                     |  |  |
| Pupil Referral Unit | Group 1                |                     |  |  |

For simplicity and fairness the SLA will be split into 3 simple charges for a Small (Band 1), Medium (Band 2), or Large (Band 3) school. This banding mechanism will even out the varying costs of e.g. PSBA line rental and ensure a simple and easy charge mechanism across bandings.

*\*\*\*N.B. Schools will need to develop their own internal equipment refresh strategy as this isn't covered in the SLA. The SRS will provide support to build the strategy, but equipment purchases must be managed within existing budgets\*\*\**

### **3. How would we monitor performance within the SLA under option 3?**

**3.1.** It is essential that arrangements are made for a consistent qualitative level of response and support via a SLA. In order to achieve this the SRS will agree an SLA with schools and ensure that -

- SLA performance is regularly reviewed
- There are appropriate resources, skills and expertise within the SRS to meet the needs of 21<sup>st</sup> Century ICT enriched teaching and learning environment
- The SLA has clear, formalised annual costs
- There is appropriate scope for recourse to address lack of performance or delivery
- There is a continual refresh and renewal programme for back office equipment

**3.2.** Strategic monitoring will be undertaken through the following routes -

- The SRS will hold regular reviews with schools, and will clearly outline an escalation process in order to monitor performance.
- The Local Authority will have a role in monitoring overall performance, from within the Central Education service
- Through the SRS/MCC account management function at local authority level.
- Schools themselves will need to monitor the performance against the core SLA

The SRS is committed to this service provision, and the SLA will outline the performance standards they need to adhere to. It is difficult for the SRS to work with the current mix of connectivity and dying kit in schools. The new arrangements with secure, robust, infrastructure will enable them to provide a

more effective service as they won't be fire-fighting with infrastructure that fails suddenly or can't cope with the demand.

Schools may require additional functionality over and above that provided through the SLA, and an additional charge will need to be made for this.

#### **4. Option Appraisal**

The pros and cons of the three options have been listed below. Based on this information the recommended option to deliver the outcomes of an enhanced 21<sup>st</sup> century ICT provision is option 3. This is also the option preferred by ICT Programme Board, CYP DMT and CYP/Economic Development Select committees.

##### **Option 1 –**

###### *Pros*

No requirement for up-front investment from the local authority

###### *Cons*

Schools will be unable to bring their technology provision up to the level required to enable 21<sup>st</sup> century teaching and learning, disadvantaging children and leaving them unprepared for secondary education.

Schools will be unable to provide the necessary investment to procure ICT services and will fail to provide an ICT infrastructure and network.

Loss of data which could effectively close the operation of the school.

##### **Option 2 –**

###### *Pros*

Schools have absolute control over costs and quality according to their own specification

Schools could undertake a joint procurement exercise to lever in economies of scale for a fully externalised contract.

###### *Cons*

Requirement to undertake a comprehensive tender process, and manage the contract at school level

High cost in comparison with SRS as a 'not for profit' organisation

No provision for overall connectivity across schools on a common platform with MCC admin accounts

Risk of loss of data and security of local school based servers

Will require a contribution to the SRS for the provision of the internet line and security in addition to the external contract fees

### **Option 3 –**

#### *Pros*

Complete data security

Completely managed, fully comprehensive and all-inclusive service

Compatibility across all communications networks

Provision of full support and maintenance for ICT in 21<sup>st</sup> century schools

Implementation of a robust ICT infrastructure across the schools estate

#### *Cons*

High initial capital investment required

Based on the above information and support from

## **5. Project risks**

There are associated risks with implementing a project of this size, and the following outline risks will need to be mitigated should the project go ahead.

- Insufficient project and programme management resource and skills within MCC and the SRS to drive the project through to completion
- Inability to recruit sufficient and skilled technicians to implement the project and maintain it going forward into the SLA
- That schools fail to sign up to the SLA giving insufficient revenue streams to the SRS
- That funding cannot be secured for the one off capital investment

## **6. The Outline Plan for implementing option 3**

### **Tasks**

### **Target Completion Dates**

#### **Building the foundations –**

|   |          |
|---|----------|
| Finalising the SLA                              | 04/06/15 |
| Outline Business case for the investment        | 05/06/15 |
| Costs, SLA, Draft OBC to schools                | 12/06/15 |
| Pre-decision scrutiny                           | 23/06/15 |
| Gaining formal collective approval from schools | 24/07/15 |
| Gaining cabinet approval from MCC               | 15/07/15 |
| Establish the project Board / User & Comms      | 30/09/15 |

#### **Implementing phase 1 -**

|                     |          |
|---------------------|----------|
| Equipment Refresh   | 30/03/16 |
| PSBA order/install  | 30/03/16 |
| Prioritisation list | 17/07/15 |

|                                  |          |
|----------------------------------|----------|
| Recruitment of technicians       | 18/09/15 |
| Airwatch install                 | 30/03/16 |
| Wi-Fi refresh                    | 30/03/16 |
| Folder install                   | 30/09/15 |
| SIMS in the classroom (training) | 30/03/16 |
| SIMS in the classroom rollout    | 30/03/15 |
| OVS Licences                     | 31/12/15 |
| Charging regimes start           | 01/04/16 |

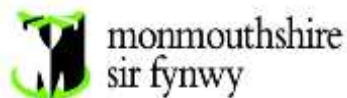
**Implementing phase 2 -**

|                                   |          |
|-----------------------------------|----------|
| Internet upgrade                  |          |
| Migration phased rollout start    | 30/09/15 |
| Migration phased rollout complete | 30/09/17 |

Outline Business Case author – Sian Hayward digital and Technology Manager

Contact details [sianhayward@monmouthshire.gov.uk](mailto:sianhayward@monmouthshire.gov.uk) Tel: 079719893998

## Appendix 1 - Service Level Agreement



**SUBJECT: DEVELOPING A NEW SOCIAL SERVICES I.T SYSTEM – ADDITIONAL FUNDING**

**MEETING: CABINET**

**DATE: 15<sup>th</sup> July 2015**

**DIVISION/WARDS AFFECTED: NONE**

**1. PURPOSE:**

- 1.1 To provide an additional funding envelope of £100,000 for the final development stage of the Social Services SWIFT replacement system Phase 1.

**2. RECOMMENDATIONS:**

- 2.1 That Cabinet agree the additional funding of £100,000 from the Invest to Redesign reserve to finalise phase 1 of development for the Social Services SWIFT replacement system and its readiness for potential onward sale to the market.

**3. KEY ISSUES:**

- 3.1 In [July 2014](#) Cabinet agreed to fund the development of the Social Services SWIFT replacement from the Invest to Re-design reserve at £200,000.
- 3.2 The system is called FLO and has been developed using open source technology which enables the provision of a bespoke system, tailor made to the requirements and specifications of the practitioners using it. MCC made the decision to build the replacement system in partnership with CMC<sup>2</sup>.
- 3.3 This methodology involved the system users working side by side with developers to produce a system that is flexible and intuitive, and it also had the advantage that changes in the basic design and features could be enabled as the build progressed, rather than being held to a design that in hindsight didn't entirely meet the needs of users. This in turn meant that timescales needed to be adjusted as



required during the project and as other needs and priorities were identified through the process. As the project moved forward it became apparent that an additional stage or 'sprint' was needed to complete the project to a standard that social workers 'on the ground' felt would enable them to deliver the most efficient and effective services to users. This extra sprint incorporated –

- Additional rigorous data security features in order to share data with external users using Community Coordination e.g. Health Boards
- Additional time for data transfer, user testing and data transfer routines.
- Build in more flexibility to add on additional modules and link in with existing systems being used in the authority

3.4 This final development stage has ensured that the system not only meets our requirements but also those of the all Wales initiative and given that the added advantage of the system to us, is potential onward sale of the system to the market, the additional work serves to make FLO a more commercially viable product. It has provided a user driven, effective and efficient core system which has the ability to link in with other MCC applications enabling a suite of tailored made solutions. These solutions look to increase the system capability and functionality in order to place FLO on an equal footing with other comparative closed source proprietary systems in the market place. The completion of this final stage as per the requirements of our Social Care teams and as supported by the Digital Board has now been undertaken and the product has now been built and tested and was successfully launched in early July 2015.

3.5 It is recommended that funding of the additional £100k, which represents this essential work to 'productise' FLO, is approved via the Invest to Re-design or ICT reserve with no repayment required from the service budget.

3.6 As the system beds in it is likely that a secondary module of FLO will be developed, phase 2, which will bring further essential features which fit in with Monmouthshire's strategic direction for Social Care – which places a greater emphasis on supporting independent living, user-centred services and enabling people to take advantage of local services and support that can add value to their lives. This will enable a stronger focus on measuring the benefits of such an approach and demonstrating Returns on Investment through recording service user's stories and achieving their personal outcomes. This next module of the system will thus, have the following features

- Scheduling Home Care visits
- Scheduling District Nurse visits
- Protection of Vulnerable Adults (POVA).
- Financial and Budgetary Management.
- Mental Health CTP assessment
- My Life Storyboard
- Children's
- Mental Health Bed Management

- Provider quality assurance framework
- Self-assessment tool

3.7 A further report will be brought in front of Members concerning phase 2, the business case for which is currently being finalised.

3.8 As well as being a unique system centred upon current and emerging user needs and supported strongly by Social Care colleagues, the development of FLO is in line with our the i-County strategy and will provide bespoke, cost-effective and integrated solutions for Monmouthshire and to potentially generate new income through the resale of the product.

#### **4. REASONS:**

4.1 During the course of the development of the SWIFT replacement system it was identified that an additional development stage was required to ensure that all of the user functionality is provided and to ensure the product is well placed for onward sale to the market. This ensured that MCC has a modern cost effective bespoke software solution that is responsive to service change and modern working practices and on account of the Intellectual Property belonging to Monmouthshire, can be packaged as a saleable product.

#### **5. RESOURCE IMPLICATIONS:**

5.1 An additional £100,000 will be required to fund the final development stage, which has enabled the delivery of a fully functional, tailored and bespoke system. It is requested that these additional costs are met from the Invest to Redesign Reserve.

#### **6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**

6.1 The significant equality impacts identified in the assessment (Appendix 1) has not changed as a result of this report. This proposal has a positive effect; we have not identified significant negative impacts.

6.2 The actual impacts from this report's recommendations will be under constant review to ensure it meets the needs of practitioners and other stakeholders

#### **7. CONSULTEES:**

Cabinet  
Senior Leadership Team  
Social Services project development team

**8. BACKGROUND PAPERS:**

None

**9. AUTHOR:**

Sian Hayward, Digital & Technology Manager

E-mail: [sianhayward@monmouthshire.gov.uk](mailto:sianhayward@monmouthshire.gov.uk)

Tel: (01633) 644309 / (07971) 893998

### The “Equality Initial Challenge”

| Name: Sian Hayward<br>Service area: SCH<br>Date completed: |   | Please give a <b>brief description</b> of what you are aiming<br>Additional funding for SWIFT replacement ICT system |  |
|--|---|--|--|
| Protected characteristic                                   | Potential <b>Negative</b> impact<br>Please give details | Potential <b>Neutral</b> impact<br>Please give details   | Potential <b>Positive</b> Impact<br>Please give details          |
| Age  |   |  | Y – More effective administration of young people in social care |
| Disability   |   |  | Y – AS above   |
| Marriage + Civil Partnership                               |   | Y  |  |
| Pregnancy and maternity                                    |   | Y  |  |
| Race   |   | Y  |  |
| Religion or Belief   |   | Y  |  |
| Sex (was Gender)   |   | Y  |  |
| Sexual Orientation   |   | Y  |  |
| Transgender  |   | Y  |  |
| Welsh Language   |   | Y  |  |

| Please give details about any potential <b>negative Impacts</b> . | How do you propose to <b>MITIGATE</b> these <b>negative impacts</b> |
|---|---|
| ➤   | ➤   |
| ➤   | ➤   |
| ➤   | ➤   |
| ➤   | ➤   |

**Signed S Hayward**  
**Dated 7/7/15**

**Designation Digital and Technology Manager**

## EQUALITY IMPACT ASSESSMENT FORM

|                                      |                                  |
|--------------------------------------|----------------------------------|
| <b>What are you impact assessing</b> | <b>Service area</b>              |
| New IT system                        | SCH                              |
| <b>Policy author / service lead</b>  | <b>Name of assessor and date</b> |
| Gary Thomas/ Steve Beard             | Sian Hayward                     |

**1. What are you proposing to do?**

Design and build an IT system to support practice in adults and Children's services.  
 Additional funding required for extra security features protecting sensitive information

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

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

3. Please give details of the negative impact

None identified. Only issue would arise if the system was not sufficiently robust or did not meet the needs of practitioners as they worked with vulnerable people

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

High level of engagement with staff, prototyping and model of continuous improvement. Use of tested technologies and trusted delivery partners

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

Analysis of wide range of systems. Data and views from frontline staff.

**Signed**.....S. Hayward.....**Designation**.....**Digital and Technology Manager**.....**Dated**...7<sup>nd</sup> july 2015.....



### The “Sustainability Challenge”

|  |  |  |   |
|--|--|--|---|
| <b>Name of the Officer</b> completing “the Sustainability challenge” <b>Sian Hayward</b> |  | Please give a <b>brief description</b> of the <b>aims</b> proposed policy or service reconfiguration<br><br>Provide a modern IT system for social services |   |
| <b>Name</b> of the Division or service area SCH  |  | <b>Date</b> “Challenge” form completed 2 <sup>nd</sup> July 2014   |   |
| Aspect of sustainability affected  | <b>Negative impact</b><br><b>Please give details</b> | Neutral impact<br><b>Please give details</b>   | <b>Positive Impact</b><br><b>Please give details</b>  |
| <b>PEOPLE</b>  |  |  |   |
| Ensure that more people have access to healthy food                                      |  | x  |   |
| Improve housing quality and provision  |  | x  |   |
| Reduce ill health and improve healthcare provision                                       |  |  | X<br><br>Introducing a new integrated approach to assessment supported by the new system should improve the assessment and support planning for the people we work with |
| Promote independence   |  |  | X as above  |

|   |  |   |   |
|---|--|---|---|
| Encourage community participation/action and voluntary work               |  |   | X focus on what matters and less time on data entering will strengthen focus on families in their communities |
| Targets socially excluded   |  | x |   |
| Help reduce crime and fear of crime                                       |  | x |   |
| Improve access to education and training                                  |  | x |   |
| Have a positive impact on people and places in other countries            |  | x |   |
| <b>PLANET</b>   |  |   |   |
| Reduce, reuse and recycle waste and water                                 |  | x |   |
| Reduce carbon dioxide emissions   |  |   | X some impact from better use of electronic forms   |
| Prevent or reduce pollution of the air, land and water                    |  |   | X use of mobile technologies should minimize car travel   |
| Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces) |  | x |   |
| Protect or enhance visual appearance of environment                       |  | x |   |

|  |  |   |  |
|--|--|---|--|
| <b>PROFIT</b>  |  |   |  |
| Protect local shops and services   |  | x |  |
| Link local production with local consumption   |  |   | X work is being procured locally i.e. south wales  |
| Improve environmental awareness of local businesses                                      |  | x |  |
| Increase employment for local people   |  |   | X as above   |
| Preserve and enhance local identity and culture  |  |   | X will support development of the distinctive Monmouthshire approach to community resilience |
| Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc |  | x |  |
| Increase and improve access to leisure, recreation or cultural facilities                |  | x |  |

|   |   |
|---|---|
| What are the potential negative Impacts | Ideas as to how we can look to <b>MITIGATE</b> the <b>negative impacts</b> (include any reasonable adjustments) |
|---|---|

|                   |   |
|-------------------|---|
| ➤ NONE IDENTIFIED | ➤ |
| ➤                 | ➤ |
| ➤                 | ➤ |
| ➤                 | ➤ |

### The next steps

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

Some relatively minor benefits around travel, engagement of people etc. and no identified negative ones. Overall a positive impact

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

**Signed**

**S Hayward**

**Dated 2<sup>nd</sup> July 2015**

**SCHEDULE 12A LOCAL GOVERNMENT ACT 1972  
EXEMPTION FROM DISCLOSURE OF DOCUMENTS**

|   |
|---|
| <b>Meeting and Date of Meeting:</b> 14 <sup>th</sup> July 2015<br><b>Special Economy and Development<br/>Select Committee</b> |
| <b>Report:</b> Solar Farm Business Case Report  |
| <b>Author:</b> Ben Winstanley, Ian Hoccom   |

I have considered grounds for exemption of information contained in the background paper for the report referred to above and make the following recommendation to the Proper Officer:-

**Exemptions applying to the report:**

Information relating to a particular individual as described in Paragraph 14 of Part 4 of Schedule 12A to the Local Government Act 1972.

**Factors in favour of disclosure:**

Openness & transparency in matters concerned with the public

**Prejudice which would result if the information were disclosed:**

Future commercial negotiations.

**My view on the public interest test is as follows:**

Factors in favour of disclosure are outweighed by those against.

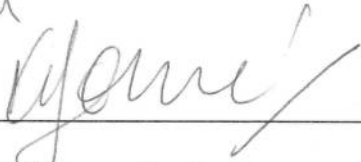
**Recommended decision on exemption from disclosure:**

Maintain exemption from publication in relation to report

Date: 6<sup>th</sup> July 2015

Signed: I. Hoccom

Post: Energy Officer



I accept/I do not accept the recommendation made above

Signed:  
Proper Officer



Date: 6/7/2015