

County Hall
Rhadyr
Usk
NP15 1GA

8th October 2014

Notice of Special Meeting:

Strong Communities Select Committee

Thursday 16th October 2014 at 2.00pm*
The Council Chamber, County Hall, Usk, NP15 1GA

* There will be a pre meeting for Committee Members in the Council Chamber at 1.30pm

AGENDA

Item No	Item
1.	Apologies for absence.
2.	Declarations of Interest.
3.	To scrutinise the following reports (copies attached): <ul style="list-style-type: none">(i) Proposed Asset Management Plan.(ii) People and Organisational Development Draft Strategy 2014-17.(iii) Revenue & Capital Budget Monitoring 2014/15 Month 3 Outturn Forecast Statement.(iv) Management of Commercial Obstruction in the Highway Policy.

Paul Matthews

Chief Executive

Strong Communities Select Committee Membership

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

Aims and Values of Monmouthshire County Council

Building Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

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

People Are Confident, Capable and Involved

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

Our County Thrives

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

Our priorities

- Schools
- Protection of vulnerable people
- Supporting Business and Job Creation

Our Values

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

SUBJECT:	Proposed Asset Management Plan
DIRECTORATE:	Enterprise
MEETING:	Strong Communities Select
DATE:	16th October 2014
DIVISION/WARDS AFFECTED:	All

1. **PURPOSE:**
To provide Select with an opportunity to undertake pre-decision scrutiny of the draft Asset Management Plan.
2. **RECOMMENDATIONS:**
To review the document and provide recommendations for improvement.
3. **KEY ISSUES**
 - 3.1 The Council needs to have a clear strategy and plan for the management of its property and land assets. The Asset Management Plan collates policies and procedures for the management of this estate framed within the context of a worsening financial backdrop and a need to enable communities and partners to take the lead on service provision.
 - 3.2 The Plan looks at a number of key issues which include, an outline of the decision making process within the Council, key strategies and the priorities for the forthcoming year. Evolving Service needs will have a significant impact on the focus of the plan and its estate and work is on-going to capture these and incorporate them within the Plan.
 - 3.3 The Plan is not intended to be a static document, but will instead be reviewed and updated regularly to reflect the changes necessary to meet financial or service demands. Policies will be evaluated regularly to make sure that they are fit for purpose and amended if necessary.
 - 3.4 Strong Communities Select has previously considered the policies contained within the Plan with the exception of the Community Asset Transfer Policy. This proposes that constituted community organisations are given the ability to apply for a Council owned building or parcel of land to be transferred to them, subject to eligibility criteria, a robust and sustainable business plan and Member decision. It is proposed that transfers are undertaken on the basis of long leaseholds. Freehold disposals may be considered if the applicant is able to demonstrate the need, sustainability and beneficial local impact.
 - 3.5 It is proposed that a new officer group is created to oversee the delivery of the plan reporting into the Place Programme Board.

4. REASONS:

- 4.1 The prevailing financial climate necessitates an ongoing review of the Councils property estate to wherever possible minimise the revenue costs, maximise financial and social value and ensure that the policies and portfolio maintain alignment with the Councils priorities and the Medium Term Financial Plan.

5. RESOURCE IMPLICATIONS:

The Asset Management Plan sets the framework and policies within which decisions about properties should be made. It is presumed that the Council will continue to release its assets at market value, unless a disposal would meet the criteria required by the General Disposals Consent Order (Wales) 2003.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

The proposed Asset Management Plan has a neutral impact on equality and implementation of sustainable technologies within the property estate.

7. CONSULTEES:

Strong Communities Select

9. AUTHOR:

Ben Winstanley Acting Estates Manager

Debra Hill-Howells Head of Community Delivery

10. CONTACT DETAILS:

Tel: 01633 644965

E-mail: benwinstanley@monmouthshire.gov.uk

Tel: 01633 644281

E-mail: debrahill-howells@monmouthshire.gov.uk



monmouthshire
sir fynwy

Draft Asset Management Plan

October 2014

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Foreword by the Portfolio Holder for

This is a key enabling document which explains how the Councils land and property portfolio will support the delivery of the Councils key strategic objectives.

Premises management consumes a large proportion of the Councils expenditure, therefore we need to ensure that the buildings we use are in the right place, meet the needs of the local users and service providers and where possible are multi functioning.

Land and property can also act as a catalyst to support communities' aspirations to develop their own solutions to local needs as evidenced through the emerging Whole Place planning process. This strategy adopts the need to support local communities whilst recognising that this needs to be done in an equitable and coherent way, with robust governance arrangements and opportunity costs being evidenced.

The current financial climate demands that we look closely at the assets we hold and realise opportunities for asset rationalisation to release capital, collaborative and innovative working practices and regeneration.

Councillor Phil Murphy

Cabinet Member for Resources

Executive Summary

The prevailing financial conditions continue to place sharp focus on the management of public sector property assets and in particular the need to reduce the property estate to maximise financial or social value and reduce revenue expenditure.

Monmouthshire's property portfolio is a combination of operational assets held for the purpose of providing service delivery and investment assets held to generate revenue and capital income. The management of the estate is driven by both external and internal pressures and priorities and is constantly evolving to meet the requirements of emerging legislation, financial constraints and changing service provider and user needs.

The Asset Management Plan details the key priorities, policies, governance arrangements, outcomes and actions for the forthcoming year. It is intended that the document will be reviewed and updated annually to ensure that it remains relevant and aligned to corporate priorities.

Purpose

The purpose of this document is to articulate a strategy that utilises property assets to:

- Support service provision to be effective, innovative and adaptable recognising that the needs of the users are continually evolving.
- Maximise either the social or financial value of surplus assets dependent on evidenced local need and corporate priorities.
- Support the Councils key priorities and the Whole Place agenda.

Aim and Objectives

The asset management aims and objectives are:

- Property transformation to support enterprise, local communities and generate income.
- Greening the estate through the ongoing implementation of renewable technologies and application of energy reducing technologies.
- Compliance with legislative and statutory duties to ensure that our portfolio is safe, accessible and fit for purpose.

Section 1

1 Why do we need an Asset Management Plan?

“Strategic asset management for land and buildings ensures that property assets are optimally structured in the best corporate interest, aligning the asset base with corporate goals and objectives and taking all requirements into account to deliver the optimal solution in terms of operational and financial goals”

Royal Institution of Chartered Surveyors 2008 Public Sector Asset Management Guidelines: A Guide to Best Practice.

In simplistic terms asset management is the name given to the effective management of the property assets that the Council owns or occupies. Properties should only be owned or leased if they are used:

- to deliver a service, e.g. schools
- generate an income e.g. shops
- add value to local communities e.g. parks.

Asset Management is delivered through the Council’s Estates team who strategically manage the Council’s property portfolio. Given the prevailing financial backdrop and the need to reduce revenue costs the effective management of the property estate is more crucial than ever. This plan and the policies contained therein will be used to inform the medium term financial plan, guide the rationalisation of the operational estate and support the ambitions within local Whole Place Plans, whilst aligning with key corporate priorities and evolving service delivery needs.

1.2 The Monmouthshire Context

Monmouthshire covers an area of approximately 880 square kilometres with an estimated population of approximately 93,000, 7.9% of which resided within the BBNP area of the County in 2011. It is a predominantly rural county with only 53% of the total population living in wards defined as being in urban areas (i.e. with a population of more than 10,000). The main settlements in the County are Abergavenny, Chepstow, Monmouth, Caldicot, Usk and Magor/Undy.

1.3 Supporting corporate priorities

1.3.1 Single Integrated Plan

The Asset Management Plan needs to align and support key Corporate Priorities, Policies and Plans. The Single Integrated Plan is a joint document by the Local Service Board and sets the key priorities

Nobody is Left Behind: we want to be a place of cohesive communities where everybody is treated with dignity and respect and has the same opportunity to achieve what they wish.

People are Confident, Capable and Involved: we want Monmouthshire to feel safe and people to be confident. We want to create a place where people want to be involved; they are confident in themselves and their abilities and what they contribute to their own community.

Our County Thrives: we want our county to thrive which includes the economy that supports our communities and families to live a good life. It also means that our environment, its range of habitats and biodiversity thrives.

for the period 2013 - 17. The plan sets out 3 key themes as outlined in the above table. The Asset Management Plan will support these themes as follows:

Nobody is Left Behind:

- We are working with registered social landlords and Housing colleagues to bring forward land suitable for affordable housing.
- We will use our land and properties to support the development of community places through the whole place planning process.
- Our properties will be where possible accessible for all ensuring inclusivity and equity.
- Our community growing scheme supports the use of council owned land for the growing of food to help tackle the poverty agenda and encourage social inclusion.
- The development of the community hub model will enable community members to access a variety of information and services in one location.

People are Confident, Capable and Involved:

- Community groups have the ability to apply to acquire a surplus Council asset before it is sold on the open market through the Disposal Policy.
- The Community Asset Transfer policy will enable community groups to acquire local properties in order to provide local services based on evidenced need.
- We operate a rental grants policy that enables not for profit groups occupying council owned properties to apply for a rental grant up to 95% of the annual rental.
- We will use our property assets where appropriate to support the key interventions being identified through local Whole Place plans.
- We will seek to expand the opportunities for communities to use our operational sites to maximise the social and financial value.

Our County Thrives

- We will use our investment portfolio to support enterprise for both existing and new entrants in the industrial, retail and agricultural sectors.

- We can support the economic and social regeneration of our communities by using land and property assets to act as match funding or catalysts for change.
- We will continue to implement renewable technologies within our operational and investment portfolios to reduce our carbon footprint and generate income.
- Our pollinator policy supports the development of bee friendly environments to support our eco-systems and reduce grass cutting liabilities.
- The disposal of our strategic sites will be undertaken to encourage local job employment and improved community infrastructure.

1.3.2 Other key strategies:

I County - The council's digital strategy is both inward and outward facing, recognising that internally IT when utilised correctly can offer significant efficiencies. The strategy sets out the framework and motivation for driving these efficiencies to help deliver better more efficient services for both staff and Monmouthshire.

The external aspect of the strategy is around the enabling of infrastructure and new ideas set against the rural backdrop where IT can offer solutions for more localised service provision and reduce isolation. Within the urban setting it can also compliment the counties economic development and tourism aspirations.

Local Development Plan – The Council adopted their Local Development plan in February 2014. This sets the context and constraints for development within the County until 2021 and the Council owns two of the strategic sites, both of which are within the south of the county. The sites need to be developed in a coherent manner which seeks to minimise the impact of the new houses on local communities as well as providing new community infrastructure, employment opportunities through the construction process and maximise the value of the sites to meet the Councils match funding target to support the 21st century schools agenda. Both sites also contain employment land allocation and the development strategies for these need to support local enterprise based on needs and gap analysis.

Smaller, Council owned sites will support affordable housing in rural settlements and support infill development in urban areas.

Whole Place – The Council is working with local communities to develop area plans which identify the key local priorities for the medium term. To date plans have been produced in Severnside and Bryn y Cwm and both contain themes involving the need for town centre regeneration. In both of these communities the Council has ongoing regeneration schemes which use local authority land to act as catalysts to increase footfall and improve the public realm and linkages to existing town centre provision. In both communities Town Teams have been formed alongside Partnership Programme Boards that will contribute to and influence the direction of travel on these key interventions that significantly impact on local communities and businesses.

1.4 What we have achieved so far

1.4.1 Property rationalisation



The need to vacate County Hall led to a full review of our office portfolio and working arrangements. In order to reduce accommodation an agile working policy has been introduced on the basis of 2 people to 1 desk. A building in Magor was acquired in 2010 and refurbished to provide open plan office accommodation and new headquarters were constructed on a shared site with Coleg Gwent in Usk.

The agile working policy enabled a property rationalisation which resulted in 3 properties, (High Trees, Coed Glas and Old Board School) being declared surplus reducing running costs and generating capital receipts.



1.4.2 Regeneration

We are using our assets to deliver town centre regeneration in the Abergavenny and Caldicot town centres.

Abergavenny involved the re-location of the livestock market from the town site to a brand new facility located in Bryngwyn which was opened in November 2013. The new facility has been well received by the farming community and has resulted in an increase in turnover figures in the first months of operation. The town centre site has been sold to Morrisons who will be constructing a 25,000ft² net foodstore in the near future. The scheme will provide coherent linkage through into the refurbished Brewery Yard and along Market Street to drive footfall into the town centre.

The **Caldicot** scheme involves the development of four acres of former school playing fields located on the edge of the town centre. An enhanced linkage here is even more critical to encourage footfall back into the town centre. The new Asda store will be open to trade at the end of 2014 and will create 60 full time and 140 part time jobs. The development has resulted in a net loss of one pitch to the school and a 3G pitch is being provided to offset this loss.

1.4.3 Renewable technologies

We have installed 480 Kw (2000 panels) upon the roofs of our operational buildings from schools to workshops.

To date we have 25 Photovoltaic installations we have generated over 250,000 kWh of renewable energy.



1.4.4 21st Century Schools Programme

The management of the Schools estate is undertaken by a discrete Programme Board and team of officers. Whilst the Estates team is not represented in either of these bodies or any has any responsibility for the operation of this portfolio, it is charged with securing capital receipts to enable the match funding for the building programme.

Approval has been obtained from WAG to embark on the re-provision of Caldicot and Monmouth comprehensive schools and Raglan primary school.

Interserve has been appointed to deliver these schemes and further detail of these schemes and the wider strategy can be found in the supporting business case developed by the 21st century schools team.

2. The Current Context

2.1 External Pressures and their impact on Property

2.1.1 Financial Resources

The prevailing financial climate and on-going budget cuts in both revenue and capital have necessitated changes to the way that we deliver services and the capital projects that the Council is able to support. In 14/15 Members agreed that revenue savings amounting to £550,000 over a three year period would be achieved from property rationalisation. These savings are predicated 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. In addition the Council's requirement to match fund £40,000,000 for the 21st Century School Programme is to be largely funded from the sale of surplus assets and the resultant capital receipts.

Property Services have responsibility for the management of the condition of the property portfolio and they are allocated an annual capital sum to undertake works which are prioritised against evidence of need, e.g. condition surveys and health and safety legislation as the maintenance backlog out strip resources. Given the Council's commitment to the schools programme and the continuing reduction in financial resources this maintenance budget is likely to be further reduced, increasing the need to reduce the property portfolio and making sure that those that are retained are operated to maximum capacity as efficiently as possible.

2.1.3 Changing models of service delivery

Whilst the austerity measures are reducing available financial resources the demand for services are growing and evolving. The Council is currently considering how to manage this demand through Channel Shift, partnership working and "leaning in" to the communities themselves.

- Channel Shift – is the terminology used to express the process of changing the way in which citizen's access services. Communities can currently access localised services in a variety of different locations on the basis of face to face interactions, e.g. One Stop Shop, Library, Leisure Centre and Museum. Face to face interaction is the most expensive to provide, however is generally the most valued by the user. Simple enquiries however could be easily managed through a website or by telephone, both of which are cheaper to provide. Face to face interactions can be streamlined through the integration and co-habitation of localised services within one building.
- Partnership Working – using the relationships developed through the LSB and other collaborative models to avoid duplication and where possible co-locate services to provide a more effective solution for service users. This model is currently being explored in a collaboration between Monmouthshire and Torfaen's Housing teams who are located within Melin Homes headquarters and the co-location of Social Services and Aneurin Bevan Health Board staff.

- Community Delivery – The Whole Place approach pivots on the animation of local communities and their willingness to develop and deliver their own localised priorities. The Council and its partners are moving away from the traditional model of financial support to becoming more of an enabler, supporting communities to do things for themselves and in doing so developing their own resilience and sense of place. The Community Asset Transfer policy will enable the transfer of assets to support and enhance local service provision, a recent example of this being the transfer of a Council building in Gilwern to the Community Council to develop a local hub, with MCC continuing to deliver a library provision within the building.

2.1.2 Public Sector Reform

Given the report of the Williams commission and the recent appointment of Leighton Andrews to drive this agenda there is undoubtedly a commitment by Welsh Assembly to pursue the amalgamation of local authorities. This has inevitably raised concerns within local communities and the future of local service provision, however the on-going budget cuts provide more immediate concern. As discussed previously within this report the introduction of the Community Asset Transfer policy will provide local community organisations with the opportunity to future proof their valued services and buildings if they are able to demonstrate that their proposals are financially viable and robust.

Investment property assets will continue to be managed in a commercial manner and disposals will only be considered if they meet the requirements of the Disposal Policy and will deliver either maximum financial or social value.

2.2 Internal Service Pressures

2.2.1 Social Services - Children's Services

The service has recently completed an internal review which has resulted in the following property requirements:

- The relocation of the service from a number of smaller offices around the county to a main office hub. Magor was chosen as the preferred destination and the service has taken up residence. The modern open plan nature of the office space will result in the service adopting a more professional approach and creates operational efficiencies by reducing email traffic and increasing knowledge sharing
- The creation of contact centres which are fit for purpose on the council's estate. The main requirements are in Abergavenny, Monmouth and Chepstow. Currently the service rents properties around the county which is inefficient.

2.2.2 Social Services - Adult Services

Currently occupy a building on Tudor Street which provides a hub/base to people with Learning disabilities, Mental Health and Physical Disabilities. Initially the building was to provide a temporary location for people displaced by the closing of the Coed Glas.

The service is now keen to establish Tudor Street as the permanent hub to further promote the “your day your life” concept, the intention is to develop the space into a place where communities are more connected and involved with the service. The building is not currently fit for purpose and will require adaptation works to ensure that it is suitable.

2.2.3 Community Hubs

Given the need to make significant financial savings over the medium term the Council has to consider whether to cut services or deliver them in a more cost effective way. The concept of community hubs involves the co-location of area based Council services within a single building. Whilst this may involve initial refurbishment costs to make the buildings suitable for both the service providers and users it will result in the reduction of the overall property base thereby reducing running costs and the generation of capital receipts.

The concept is currently being developed in Usk. The library and Community Learning occupy separate buildings within a leased site and the youth service occupy a building in the same street owned by the Council. The hub model being developed involves the re-location of the library and Community Learning Service within the youth building. This will enable the Council to relinquish the lease and the associated running costs. The co-location of these services will clearly require compromise on behalf of all the providers and effective management practices that enable the space to be utilised for a variety of different activities. Technology is being explored that will improve the library service to users through the provision of self-check in / out machines that enables library users to borrow or return books without a member of staff being present.

Member authority will be sought to roll this model out to the remaining communities in Monmouthshire detailing potential costs and associated savings.

2.2.4 Office accommodation

The councils main administrative functions are split across two sites at Usk and Magor, alongside this a number of services occupy buildings around the county. In order to achieve further operational efficiency and reduce running costs it is important to relocate more people to the Usk site when and where it is prudent to do so.

The authority owns a building known as J-Block which is leased back the college until December 2016, when the lease expires it is the current intention of the authority to relocate to refurbish the building as further office space; this will release Magor and other buildings to create operational.

2.2.5 Abergavenny Library

As part of the Councils Abergavenny regeneration scheme, the Council made a decision to progress the construction of a new library on the former cattle market site and allocated a capital sum of £3,500,000 for the project. Planning consent for the development has been obtained, however there is insufficient revenue budget within the library service to meet the additional costs of the new build. A survey was undertaken by the Friends of Abergavenny Library Service which posed the question whether the library should be retained in its existing building or re-located to the new site,

which concluded that the existing building should be retained and some of the capital funding for the new build should be used to refurbish the property. More recently there is an emerging view from the group and community members that a third option should be considered which would require the acquisition of a building and associated refurbishment to enable the library to be re-located to an alternative home which would be less costly than the new build option.

Work is ongoing to review the financial consequences of the various options, however the potential of an Abergavenny Community Hub and integrated service delivery also need to be factored into any review process.

3 Governance arrangements

3.1 Managing and reporting arrangements

The strategic management of the Councils portfolio is undertaken by the Estates team with technical support from Property Services. The management of property however cannot be undertaken in isolation of the needs and demands of service users and providers and without regard to financial constraints. This wider perspective has been traditionally provided through an Accommodation Working Group which was originally established to manage the acquisition and development of replacement office accommodation as a result of the structural issues at County Hall in Cwmbran. The group is made up of officers and members, albeit that latterly the group has deviated from its original terms of reference and delivery objectives. It is intended that this group will be disbanded and a new officer group created to be known as the Asset Management Working Group, with a clearer focus and terms of reference.

- **Asset Management Working Group**

This new working group will be made up of senior Service, Finance, Legal and Estates and Property Services representatives. The group will be charged with monitoring the delivery of the Asset Management Plan ensuring that it remains aligned to key corporate aims and remains an effective tool for the strategic management of property assets.

The group will operate on a 'task and finish' ethos which will draw on officers as required and will act as a forum for discussing and making recommendations to Members.

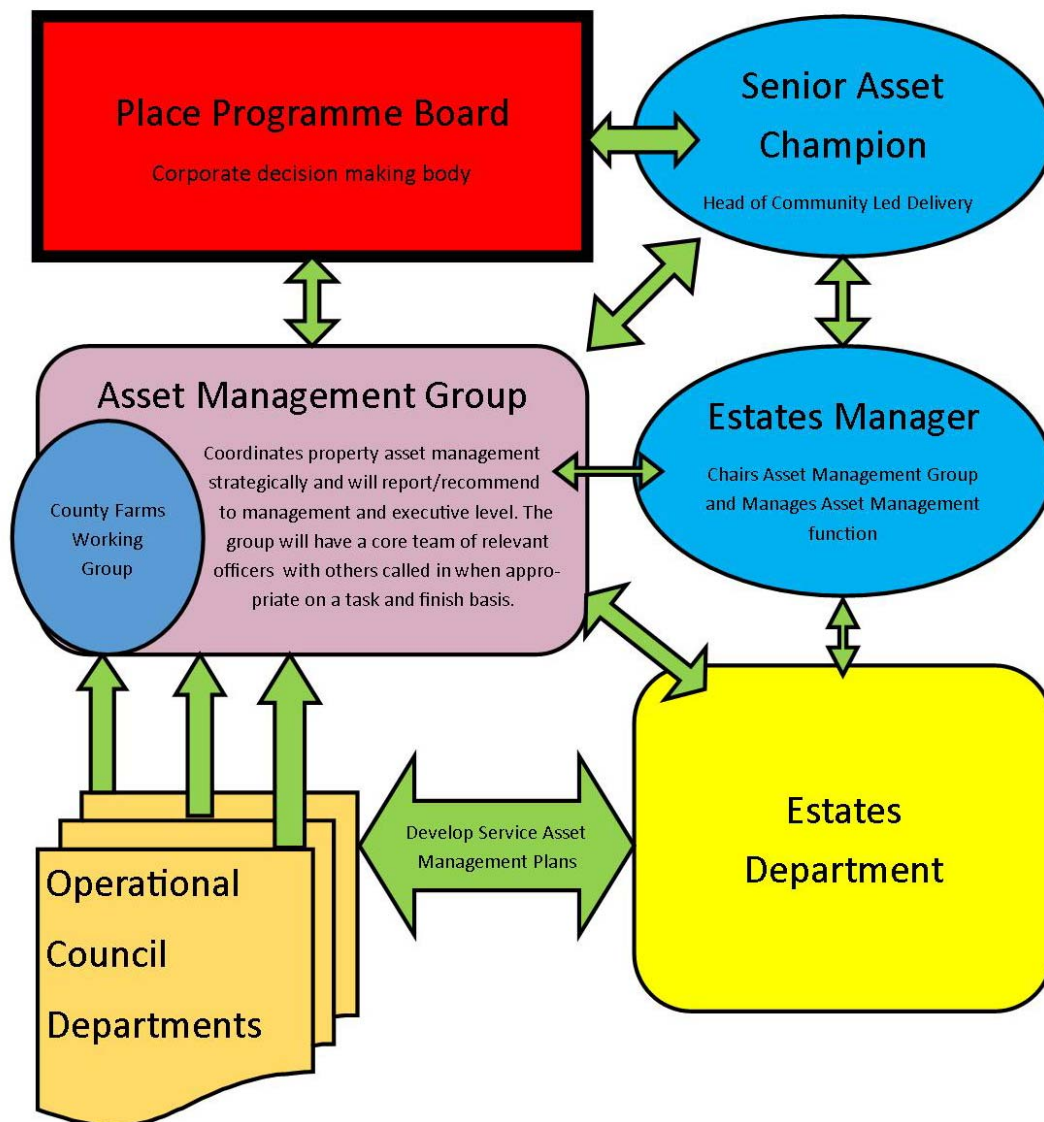
- **Place Programme Board**

Cabinet have recently agreed to the creation of a Member led Place Programme Board that will oversee projects and programmes that have a direct impact on local communities through the built environment, local service provision and Whole Place. The work of the Asset Management Group will be reported through to this group to ensure that delivery remains aligned to overlapping projects and that impacts on local areas are managed in a coherent and joined approach. Traditionally regeneration projects have had separate Member led programme boards e.g. Abergavenny and Caldicot regeneration projects, these will now be concluded and the projects managed through the Place Programme Board

- **County Farms Working Group**

The day to day management of the Councils agricultural estate is undertaken by the Councils Estates team, however the strategic management is driven through the member led County Farms Working Group. The County Farms Strategy was adopted by Cabinet in June 2013 and determines the future retention, management or disposals of the agricultural estate. The strategy is included in Appendix D.

The flow chart below provides an illustrative explanation of the governance arrangements.



3.2 Data management

The centralised management of accurate property data is essential to order to provide objective information used to inform the management of the property estate. The Council operates a terrier database which acts as a central repository for individual property information e.g. tenure, lease details, rent due etc.

Property Services are currently populating the system with data relating to condition, reactive and planned maintenance, fire, asbestos and other health and safety data.

3.3 Condition / Compliance

These work streams are managed by the Property Services team who hold the budgets and staff to execute the required surveys covering the following areas:

- **Condition**
 - o A rolling programme of condition surveys are undertaken by the Property Services department.
 - o A planned maintenance programme (funded through capital) is produced annually prioritised on the basis of survey data and available funding. In addition Property services hold a revenue budget to manage “reactive” maintenance for unplanned repairs that arise throughout the year.

- **Health and Safety Compliance** – Property Services are responsible for the commissioning of health and safety surveys the results of which are used to inform the planned maintenance programme. If urgent issues are identified these will be rectified immediately and monitoring regimes are implemented where appropriate e.g. undisturbed asbestos. Surveys are made available for site managers so that they can fulfil their statutory duties and ensure that users of the building do so in a safe manner. Key surveys include:
 - o Asbestos
 - o Fire Risk Assessments
 - o Legionella
 - o Glazing
 - o LPG Gas Tank Safety

- **Cyclical Maintenance** - Periodic testing of the entire portfolio is undertaken on an annual basis and defects or recommendations are prioritised and added to either the maintenance programme. Key surveys include:
 - o Electrical Safety
 - o Gas Safety
 - o Air Conditioning Inspections
 - o Fire Alarm and Detection
 - o Emergency Lighting

- **Equalities Act** – Property Services hold a budget to implement a planned programme of adaptation works to ensure equality of access. Reactive works are also undertaken which predominantly involve responding to specific clients’ needs e.g. adaptations required to school sites to accommodate particular disabled students.

4. Asset Management Policies & Priorities

4.1.1 The Council has developed a number of key policies to support the management and disposal of property assets. The key policies are;

- **Disposals Policy**
- **Concessionary Rental Grants**
- **Community Asset Transfer**
- **Renewable technology installations**

Both the Disposals and Community Asset Transfer policy seek to incorporate details of the Localism Act that have yet to be implemented in Wales. These are seen as key in developing social value through community delivery and have therefore be included as key infrastructure to support Whole Place and evolving service needs.

4.1.2 Disposals Policy

This was approved by Cabinet in May 2013. This policy provides a framework for the disposal of surplus assets including community's right to bid. The policy presumes that all disposals will be undertaken at market value to support the Councils policy of allocating all capital receipts to the 21st century schools agenda.

4.1.3 Concessionary Rental Grants

It is acknowledged that not for profit organisations and community groups do not always have the ability to lever in income required to support commercial rents. The concessionary rental grants scheme was first implemented in 2003 to ensure that any subsidies provided to occupiers of Council owned properties are transparent, consistently applied and necessary. The current scheme allows eligible applicants to apply for a rental grant of up to 95% of the market value. Given the prevailing financial conditions this policy needs to be reviewed to ensure affordability and that the grants provided are resulting in deliverable outcomes for the local community. The review of this policy will be one of the key actions for the Asset Management Steering Group for the forthcoming year.

4.1.4 Community Asset Transfer Policy

This provides an opportunity for community or not for profit organisations to apply to acquire a council owned property for the purpose of local service delivery. The property will either have to be surplus to requirements or currently occupied by a community organisation to be eligible for this process. The applicant will be required to demonstrate through a robust Business Plan that their proposals are financially viable, sustainable and yield a community benefit. Disposals will be on the basis of long leasehold interests or if there is a specific business need a freehold decision may be considered.

4.2 To support the policy framework evidenced above and to manage the competing pressures and reducing financial resources, key priorities have been identified which will deliver either service improvements or financial or social value.

4.2.1 Property Rationalisation

As discussed throughout this plan there is a clear need to minimise revenue expenditure through the rationalisation of the property estate. The programme of disposals will be determined on the basis of evidenced service need, the implementation of the community hub model and supporting property data.

4.2.2 Generation of revenue through investment portfolio

The investment portfolio is held for the generation of revenue income and is made up of;

- Agricultural properties
- Industrial units
- Retail units

4.2.3 Agricultural portfolio

The Council has a total of 29 holdings, 40 bare land units amounting to 1,122 hectares (2,773 acres). A County Farms strategy was adopted in June 2013 which split the holdings into core and non core holdings. The core holdings are to be retained because of their long term strategic value, whereas the non core holdings will be disposed of as and when they become available or to the sitting tenant at market value.

The forecast gross income for the agricultural portfolio in 14/15 is £303,713. Rent arrears stand at 18% for the first quarter of 2014/15 as against 14% for 13/14.

4.2.4 Industrial Units

The portfolio is made up of 40 industrial units located within Caldicot and Raglan. The units range in size from 365ft² to 2,850ft². The units are let predominantly to small businesses initially on a tenancy at will progressing to a formal tenancy.

Void rates for the financial year 14/15 average 16% with rent arrears at approximately 19% of the rent roll. The void rate has increased from 12% in 13/14 and the rent arrears were at 13% reflecting a decrease in prevailing market conditions.

The forecast gross income for the industrial portfolio in 14/15 is £173,000.

4.2.5 Retail units

This portfolio is made up of 23 units within the former housing stock in "Neighbourhood" shopping areas. The portfolio is spread across the county in locations such as Monmouth, Caldicot, Chepstow, Abergavenny and Goytre.

The forecast gross income for 14/15 is £133,865 with rent arrears of approximately 5% of the rent roll.

4.2.6 Renewable technology installations

The Council has embarked on a retrofit programme of photo voltaic installations where a business case evidences that the income from the Feed in Tariff and the energy savings will result in a net income stream to the authority. To date we have installed 48kw generating £73,000 of gross income.

The Estates team are currently working on a proposed solar farm with the capacity to generate up to 5MW. A planning application will be submitted at the end of the calendar year following local consultation.

4.3 Maximisation of capital or social value

Inevitably there will be occasions where the disposal of an asset will result in a conflict of priority between financial or social value. The Council has a clear need to generate capital receipts to support the 21st century schools build programme therefore the disposals policy supports the generation of receipts at maximum market value.

The Community Asset Transfer policy however, enables qualifying groups to apply to acquire Council owned properties at less than best consideration as per the General Disposal Consent Order (Wales) 2003. Where a conflict arises the following protocol will be adopted:

- If a surplus property attracts a CAT application and a potential market bidder the CAT applicant will be invited to demonstrate the potential community benefits that will accrue to the local community as a consequence of the service that they would deliver from the property. The benefits need to demonstrate:
 - Reduction in revenue costs to the Council either by the Community replicating and providing a Council service (reduction in property operating costs will not be eligible)
 - How the local community will benefit, i.e. is it an enhancement to local service provision, will it be free to access, will there be eligibility criteria etc.
 - How many of the local community will potentially benefit
 - Capital funds that the scheme will lever into the local area, e.g. grant funding, private sector investments
 - Training or apprentice opportunities
 - Opportunities for the communities to become involved
 - How would the proposal support corporate priorities
 - Does the proposal deliver or support the local Whole Place Plan
- A report will be taken to the Asset Management Steering group with an assessment of the information provided by the community group. If it is determined that the social value to the community will be significant and that the proposal accords to the local Whole Place Plan and Corporate Priorities a report will be presented to Cabinet for decision.
- If the assessment determines that the CAT proposal does not yield significant social value or does not align with either the corporate priorities or Whole Place plan the property will be sold at market value in accordance with the Disposal Policy. The CAT applicant will be advised and provided with feedback to guide any subsequent applications.

5. Asset Management Actions for 2015- 2016

5.1 Abergavenny Library

The required options appraisal needs to be concluded to determine the preferred option for the future of the library provision in Abergavenny. This needs to consider both the continuation of the service as a discrete stand-alone function and the potential integration of the service within a community hub model. The report needs to consider running costs, potential acquisition and refurbishment costs and any disposal opportunities.

5.2 Community Hub – Usk

The proposal for the co-habitation of the Community Learning, Library and Youth services within a council owned building need to be finalised and costed. Member consent will be required for any capital expenditure and a programme of works agreed and implemented. The landlords of the existing Community Learning centre will need to be formally advised of the Councils intention to terminate the tenancy, if the Members agree to the proposal. The future management of the building and users views will continue to be managed through the existing feedback mechanisms.

5.3 Community Hub Model

The concept of an integrated building delivering multiple services needs to be developed and agreed by members. If approved the requirements for each area need to be captured and a property solution devised that best meets the needs of the service providers and users, and also enables the rationalisation of the property estate.

5.4 Property Rationalisation

Opportunities to rationalise the Councils operational portfolio will be on-going working alongside the development of the Hub model and the office accommodation policy of centralising non location sensitive staff within the Magor and Usk hubs. Discussions with Coleg Gwent will be undertaken to establish the opportunities for early possession of J Block and in any event their exit strategy from the building and car park at the expiration of their lease in December 2016.

5.5 Development of the LDP Strategic Sites

A master plan needs to be produced that supports the development of the strategic site which minimises the impact of the developments in the existing local communities and maximises potential development gain, e.g. the provision of community facilities, apprentices etc. A disposal programme is to be developed that maximises potential income.

5.6 Development of individual operational property asset management plans

To understand the maximum opportunities available to the Council for either financial or social value it is intended to develop these for the operational properties only to support property rationalisation process. These plans will provide a comprehensive view of the operating costs, suitability, capacity and opportunity costs.

5.7 Governance arrangements

Establish the Asset Management Steering Group and associated reporting and monitoring arrangements. Review and monitor the actions and KPI's incorporated within the Plan and ensure alignment with corporate priorities and Whole Place Plans.

5.8 Renewable Technologies

Progress the solar farm proposal through the public consultation and subsequent planning process. If approval is obtained implement the scheme to maximise the income generation opportunities to the Council and develop a community benefit scheme for the locality.

5.9 Investment Opportunities

The Estates team will actively seek opportunities for property investment opportunities where a Business Plan evidences:

- Financial Viability – The income from the proposed investment opportunity needs to be able to fund the borrowing costs for the purchase of the asset and a surplus income.
- Occupiers – Must have a strong covenant and a long leasehold interest that covers the length of any loan required to fund the purchase or be in a prime position which will reduce any void periods.
- Support local Whole Place Plans – e.g. acquisitions that would strengthen the viability of town centre
- Support Corporate Priorities

5.10 Review the concessionary rental grant policy

Undertake an assessment of the policy to ensure it remains appropriate and affordable

6 Performance

Performance needs to be measured to ensure the actions taken align with the corporate goals and have the intended outcomes and to allow comparison across the corporate estate and the Public sector estate in Wales

6.1 – Monmouthshire Indicators

Key Performance indicators

The following indicators have been developed to demonstrate how the strategy supports the Council priorities, the themes are as follows:

Nobody is left behind

- Number of affordable housing units developed on land disposed of by the Council.
- Number of sites disposed of at less than best consideration.
- Number of community growing schemes delivered.

People are confident capable and involved

- Number of applications for Community Asset Transfer.
- Number of Community Asset Transfer applications recommended for approval.
- Number of rental grants awarded to community / not for profit organisations to occupy council properties.

Our County Thrives

- Number of lettings to small businesses within the investment portfolio.
- Reduction in CO2 through renewable energy technology .
- Reduction of carbon emissions through the installation of renewable technologies.
- Percentage of electricity consumed that is generated from renewable sources.

6.2 - National Indicators

Performance indicators are reported through CLAW to the Local Government Data Unit –Wales, these indicators are:

- **Value**
 - o Amount of GIA (Gross Internal Area) in condition A – D (Good – Bad).
 - o Total GIA.
 - o Percentage of GIA in condition A – D.
 - o The value of required maintenance for works of priority level 1 (Urgent) to level 3 (desirable)
 - o Total value of required maintenance for the year.
 - o Percentage of total value for works Level 1, 2 and 3.
 - o Total value of required maintenance per m².

- **Expenditure**
 - Total expenditure on required maintenance during the year and per m².
- **Estates Management**
 - The amount of surplus GIA in local authority buildings.
 - The percentage of the total GIA which is surplus.
 - Amount of vacant GIA.
 - Percentage of total GIA which is vacant.
 - Total GIA.
 - GIA in condition C/D.
- **Energy Efficiency**
 - The difference in the average (cumulative) operational rating score for local authority public buildings over 1,000 square metres where a DEC has been lodged on the Non Domestic Energy Performance Certificate Register between the previous financial year and the current financial year
 - The average DEC rating score in local authority public buildings over 1,000m² in the previous year
 - The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000m²
- **Office Accommodation**
 - Total NIA (Net Internal Area) of office accommodation.
 - Total number of FTE office based employees.
 - Total useable office accommodation per m².
 - Office accommodation costs
 - Office accommodation costs per NIA m².
 - Office accommodation costs per FTE office based employee.

Appendix A

Community Asset Transfer Policy

Community Asset Transfer Policy

1. What is Community Asset Transfer

Guidance from central guidance identifies the aim of community asset transfer as “community empowerment by ensuring that land and buildings are retained and operated for public benefit through community management and ownership”.

In essence it involves the transfer of the management / ownership of an asset from a public sector body to a community based organisation e.g. a charity, community interest company or a Town / Community Council.

The transfer of the asset can be achieved through either a freehold or long leasehold interest. Normally any transfer will be undertaken on the basis of full market value, however a sale or long leasehold interest can be undertaken at less than best consideration in accordance with the General Disposal Consent Order (Wales) 2003, subject to being satisfied that the sale / lease will result in long term sustainable local social, economic or environmental benefits.

2. Why has Monmouthshire County Council introduced a Community Asset Transfer Policy?

The Council has a large land and property holding which is used for a variety of different purposes including service delivery, economic development and community activities. For some of these assets, community ownership or management could bring benefits to the local community, the Council and other service providers.

The Governments Quirk Review “Making Assets Work” (2007), considered that transferring assets to the community would develop a greater sense of ownership, provide opportunities for finance and widen the benefits of the facility to the local community.

The Councils Your County Your Way and Whole Place agendas for the delivery of services in the future accords with the principal of the Quirke Review and this Community Asset Transfer policy (CAT) enables the transfer of land and property to be undertaken where the benefits of the proposal are proven through a business plan approach.

Broadly applications through the CAT process will need to demonstrate:

- Community development and empowerment
- Long term resilience and sustainability
- Economic development and economic well-being
- Social enterprise and social well-being
- Improvements to local service delivery
- Benefits to Monmouthshire communities
- Equality of access
- Environmental improvements and well-being
- Value for money

If the applicant is unable to provide clear evidence of direct community benefit, if surplus the asset will be sold on the open market so that it can ensure value for money.

3. Who is eligible to make a request for a community asset transfer?

Expressions of interest will be welcomed from community and voluntary sector groups as well as town and community councils. Applicants should meet the following criteria:

- The applicant must be community led i.e. its governance arrangements must ensure that it has strong links with the local community, constituted for social benefit and that members of the community are able to influence its operation and decision making process.
- It must be appropriately constituted e.g. a registered charity, a community interest company or a charitable incorporated organisation, a not for profit company or a co-operative.
- Must be a Town or Community Council within the county boundary of Monmouthshire County Council or predecessor.
- The primary purpose of the organisation must be non-profit making and they must be able to demonstrate that they have a clear understanding of the services they wish to deliver and a viable and sustainable business plan.
- Demonstrate that it has the skills and capacity to effectively deliver services and manage the asset to be transferred
- Have the potential to develop the necessary skills and capacity within their organisation and demonstrate how they intend to do this, if necessary by working with the Council or other partners.
- Embrace diversity and work to improve community cohesion.
- Engaged in economic, environmental or social regeneration in Monmouthshire or is providing a service of community benefit in line with the Council's core priorities.
- Must be able to demonstrate the long term sustainability of the of the applicant organisation. Proposals made by organisations with a small number of active members are unlikely to be successful.

4. What assets can be transferred?

Not all assets are available for transfer. The Council will consider transfer applications if:

- The asset is already identified as surplus and available for disposal.
- The asset is already occupied by a community or voluntary sector group as determined by Section 3 above and the asset does not form part of a larger commercial asset e.g., car park or hold long term development value.
- The asset is not excluded as per the Council's Disposal Policy as below:
 - Residential properties, including gardens, outbuildings and associated land
 - Caravan Sites
 - Operational land of statutory undertakers
 - Assets whose recent or current use does not meet the definition of community value, even if the intended use by a community purchaser would be of community value.
 - Agricultural land and buildings.

5. How will we assess applications?

5.1 In order to properly assess your application we will require you to provide detailed information on the following:

- What you intend to use the asset for and how this will help MCC in the delivery of the Your County Your Way and Whole Place agenda, meet its corporate needs and how it will improve access to services and facilities for Monmouthshire communities.
- How you intend to fund the running and maintenance costs of the asset.
- That there is a proven demand and need for the activities being proposed and consideration has been given as to whether or not this demand is being satisfactorily addressed through another provider.
- Clear management structure demonstrating how the premises will be managed on a day to day basis and consideration of how health and safety and legislative issues will be managed.
- A robust business plan which should address the following issues:
 - How the need for the proposed transfer and use of the asset has been identified – in particular what community needs will the transfer meet.
 - Planned outcomes and benefits of the transfer.
 - How will you measure the success of the transfer – i.e. what will be different and how will it be measured.
 - Finance modelling, including 5 year revenue and capital funding plans.
 - Type of transfer sought and why i.e. freehold or long leasehold
 - Where a transfer is being requested at less than market value, either freehold or leasehold, that the applicant has justified and quantified the benefits accruing to the community in order to justify the subsidy.
 - Any sources of finance including grants that the asset transfer will enable.
 - Capacity building and how this will be delivered.
 - Scope for collaboration, i.e. are there other community groups that could share the accommodation.
 - Details of how the proposed use will be monitored and proposed arrangements in the event that the transfer is not sustainable.
 - Risk log
- Any liabilities and how these will be addressed.
- Evidence of support from a Council Service provider or current owning department.

5.2 The Council will generally pursue long leasehold arrangements when considering asset transfer as this will enable us to influence the future use of the building and prevent changes which would be inappropriate or don't meet the original criteria.

It is however recognised that in some circumstances a freehold transfer may be appropriate. Any freehold proposal would need to evidence why the freehold as opposed to a long leasehold is necessary for the success of the project and provide assurances that the community benefit will be maintained in the long term.

5.3 Given the obligations on the Council to achieve maximum financial value, all transfers will be undertaken on the basis of best price. Any requests for a discount to the market value will be considered on a case by case basis and will be based on an assessment of the business plan and the extent of the community benefit to be derived from the proposal. Any proposed transfer at less than best price will be subject to an independent valuation.

Should a freehold transfer be agreed the legal title will contain a series of clauses designed to safeguard the long term future of the building which will include a restrictive covenant, claw back clause and right of pre-emption.

6. Benefits / Dis-benefits of managing property

6.1 It is important to remember that managing property requires both time and money and before commencing a CAT application the applicant should consider all the implications. Some points to consider are listed below:

6.2 What other organisations are already operating in your area? You will need to evidence demand and lack of supply as part of your application. It is important that you understand if there are other organisations offering a similar service or activities in the area and the impact on your proposals. It may well be the case that the area needs are such that both services are required however, there could be opportunities for collaboration which would reduce your operating costs e.g. through joint marketing or shared occupancy of a building. The Council is keen to promote collaboration and multiple use of buildings to maximise their benefits to the local communities.

6.3 What is the purpose of the CAT application? Are the objectives of your organisation clear and how does your CAT application support these objectives.

6.4 Have you fully considered all the costs and liabilities of operating a building? These include but are not limited to:

- Rent (if applicable)
- Rates
- Electricity, Gas, Water, Oil etc.
- Telephone & Broadband costs
- Insurance – Buildings, contents and public liability
- Repairs
- Staff costs and volunteer expenses
- Proposed refurbishments or building improvements
- Web site development and management
- General administrative costs
- Ensuring equality of access for all (Equalities Act 2010)
- Health & Safety Legislation
- Statutory requirements e.g. planning or building regulations.

6.5 Who will be responsible for day to day management of the building and how will this impact on the core purpose of your organisation.

7. How will your application be assessed?

7.1 The following process will be adopted:

Stage	Who is responsible
Asset identified for community transfer	Local partners and community
Estates team assess the property proposed for transfer against eligibility criteria.	Estates team
If property agreed as suitable for community asset transfer if occupied by a community group they will be invited to apply for a community asset transfer by submitting an application and business plan. If not occupied by a community group the property will be advertised for applications.	Community groups
Applications are assessed against criteria by the Estates Team. If the application meets the criteria a report will be presented to members for decision. If determined that the application does not meet the criteria the applicant will be presented with feedback and if the asset is surplus the asset will be placed on the open market.	Estates Team
Decision on proposed transfer	Cabinet / Individual Cabinet Member
If yes, negotiate terms and instruct legal documentation	Councils Estates and Legal Team Community group
Agree legal documentation, monitoring arrangements and agreed outcomes	Councils Estates and Legal Team Community group

Appendix B

Disposals Policy

Disposal of Land & Property Assets Policy – May 2013

1. Legal Background

- 1.1 When disposing of property assets the Council is obliged via S123(2) of the Local Government Act 1972 not to dispose of land for a consideration less than the best that may reasonably be obtained other than by way of a short tenancy¹.
- 1.2 When determining value any restrictions that the Council is choosing to impose as landowner must be disregarded. Instead the only restrictions that can be taken into account are those that were contained within the property's title prior to acquisition and those imposed by the Local Planning Authority through the LDP, SPGs or Site Master Plans.
- 1.3 The General Disposal Consent Order 2003 (Wales) gives LAs the ability to sell an asset for less than best consideration without referral to the Secretary of State where the reduction in value is £2,000,000 or less and the authority considers that the disposal is in the interests of the economic, social or environmental wellbeing of the whole or any part of its area or any or all persons resident or present in the area.
- 1.4 More recently the current government has introduced the Localism Act 2011 which includes specific provisions for community assets. These provisions specify that the Local Authority has an obligation to produce a list of assets with community value; these do not necessarily have to be owned by the Local Authority. Nominations can be made by the community groups to have buildings included on the list which the Local Authority must determine.
- 1.5 If a property is included on the list should the owner decide to sell the asset they must inform the local authority and an initial moratorium process is triggered. Within this period a Community Interest Group (this must be a legal entity derived on the basis of not for profit) must submit a non-binding initial expression of interest. If the group is eligible to submit this expression of interest a further 4.5 month moratorium commences, to give a total moratorium of 6 months. This process does not give the community group first right of refusal and it does not guarantee that they will be the successful purchaser. The owner of the property is free to market the site during the moratorium period but he will be unable to exchange contracts other than with a community interest group.
- 1.6 At the end of the six month moratorium the owner of the asset is free to sell the asset to whom they choose and no further moratorium period can be triggered for a period of 18 months.
- 1.7 This element of the Act has yet to be implemented in Wales and we are awaiting guidance on the criteria for assessing nominated buildings, values etc., however this legislation will influence the future sale of our assets.
- 1.8 As WAG has yet to determine when this part of the Act will be enacted, this policy therefore provides a framework for disposals until such time the Act is applicable in Wales.

¹ Best consideration is defined as the amount that would be received for a disposal of a property where the principal aim of is to maximise the value of the receipt.

2. Disposal Protocol

Internal Consideration

- 2.1 Prior to declaring an asset surplus to requirements the Chief Officer of the occupying service, will need to have undertaken consultation with the local members, responsible Cabinet Member(s), estates, finance and other relevant officers
- 2.2 The Chief Officer will need to obtain Cabinet approval to formally declare the asset surplus and if no internal use is identified to dispose of the asset, whereupon the management of the asset will return to the Estates team. Associated running costs of the asset e.g. rates, utility costs etc. will transfer with the property to Estates.
- 2.3 Estates will liaise with Chief Officers to establish if they are aware of any internal accommodation needs. If a potential use is identified the prospective user will need to develop a business plan within 4 weeks of being notified of the availability of the property. The plan must identify:
- how they will fund the resulting revenue costs
 - opportunities to make savings, e.g. through the release of other accommodation
 - benefits to service provision and their users
- 2.2 The business plan will be evaluated by the Finance and Estates teams to determine financial viability and wider community benefits. The Accommodation Steering Group (or successor) will determine whether the application is successful based on the recommendations from Estates & Finance. If the plan is accepted the property will be appropriated to the service user, together with any budgets transferred from the previous occupier. If there is no internal requirement for the property or no business case is accepted, the following protocol will be applied.
- 2.3 *Disposal of the Asset following the Implementation of Part 5 of the Localism Act in Wales.*
- 2.3.1 The list of nominated community assets will be checked to establish if the property has been identified as an asset with community value. The definition for community value is as follows:
- The main current use of the asset meets the definition of community value² and it is realistic to think that it can continue to do so.
 - Where an asset is not currently in use in a way that meets this definition, it must have been so in the last 2 years and it is realistic to think that it could be within the next 2 years.
- The following are specifically excluded from being considered as community assets:
- Residential properties, including gardens, outbuildings and associated land
 - Caravan Sites
 - Operational land of statutory undertakers

² Community Value is defined in the Localism Act as the use of an asset to 'further the social wellbeing or social interests of the local community'. The term social interests includes in particular, though not exclusively, cultural interests, recreational interests and sporting interests.

- Assets whose recent or current use does not meet the definition of community value, even if the intended use by a community purchaser would be of community value.
- 2.3.2 If the property is included on the list, the protocols established by the legislation and subsequent guidance will be adhered to.
- 2.3.3 If the property is not on the aforementioned list the land/property will be disposed of at best consideration and added to the capital receipts forecast held by Finance.
- 2.4 *Disposal of an Asset Prior to the Implementation of Part 5 of the Localism Act 2011 in Wales.*
- 2.4.1 Prior to the implementation of the nominated community assets list the following process will apply.
- 2.4.2 If the asset is specifically excluded from being considered as a community asset as defined in 2.3.1 above (as determined by the Estates Team), it will be added to the capital receipts forecast maintained by Finance and disposed of at best consideration
- 2.4.3 If the asset does not fall with the specific exclusions as defined in 2.3.1 above, before marketing the asset the local ward member(s) will be contacted and advised of the intention to sell the land / property. They will be given 21 days from the date of the notification to communicate with local community groups to identify if there are any eligible³ local groups that wish to make a bid for the property. The County Councillor may wish to liaise with any community councils or community groups in their ward to determine this need.
- 2.4.4 If a group identifies a potential community use their proposal will be assessed in the first instance to determine if the group making the proposal is eligible to do so as defined by the Localism Act 2011(see footnote 3). If the group does not meet the criteria (to be determined by the Estates Team) the applicant and local member(s) will be advised and the property disposed of at best consideration.
- 2.4.5 If the group does meet the eligibility criteria, they will be contacted and given a period of 6 weeks to prepare a business plan to support their proposed use, which must include:
- The funding necessary to meet the acquisition and any refurbishment costs. The group will need to demonstrate how the funding will be raised and on-going revenue management, (at this stage they will only need to demonstrate how they intend to raise the funding and how they would fund on-going revenue costs)

³ The group must meet the criteria set out in the Localism Act, i.e. a legally constituted organisation such as a charity, a company limited by guarantee that does not distribute profits amongst its members, an Industrial and Provident Society, a Community Interest Company or a Community Council

- The group will be required to demonstrate how their proposed use would further the social wellbeing or social interests of the local area, (the geographical area to be defined by the applicant) and how this will assist in developing sustainable and resilient communities.⁴
 - How the group will work in collaboration with other users
- 2.4.6 The business plan and supporting information will be assessed by Finance & Estates (with support from other Officers as required) to determine:
- The long term viability of the proposal (running costs of their proposal set against realistic income expectations).
 - The ability of the group to raise funding to acquire the asset and undertake any refurbishment / adaptation works.
 - How the proposal will serve the wider social wellbeing or social interests of the local area.
 - The potential for the organisation to assist in the delivery of MCC services or strategic goals.
 - How the acquisition of the asset will facilitate collaborative working with other community users in the local area.
- 2.4.7 A report will be presented to Cabinet with the outcome of the analysis and a recommendation as to whether the proposal should be accepted or rejected.
- 2.4.8 If the proposal is rejected by Cabinet the property will be advertised on the open market and the sale will proceed on the basis of best consideration.
- 2.4.9 If the proposal is viable the organisation will be given a further 4 month period to secure funding for the acquisition of the property. The value of the property will be determined based on the full market value of the proposed community use (based on its planning use designation), should the parties fail to reach an agreement an independent valuer will be appointed (by a referral to the Royal Institution of Chartered Surveyors) and both parties will equally share the cost of this process. Their determination will be binding on both parties.
- 2.4.10 If after 4 months the community group has been unable to secure funding the property will be advertised on the open market and the property will be sold on the basis of best consideration.
- 2.4.11 No extension to the 4 month timeframe will be considered unless the community group is able to demonstrate a reasonable prospect of securing the funding within 8 weeks of the 4 month period expiring. If following the 8 week extension the community group has been unable to secure the funding the property will be sold on the basis of best consideration.
- 2.4.12 If the community group is able to secure funding within the 4 month period the Council may choose to use its powers to sell at less than best consideration, subject to the valuation undertaken in 2.4.9. The sale conveyance will contain a 100% claw back in favour of MCC in the event that the community organisation subsequently sells all /part of the property. The

⁴ Sustainable and resilient communities could include the following activities, reducing energy consumption, providing services that would normally be undertaken by a third party, tackling local social issues, environmental enhancements, reducing fuel poverty, supporting and developing the local economic base, supporting and developing lifelong learning

claw back will be calculated on the basis of the subsequent disposal price less the original acquisition cost and disposal costs. MCC will obtain 100% of the net uplift in value.

- 2.4.13 The legal document will also contain a right of pre-emption in favour of the Council to be exercised if the acquiring Community group (or successor) subsequently fail and the asset ceases to be used for the community benefit /purpose for which it was acquired. The acquisition price to the Council will be the original sale price cost plus a percentage uplift/decrease to reflect the property market trends from the date the property was sold to the Community group until the date that the Council exercises its right of pre-emption.

3. Purpose of the Policy

- 3.1 The Council's medium-term capital programme and forward commitments, combined with the need to reduce premises running costs amidst on-going budgetary pressures, require it to consolidate its estate and to maximise capital receipt generation. The need to seek best consideration however has to be measured against wider social needs and the requirement to develop more sustainable and resilient communities.
- 3.2 Community groups applying to acquire surplus buildings will be required to demonstrate how their proposal will help develop this resilience and enable collaborative approaches with similar organisations. We will not be supporting applications where groups continue to operate in isolation and ignore the opportunities for organisations to work together.
- 3.3 We will expect community organisations to demonstrate that they have the ability to generate sufficient income to operate and maintain the buildings in a reasonable condition without being reliant on grant funding.
- 3.4 Local Community interest groups wishing to acquire surplus land or buildings must be one of the following:
- a registered charity (with a demonstrable local interest in the area)
 - not for profit organisation
 - community interest company
 - Community benefit society
- 3.5 The protocol is intended to provide clarity for both the Council and those community groups wishing to acquire surplus assets, prior to the implementation in Wales of Chapter 3 of the Localism Act 2011. Following the introduction of this Act this policy will be amended to reflect the legislative requirements and supporting guidance.
- 3.6 The capital receipts projections provided by Estates will be on the basis of full market value unless Cabinet approval has been obtained to sell the asset to a community group at less than best price.

Appendix C

Concessionary Rental Policy

Concessionary Lettings – Protocol

Rental of Properties

1. If a department wishes to lease a property or rooms then they must contact Asset Management to arrange this. Asset Management will take it through the normal procedures to obtain consent for the lease, i.e. local members, cabinet members and the Director of Resources and Customer Services.
2. The rental for the property will be calculated based on the open market value of the proposed use. At this stage no discount will be reflected in the rental calculation. The tenant must agree to this value before the rental grant process can proceed.
3. In negotiating the new lease it will be common practice to build a break clause exercisable by the tenant in the event that a rental grant is not forthcoming. This enables the tenant to leave the property without any financial penalties or onerous obligations if either the grant is not allowed or is later withdrawn.
4. The tenant will be required to complete a rental grant application as attached. The purpose of this form is to establish if the tenant has any other source of funding and their ability to meet the rental commitment.
5. The completed form must be returned to Asset Management who will then forward it on to Finance.
6. The maximum grant available is 95% (except in exceptional circumstances). Finance will also be testing whether the tenant is able to demonstrate that they have the ability to meet any repairing liabilities that they have committed to as part of the lease.
7. Finance will confirm the circumstances of the tenant to Asset Management. If a rental grant appears justified then a report will be presented to the Director of Resources and Customer Services, who has delegated authority to make a decision.
8. If the grant has been awarded the tenant will be invoiced for their contribution only as the grant element will be deducted at source.
9. The grant will be awarded for a three year period only. At the end of this period the market rental will be re-determined and the same process will be completed.

Room Hire

1. If the building manager is to adopt two rates of charging then they must be explicit in how they determined the differences in the two rates. They should also have a list identifying the categories of users that would be eligible for the concessionary rental.
2. Records of the usage should be kept and made available at the end of each financial year to determine the costs to the Council and the beneficiaries of the reduced rates.

Electricity / Utility Costs

1. If occupying accommodation by virtue of a lease, then the utility costs should be the responsibility of the tenant. These can be determined by establishing the overall floor area of the building, the area that the tenancy covers and apportioning the costs accordingly. If there is a variance in the hours of occupation between various occupiers this can also be built into the calculation. Asset Management can assist in determining this as part of the lease negotiations.
2. If the rooms are let on an hourly rate then the utility costs should be built into the calculations to determine the hire costs. The concessionary rental charge must include these costs.
3. If the charity/ organisation has occasional use of desk space, this should be reviewed. For example if one of these occasional users is hurt on Council owned property, then MCC could be liable. If it is proven that this is the only option available then utility costs should be calculated on the same basis as 1 and reported back on an annual basis to determine the level of subsidy provided.

Office Supplies

1. If third parties are to be afforded access to photocopiers they must be given a separate code so that their usage can be quantified. This should be reported back on an annual basis.
2. Third parties should be liable for any office supplies or equipment purchased. Any donations of this kind by MCC to third parties must be recorded and reported back on the basis of unit cost per item, the details of the beneficiary and the rationale behind the decision to make the donation.

Appendix D

County Farms Strategy

County Farms Strategy 2013

1. Current Position

1.1 The Councils County Farm Estate comprises of

29 Farming Units (amounting to 1045 ha/2,584 acres)

11 Cottage Properties

40 Bare land holdings (79 hectares/ 195 acres)

18 Woodland (35 Hectares/86 Acres)

The average size of a council farm holding is 34ha (84 acres). Given the evolving nature of the farming industry it is acknowledged that such holdings are too small to continue to provide an income for the farming family. As a result the occupiers are increasingly seeking additional employment to secure income to supplement their earnings.

In addition due to the nature of the majority of the tenancy agreements, the farms tend to be occupied for the lifetime of the tenants and therefore vacancies are rare, thereby preventing new entrants into the industry.

Many other farm estates enjoy holdings larger than that held by Monmouthshire which enables progression for tenants. Due to the limited size of our estate we are unable to offer such opportunities.

As a consequence the County Farm holdings are not able to offer progression opportunities for existing farming tenants or indeed opportunities for new entrants to occupy viable agricultural units.

2. Future Strategy

2.1 Given the current economic conditions there is an increasing requirement to review Council assets and determine if they are still offering value for money, meeting the aims of the service and whether there is an opportunity cost to continuing to hold them. There is also the added pressure that the Council needs to raise in excess of £40,000,000 to meet its match funding requirement for the 21st Century Schools programme.

The current farm holdings generate a combined rental income of £186,624 per annum. Predicted maintenance costs (excluding mechanical and electrical) for the next 3 years are highlighted in the table below:

Year 1	Years 2 -3	4- 5	Total
345,000	325,000	586,000	1,256,000

There are also planned changes in the boundaries of the Nitrate Vulnerable Zones, which at the time of writing this report are likely to impact on a holding in Raglan. The details of the

enhanced requirements and associated costs at this stage are unknown, but are likely to result in a further capital expenditure pressure.

The County Farms estate is required to generate a trading surplus of £222,000 (against a predicted total income of £280,000 from rent, including bare land holdings and cottage properties). There is a capital allocation which deals with the planned maintenance and improvement programmes which will be used to meet the above identified costs; however as a service it is evident that income does not match the expenditure required to maintain the properties to a reasonable standard. As disposals occur the pressure on the maintenance budget will continue to increase and the gap between income and expenditure will continue to widen.

The on-going financial commitment combined with the size and nature of the portfolio has necessitated a full scale review of the remaining Council farm holdings and their long term future within the portfolio.

Each farm unit has been tested on the following general principle:

The general principle will be in favour of disposing of the holding unless:

- the holding sits within an area that offers long term development potential (Leechpool/Portskewett/Crick localities)
- the holding is adjacent to an existing settlement
- the holding offers potential strategic development opportunities i.e. possible location for a school etc.

Where holdings are identified as non-core, should a unit fall vacant the agricultural land will be either allocated to an existing Council holding to improve viability or it will be disposed of on the open market dependent on the individual circumstances of the holding, Council priorities and market conditions. The farmhouse and any farm buildings will be released to the open market to achieve maximum value.

2.2 Disposal Strategy

The disposal of all Council Holdings as a single portfolio has been considered but rejected as any such disposal would attract significant discounting to take account of sitting tenants.

All of the Councils holdings are currently occupied, therefore, in order to realise the maximum potential value of the holdings a strategy has to be put in place that encourages a managed release of the holdings.

It is proposed that all tenants who occupy non - core holdings will be contacted and negotiations are undertaken to establish if they would be prepared to relinquish their tenancy subject to the payment of compensation. The compensation payment will need to be assessed on an individual basis; however there will be a threshold cap (the combined total of the tenant's improvements compensation and surrender premium) against the anticipated market value. The cap will be agreed by CFWG prior to entering negotiations.

Cottage properties that become vacant will in the first instance be offered to existing farm tenants on the condition that they retire from their farm holding. If no farming tenant wishes to retire, the cottage will be sold on the open market.

The purchasers of all holdings and cottages will be required where possible, to provide a new mains water supply.

For those that are identified as core holdings, when they become vacant the following process will be undertaken:

- an assessment will be undertaken to ascertain whether the development opportunities could be realised at the time it becomes available or within a short period.

If the development opportunities can be realised:

- the holding will be declared surplus and held vacant
- a development strategy will be prepared
- the necessary reports and consents are obtained and the holding is realised to deliver the Council's strategic development aims.

If the development opportunities are not available:

- the property will be advertised for re-letting on the basis of a Farm Business Tenancy, with a term not exceeding 7 years.
- There will be no succession rights for the existing tenants relatives and if any family members wish to apply for the tenancy they will be subject to the same application process.
- The opportunity will be externally advertised and those on the waiting list will be contacted.
- Applications will be invited and a shortlist prepared.
- Interviews will be undertaken and the candidates will be assessed on the viability of their Business Plan, farming vision and experience.

The “Equality Initial Challenge”

Name: Ben Winstanley		Please give a brief description of what you are aiming to do.	
Service area: Estates and Sustainability		Establish an Asset Management Strategy for the council	
Date completed:07/10/2014			
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		The plan relates to property assets and how they are managed.	
Disability		The plan relates to property assets and how they are managed.	
Marriage + Civil Partnership		The plan relates to property assets and how they are managed.	
Pregnancy and maternity		The plan relates to property assets and how they are managed.	
Race		The plan relates to property assets and how they are managed.	
Religion or Belief		The plan relates to property assets and how they are managed.	
Sex (was Gender)		The plan relates to property assets and how they are managed.	
Sexual Orientation		The plan relates to property assets and how they are managed.	
Transgender		The plan relates to property assets	

		and how they are managed.	
Welsh Language		The plan relates to property assets and how they are managed.	

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤	➤
➤	➤
➤	➤
➤	➤

Signed

Designation

Acting Estates Manager

Dated

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
The implementation of an asset management plan	Estates and Sustainability
Policy author / service lead	Name of assessor and date
Debra Hill-Howells / Ben Winstanley	

1. What are you proposing to do?

The report will establish an asset management strategy.

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

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? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc..

MCC Policies and Data, RICS Guidance

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

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Ben Winstanley		Please give a brief description of the aims proposed policy or service reconfiguration The report will establish a strategy for how the councils assets are managed.	
Name Estates and Sustainability		Date 07/10/2014	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			
Ensure that more people have access to healthy food		N/A	
Improve housing quality and provision		N/A	
Reduce ill health and improve healthcare provision		N/A	
Promote independence		N/A	
Encourage community participation/action and			The policy establishes a community Asset Transfer Policy

voluntary work			
Targets socially excluded		N/A	
Help reduce crime and fear of crime		N/A	
Improve access to education and training		N/A	
Have a positive impact on people and places in other countries		N/A	
PLANET			
Reduce, reuse and recycle waste and water		N/A	
Reduce carbon dioxide emissions			The policy makes a commitment to reduce CO2
Prevent or reduce pollution of the air, land and water		N/A	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		N/A	
Protect or enhance visual appearance of environment		N/A	
PROFIT			
Protect local shops and		N/A	

services			
Link local production with local consumption		N/A	
Improve environmental awareness of local businesses		N/A	
Increase employment for local people		N/A	
Preserve and enhance local identity and culture			The Strategy establishes a Community Asset Transfer policy.
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		N/A	
Increase and improve access to leisure, recreation or cultural facilities		N/A	

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤	➤
➤	➤
➤	➤

➤	➤
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The next steps

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

The strategy makes a commitment to reduce Co2 across the estate and increasing the amount of energy generated from renewable sources.

The strategy also establishes a community asset transfer policy.

- 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

Dated



SUBJECT: PEOPLE & ORGANISATIONAL DEVELOPMENT DRAFT STRATEGY 2014-17

MEETING: CABINET

DATE: 15TH October 2014

DIVISION/WARDS AFFECTED: Countywide

1. PURPOSE:

1.1 To introduce the Draft People and Organisational Development Strategy 2014-17

2. RECOMMENDATIONS:

2.1 To approve the release of the draft People and Organisational Development Strategy to allow engagement and feedback from employees and communities, ahead of it being presented back to Cabinet for approval.

2.2 To endorse and promote the draft programme plan as a living document to be updated and refined as further evidence of need is established.

3. KEY ISSUES:

3.1 Monmouthshire People is the latest version of our 'People Strategy', the last being published in 2012. It has, as its starting point, a different way of thinking about how 'we' – our staff teams and communities – can lead the changes needed if we are to respond meaningfully to severe cuts to public finance and shifts in public needs and expectations.

3.2 Our belief is that truly effective organisations don't drive people through change, they drive change through people. We want to connect our people to one another, to purpose and the resources available, in order to spur innovation and performance. This should mean that our investment in people development activity is in line with our core purpose as an organisation – to deliver sustainable and resilient communities - and delivers only those outcomes that matter to our county.

- 3.3 This strategy aims to bring the many facets of people and organisational development we run and promote into one composite piece. Some of these activities and programmes have achieved great outcomes already, whilst others are a work in progress and that's important because this is a learning process and an investment in continually improving performance. Our people must be enabled with the right tools to operate optimally in what is a permanent state of transition and this is no easily 'measurable' task. The aim is for this strategy to make a key contribution to ensuring people development initiatives support our core purpose and business approach in a systematic and sustained way. Where it is felt necessary consideration will be given to any amendment to staff terms and conditions that ultimately support the aims of this strategy.
- 3.4 Monmouthshire People is a story of our evolution – still clearly rooted in *Your County Your Way* – and describes our journey through the various necessary stages of growth and development. Whilst changes and tweaks have been made to programmes and initiatives along the way in order to focus them on the scale of today's challenges – nothing has been lost and we've adapted and advanced. Examples include RESULT coaching, the 'Check-in Check-out' staff appraisal system, whole place and community co-ordination planning and engagement and Monmouthshire Engages.
- 3.5 It is much harder to very clearly connect people development with a particular outcome especially when we are looking at the strategy as a whole. We've learned that there must be two parts to our process of evaluation. The first part is called 'creating the conditions' because it focuses on the softer outcomes we know matter to individuals such as building confidence, encouraging ideas, ensuring people feel valued and trusted and a sense of belonging. The second part builds upon these foundations and involves measuring the longer-term tangible outcomes that are important to people outside of our organisation like budgets, performance and Return on Investment. We call this, 'delivering impact'.
- 3.6 Monmouthshire People contains lots of measures that will capture this information and importantly, they are not all about number-driven targets. Increasingly we recognise we must tell rich stories that convey sentiment, happiness, improved wellbeing and change for the better.
- 3.7 The strategy is importantly built upon a number of key themes and priorities. These describe in greater detail, our journey to date, what works and what doesn't and how we plan to continue to deliver people and organisational development. These themes are:
1. Our Work Environment – ensuring the workforce are afforded the flexibility, agility and connectivity they need
 2. Engaging our People – recognising the essential need for an engaged workforce which strengthens organisational performance; that community engagement at all levels allows us to meet people where they are
 3. Building Careers – An aim to recruit, retain and develop great people who want the opportunity to make a difference

4. Training, Coaching and Developing our People – ingraining our approach to people development in a cultural process is critical if it is to truly endure.
5. Diversity, Inclusion and Wellbeing – we must ensure that the work we do reflects the make-up and diversity of our communities. Building an inclusive workplace is central to this and we know that when they feel well, they perform better.
6. Bringing it all together – people and organisational development is the ‘means’ to the ‘end’ – improved organisational efficiency and effectiveness. Bringing it all together means our people development is linked to, and supports, core purpose and business approach.

- 3.8 The strategy is intentionally draft at this stage. Approval and release of the draft strategy will result in a programme of communication and engagement being undertaken with staff and communities over coming weeks such as to seek feedback and ideas on all aspects of the strategy. A final strategy will be brought back to Cabinet for approval before the end of the calendar year.
- 3.9 A draft programme plan is provided at appendix 2 and provides an overview of targeted priorities and activity over the next 12 months.
- 3.10 Due to the nature of how the strategy will be implemented by the whole authority, ownership and delivery will be shared and naturally evolve over time based upon employee and community feedback and engagement.

4. REASONS:

- 4.1 Our people are central to the success of our council and county. Against the backdrop of continued economic constraint, local government reform and a growing awareness of the areas in which to make sustained improvements – we must equip our people with the mind-sets and tools to meet the changing demands of our organisation and society.
- 4.2 Organisational culture impacts our ability to be innovative and forward thinking and we must create the conditions in which everyone is enabled to flourish.
- 4.3 Our workforce must be able to react and adapt as rapidly as the communities we serve. We want our people to be innovators and problem solvers, continually seeking and responding to challenges. One such challenge will be galvanising the talent that exists outside of our payroll. Our goal is to support talent development both within and outside of our organisation and to engage all the people with whom we can create value.

5. RESOURCE IMPLICATIONS:

- 5.1 There are no additional resource implications associated with this draft strategy at this stage, with all resource requirements in the interim being met from existing budgets. For any projects that cannot be subsequently be met from existing budget individual business cases will be developed.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

- 6.1 There are no negative equality impacts identified in the equality impact assessment and the sustainability challenge identifies only positive impacts (Appendix 2).
- 6.2 The actual impacts from this report's recommendations will be reviewed every year and criteria for monitoring and review will include the monitoring of performance indicators through relevant service improvement plans.

7. CONSULTEES:

Cabinet
Senior Leadership Team
People Development Manager

8. BACKGROUND PAPERS:

Appendix 1 – Draft People and Organisational Development Strategy
Appendix 2 – Equality Impact Assessment & Sustainability Challenge

9. AUTHOR:

Kellie Beirne – Chief Officer, Enterprise Directorate

10. CONTACT DETAILS:

Tel: 01633 644686
E-mail: kelliebeirne@monmouthshire.gov.uk

PEOPLE & ORGANISATIONAL DEVELOPMENT DRAFT STRATEGY // 2014-17

OPEN-NESS

FLEXIBILITY



TEAMWORK

FAIRNESS

*Monmouthshire People:
Connecting People to Purpose*

CABINET MEMBER FOREWORD:

Our people are central to the success of our council and county. Against the backdrop of continued economic constraint, local government reform and a growing awareness of the areas in which to make sustained improvements – we must equip our people with the mind-sets and tools to meet the changing demands of our organisation and society. Organisational culture impacts our ability to be innovative and forward thinking and we must create the conditions in which everyone is enabled to flourish.

Our values of **openness, fairness, flexibility and teamwork** are enshrined in our way of working and through our frameworks for performance assessment, engagement, coaching and training and access to global good practice; we are constantly seeking input on how we might do better. The Enterprise department leads development of this strategy because for us, ‘enterprise’ is a mind-set and means preparedness to challenge the status quo and a capability to develop solutions to problems.

Our workforce of just over 4,000 employees must be able to react and adapt as rapidly as the communities we serve. We want our people to be innovators and problem solvers, continually seeking and responding to challenges. One such challenge will be galvanising the talent that exists outside of our payroll. Monmouthshire has a rich social capital and communities that understand the importance of building their own resilience. Our goal is to support talent development both within and outside of our organisation and to engage all the people with whom we can create value.

We’ve been working hard to ensure employees and citizens share a clear sense of purpose. The core mission of Monmouthshire’s Single Integrated Plan is to **create sustainable and resilient communities**. We have trained staff to develop the tools and techniques to deliver 21st century public services, implemented a performance assessment process based upon contribution to purpose, developed an engagement network focussed on opening up our organisation and sharing challenges with our communities and, created flexible work environments that bring us closer to community.

This strategy aims to bring the many facets of people and organisational development we run and promote into one composite piece. Some of these activities and programmes have achieved great outcomes already, whilst others are a work in progress and that’s important because this is a learning process and an investment in continually improving performance. Our people must be enabled with the right tools to operate optimally in what is a permanent state of transition and this is no easily ‘measurable’ task. My aim is for this strategy to make a key contribution to ensuring our people-development initiatives support our core purpose and business approach in a systematic and sustained way.

This draft strategy provides an opportunity to open up conversations with staff and communities and to discuss the proposals that are contained within. We seek ideas and input on all aspects of this strategy. Beyond feedback we will be seeking through specific communications and engagement we ask you to record thoughts and comments at www.monmouthshire.gov.uk/monmouthshirepeople

Cllr Phil Murphy
Cabinet Member for Resources

FOREWORD FROM THE ‘FRONTLINE’

How Monmouthshire feels to me and how I see the People Strategy will help us on the frontline:-

I along with some of my colleagues were given an opportunity to look differently at our services. Previously it seemed like changes happened top-down but we were given the chance to solve our own problems and come up with solutions. The frontline always had a voice but I don't think we had the chance to change things, as a result we now think differently and approach things in a different way, our suggestions are heard, encouraged and supported.

It feels like the council is now starting to think of all its staff and I hope the People Strategy will help create things more equally, for example not all the workforce currently have access to IT hence this can lead to isolation and not everybody receiving the same message at the same time.

I initially thought this was the emperor's new clothes but I know what a difference the front line can contribute to helping with efficiencies and becoming more effective – it seems a win, win for everyone.

Paul Bevan
HIGHWAYS

EXECUTIVE SUMMARY

Introducing Monmouthshire People

Monmouthshire People is the latest version of our ‘People Strategy’, the last being published in 2012. It has, as its starting point, a different way of thinking about how ‘we’ – our staff teams and communities – can lead the changes needed if we are to respond meaningfully to severe cuts to public finance and shifts in public needs and expectations. Our belief is that truly effective organisations don’t drive people through change, they drive change through people. We want to connect our people to one another, to purpose and the resources available, in order to spur innovation and performance. This should mean that our investment in people development activity is in line with our core purpose as an organisation – **to deliver sustainable and resilient communities** - and delivers only those outcomes that matter to our county. There are lots of approaches and activities in place already as a result of the first People Strategy and this version seeks to update, supplement and refresh these through understanding where we are today and preparing our people for the significant challenges and opportunities now upon us.

Our Journey

Monmouthshire People is a story of our evolution – still clearly rooted in Your County Your Way – and describes our journey through the various necessary stages of growth and development. Whilst changes and tweaks have been made to programmes and initiatives along the way in order to focus them on the scale of today’s challenges – nothing has been lost and we’ve adapted and advanced. Some examples include:

- RESULT coaching being a mandatory requirement for all leaders managers and supervisors;
- The updated ‘check-in, check-out’ appraisal system rolled-out organisation-wide;
- Linking ideas development and service redesign to those areas and functions that can contribute to improved efficiency and effectiveness;
- Whole Place and Community Co-ordination planning and engagement recognising the distinctive needs of our places and unlocking people power to help deliver it;
- Monmouthshire Engages events, discussions and roadshows focussed on finding out what matters to our communities so that we know how to prioritise our resources; and,
- A new People and Organisational Development team charged with implementing and embedding Monmouthshire People

Does it work?

Some of the activity outlined above, makes it easier to assess progress in specific areas. However it is much harder to very clearly connect people development with a particular outcome especially when we are looking at the strategy as a whole. We’ve learned that there must be two parts to our process of evaluation. We call the first part of this ‘creating the conditions’ because it focuses on the softer outcomes we know matter to individuals such as building confidence, encouraging ideas, ensuring people feel valued and trusted and a sense of belonging. The second part builds upon these foundations and involves measuring

the longer-term hard outcomes that are important to people outside of our organisation like budgets, performance and Return on Investment. We call this, ‘delivering impact’.

Monmouthshire People contains lots of measures that will capture this information and importantly, they are not all about number-driven targets. Increasingly we recognise we must tell rich stories that convey sentiment, happiness, improved wellbeing and change for the better. Done right, it means:

- We are clear on purpose and the contribution as individuals, we make to it
- Outcomes that clearly focus on impact and results
- Failure is okay. It means we re-learn
- More feedback loops that lead to greater trust and engagement
- Leadership at all levels that empowers and inspires people to succeed
- Showing flexibility in the way we adapt to change

Our Themes and Priorities

Monmouthshire People is built upon a number of themes and priorities. These describe in greater detail, our journey to date, what works and what doesn’t and how we plan to continue to deliver people and organisational development.

1. **Our Work Environment** – today’s workplace needs greater flexibility and agility and we’ve torn down walls, provided modern but modest facilities and connected all our buildings and services in order to create open, accessible and shared spaces. Agile working remains a core commitment and we’re increasingly recognising and responding to the rapid advancement of technology as people embrace virtual working styles, social media and more near to real-time reporting.
2. **Engaging our People** – an engaged workforce strengthens organisational performance and we strive to engage our people at all points. Within our organisation we continue to develop opportunities for staff volunteering, training and seeking feedback. Within the community, Monmouthshire Engages, Whole Place planning and Community Co-ordination are allowing us to meet people where they are at. The results we are seeing in terms of volunteering, participation in the Ambassador projects and the various trusts, Town Teams and friends’ groups provide solid foundations on which to continue building relationships and alliances.
3. **Building Careers** – we believe that working within the public sector, is less about a job and more about hearing a vocational calling. We aim to recruit, retain and develop great people who want the opportunity to make a difference and this means offering opportunities for mentoring, broadening experience, employee volunteering and apprenticeships.
4. **Training, Coaching and Developing** – ingraining our approach to people development in a cultural process is critical if it is to truly endure. We know that if someone invests in an idea, they will own its success because it’s easier to support something you’ve helped create. We aim to roll-out RESULT training to all those with responsibility for another,

embed Check-in, Check-out and equip people with the capability to redesign and repurpose services in order to align learning with outcomes.

5. Diversity, Inclusion and Wellbeing – we must ensure that the work we do reflects the make-up and diversity of our communities. Building an inclusive workplace is central to this and we know that when they feel well, they perform better. Our action on equalities, employee welfare, managing attendance and introduction of the living wage as part of the 2013/14 budget setting, are all components of this and we prioritise difference and diversity and enabling people to be their authentic and unique selves.
6. Bringing it all together – people and organisational development is the ‘means’ to the ‘end’ – improved organisational efficiency and effectiveness. Bringing it all together means our people development is linked to, and supports, core purpose and business approach. We will continue to do this through connecting our people to all of the things that matter: one another, purpose and resources, in order to yield improved performance.

A plan for action

We have clear priorities for action over the course of the next three years. The priorities for year 1, as can be seen in the Practical Next Steps & Programme Plan (Draft People & Organisational Development Strategy, Appendix 1 & 2), include:

- Evaluation of agile working and future adaptation
- Production of a People Toolkit
- Carrying out Monmouthshire Engages 2.0 as a pre-cursor to our 15/16 budget setting
- Developing new additions and refinements to the current set of Policies and Procedures
- Implementing a Leadership Development Programme
- Improving the quality of data and information reporting
- Undertaking a comprehensive staff survey
- Continue the roll-out of Check-in, Check-out and RESULT

Summary of key messages

- Monmouthshire People brings together key activity strands and initiatives that relate to our people and organisational development
- The strategy is a living and breathing document that will adapt and change over time
- This helps to link our development of people, to our core purpose and business approach, in order to drive forward improvement
- We aim to be a light-footed social business that can adapt and this means ensuring our internal workforce has the right mind-set and skillset to meet the changing needs of our society and organisation
- We must forge stronger relationships with those people off our payroll so that we can unlock ideas, potential and new resource solutions
- We want to maximise ‘people power’ if we are to thrive in these turbulent social and economic times – and not just survive

- Our programme of change will take time to deliver impact, however there will be markers and signs that will enable us to incrementally and frequently gauge success

INTRODUCTION

Culture has become the defining issue that will distinguish the most successful from the pack

Truly effective organisations don't drive people through change - they drive change through people. Monmouthshire People aims to set out the connection between people development and organisational effectiveness as a means of delivering improved performance. This means our people development is not only linked to, but underpins our purpose and business strategy. **Creating sustainable and resilient communities** has roots in Your County, Your Way – an approach to leading our organisation to focus on what matters to communities - that secured the backing of NESTA's Creative Councils programme.

Whilst financial cuts and drivers tend to dominate the headlines around local government, our appreciation of the challenges provides a different starting point. Local government has tended to travel the same path, whilst society has evolved. Communities want on-demand, 24-7, personalised services and solutions they can help shape and create. Our contention is that local government hasn't adapted at a pace to fulfil expectations. However, we also believe people join public service to make a difference; it's just that the overly-bureaucratic systems and behaviours we have created mean this isn't always the case. Our job is to transform lives and in so doing, we can address budget gaps and cuts because doing what matters benefits the bottom line. To be effective, we must ingrain the ability to adapt, be nimble and creative in a cultural process because culture is what we grow people in.

Approaches like 'Whole Place', Community Co-ordination and Monmouthshire Engages demonstrate the potential for people to shape their council and county on their terms. We don't just want to be responsive on the issues of importance today, but relevant to the things we can reasonably foresee as being important tomorrow. This means unleashing the intrinsic motivation of our people. Working to common goals means a focus on delivering better outcomes. We must connect our people to one another, to purpose and to the resources available in order to spur innovation and enhance performance. Whilst we have programmes, policies and services all working towards this aim, the job of this strategy is to provide one integrated framework for people and organisational development.



OUR JOURNEY

People Strategy 2012

Our last People Strategy was published in March 2012. Built upon three core themes of culture, capacity and behaviours, it was accompanied by an ‘involvement exercise’ that engaged over 350 members of staff with the expectation they disseminate information through teams and actions plans. In terms of activities and outcomes, the strategy provided a foundation and achieved:

- Revised and re-purposed set of Workforce Policies approved by the Joint Advisory Group and Cabinet Committee;
- Regular workforce reports and improvements in HR related data with the development of MyView system;
- Implementation of approaches that codify Core Behaviours and Attitudes and embed them within recruitment and development processes;
- Re-purposing of Induction package; and,
- Continuing the spread of creative thinking and ‘whole systems’ approaches throughout the organisation, linked to the Medium Term Financial Plan.

In the ensuing period, much has changed in terms of the scale of financial cuts, the more fundamental pace of reform in local government, our awareness of areas for improvement and the fast changing needs of our communities. In addition, leaning-in to communities has provided greater clarity of purpose. Monmouthshire People is thus, the second iteration of the People Strategy, seeking to provide a faster-paced and systematic effort aimed at increasing the capacity of our people to achieve goals efficiently and effectively.

Our evolution

Monmouthshire secured the backing of NESTA and LGA in May 2012 under the Creative Council’s programme. This enabled us to develop, test and begin scaling aspects of what we called Your County, Your Way – a programme aimed at equipping staff and engaging communities to develop solutions to our biggest problems. Our work mainly comprised:

- Agile and flexible working – breaking down physical and cultural walls
- ‘Whole systems’ – addressing what matters to customers and breaking down silos
- Intrapreneurship – developing the tools to deliver 21st Century public services
- Meaningful community engagement – co-creating and co-delivering
- Global best practice – seeking out experts with whom to grow high potential ideas

Whilst participation in the programme provided support to ‘testbed’ ideas, the real value was in making new connections, accessing global networks, engaging in peer learning and benefiting from best practice. However, the goal within the organisation remained to achieve a critical tipping point in terms of embedding this way of working throughout.

In July 2012, cabinet agreed the three year establishment of the ‘Centre for Innovation’. The Centre was often mistaken as a physical space – but was a team of individuals charged with catalysing innovation. This involved delivery of service reviews, coaching and mentoring, support for agile working, assistance with Monmouthshire Engages and moving ideas into action. Notwithstanding the outcomes delivered in the first year, in particular, around assisting delivery of the budget strategy, the model naturally began to evolve in a fresh direction. With the need to meet ever challenging budget targets, the demand to develop the skills and capabilities to achieve them, alongside a restructure of the senior leadership team

- a new opportunity arose. The new Enterprise directorate, with its focus on cultivating enterprise as a central organising principle, afforded an opportunity to bring together a range of complementary services like Employee Services, Training, IT, ‘Innovation’ and organisational design. This moved the emphasis from a centralised focus on innovation to a more dispersed, inclusive and devolved model of organisational development, in which all services must create the conditions for people to be the best they can be. It means a greater sense of shared responsibility and more infiltratory engagement. It allows greater synergies with the Single Integrated Plan, key budget strategies, such as iCounty, and individual Service Improvement Plans because when we do what matters most with communities, we know that better outcomes and an improved bottom line is the result.

In this process of adaptation, we have seen the evolution of intrapreneurship into the RESULT coaching model; agile working morph from a focus on physical space to virtual working, channel shift, and an improved web presence. We’ve seen the ‘whole systems’ approach become about wider-ranging service reviews that link with our places and the people who live in them. Engagement has also undergone transformation with ingrained processes emerging from Monmouthshire Engages, Whole Place, Community-led Plans and Community Co-ordination. In addition, our Employee Services section has adapted into People Services promoting a re-purposed performance appraisal system, new mentoring, volunteering and induction schemes that clearly link people to purpose and performance. Self-evaluation features highly in this because developing our awareness of the actual progress being made is key to gauging return on investment.

Barriers and issues

Our journey has shown that embedding people and organisational development approaches is hard yards. Success to date has been far too episodic and dependent upon a core group of individuals who instinctively understand the contribution required of them. Our experience has taught us that we need improved understandings of the different role of policy makers, leaders, professionals and citizens so that everyone can play a part. We must better gauge our sense of preparedness and develop a keener sense of self-awareness. One of our main challenges is that innovation requires a willingness to take risks and this needs a culture of trust. We have to expect a steady flow of failure and understand that failing is necessary because it means we’re actually doing *something*. The problem with this is that tolerance for failure tends to decline in times of austerity because the pain of perceived waste is that much sharper. We have learned that when this happens, we have to stand firm because we can’t impose bureaucratic regulations to try and prevent failure.

What people and organisational development means to us

Our journey has been built upon re-learning. Your County, Your Way was never intended to be a static or snapshot approach. We have learned that to achieve penetrative engagement with improvement and creative thinking we need a systematic programme that puts our people-productivity and performance front and centre. Done right, it means we are:

- Clear on purpose and our personal and collective contribution to it;
- Clearly understanding what matters and the needs from our customers perspective;
- Defining outcomes with a clear focus on results;
- Learning from failure by small scale testing;
- Minimising risk whilst maximising chance of success;
- Creating feedback loops for greater organisational improvement;
- Understanding how to empower employees and inspire people to succeed;
- Showing flexibility in adjusting nimbly to changing conditions; and,

- Maintaining communication with stakeholders and becoming pragmatic enablers

A coherent approach to people and organisational development creates the conditions for closer engagement with innovation; identifies what outstanding levels of achievement look like; achieves consistency of direction and links goals to supportive strategies. It includes involving and developing our employees and promoting good practice. **It means we must expand our capacity to create the future.**

To hear more about the story so far, follow the links below:

Intro



<https://www.youtube.com/watch?v=hfNzx5cbsHU>



Case Studies

<https://www.youtube.com/watch?v=2PaYNw3tbMQ&feature=youtu.be>



<https://www.youtube.com/watch?v=xnOsy0-li0k&feature=youtu.be>

Going Forward

OUTCOMES AND EVALUATION

Measuring and isolating the impact of people and organisational development approaches is not a straightforward task. Drawing connecting lines between a particular type of people-development activity and a given outcome is problematic. We are striving towards continually developing new ways of measuring the impact that takes into account multiple complex variables. Further measures will develop and evolve as we continue to focus on ‘what matters’. Whilst it is challenging, we know that getting to ‘near-real time’ assessment will be important if we are to effectively reflect the changing contexts of the way our services are delivered.

We believe there has to be two main parts to our framework for evaluation. Firstly, we have to measure the ‘intrinsic’ outcomes – the outcomes that matter to individuals and what they have told us is important – building confidence, feeling valued and trusted and a sense of belonging, self-esteem and clarity of purpose. This must be constantly informed with feedback and new insights so we know we’re measuring the right things as we continue to build our foundation of motivated people who engage more deeply with outcomes. We call this ‘Creating the Conditions’. The second step builds on this by measuring the extrinsic, longer-term outcomes – the stuff that’s more important to the outside and demonstrates the impact of activity - budgets, performance and Return on Investment. We call this ‘Delivering Impact’.

Organising our evaluation framework in this two-pronged way, will make it easier to gather evidence, provide a common language for evaluation and continue to iterate and develop our assessment processes as we learn more and receive feedback.

What will ‘good’ look like?

In terms of the first phase ‘Creating the Conditions’ – a staff communications survey from 2013, feedback from Intrapreneurship, evaluations of RESULT, an appraisal of Monmouthshire Engages and insight from Induction sessions tells us the following features matter most to our people:

- Communication – a sense of belonging and feeling ‘part of it’ through an understanding what happens at a whole authority level
- Clarity of purpose and their personal contribution to it
- Having opportunities, space and permission to generate ideas & solutions
- To be connected through networks across the organisation
- Access to leadership
- 21st Century leadership skills that enables and empowers Monmouthshire People
- Accept the risk of failure in the pursuit of better services
- Feeling trusted
- Clear understanding of expectations and consequences of non-delivery
- Right tools to do the job – good IT and fingertip information in particular
- Happiness, fun and wellbeing
- Opportunities to share learning and broaden development
- Flexibility in terms of working conditions
- Opportunities to work across boundaries to co-create solutions to problems

The second phase of identifying good outcomes ‘Delivering Impact’ focuses on organisational impact through the performance management framework:

- Delivery of MTFP in accordance with planned and mandated projects, business plan and service developments
- Improvement plan delivery assessed as a minimum of ‘good’ in all 4 areas
- 75%+ National Assembly for Wales Performance Indicators are in the top quartile
- 100% of Outcome Agreement is achieved
- Increased percentage of population says it feels able to influence council services
- Better outcomes for our citizens evidenced by feedback and case studies

How will we know we’re getting there?

The sequence of Creating the Conditions, followed by Delivering Impact speaks more about a phased process of transitioning the gap that can be monitored and assessed at regular intervals, thus telling us if ‘we’re on the way’:

- Quarterly monitoring of Improvement Plan tells us we are ‘on course’
- Quarterly monitoring of MTFP tells us we are ‘on course’
- Feedback (staff survey, evaluation of initiatives, customer insights) tells us that confidence, trust and participation is increasing and that happiness and wellbeing are highly rated
- Numbers of new ideas generated and being converted into actions and outcomes and learning from failures
- Closer integration of performance & culture as identified by regulators in thematic work
- Participation in Monmouthshire Engages increases
- Aim to increase job and location flexibility by matching skills to need
- Numbers of employee volunteers
- Numbers of community volunteers
- Access to leadership development programme
- Numbers through RESULT coaching every year
- Numbers having a Check-in Check-out Appraisal
- Connectivity between team outcomes and Service Improvement Plan that feeds into overarching strategies

OUR THEMES AND PRIORITIES

1. Our Work Environment

‘You don’t have to be in work to be at work’ – Paul Matthews, Chief Executive

Participation in contemporary work now requires greater flexibility and we have invested in creating vibrant work environments with modern facilities and; connectivity and enhancements going in to frontline spaces such as leisure centres, one stop shops and libraries enabling staff to be ‘co-located’ with customers. Our new County Hall, is a modest space with its compact sized compensated by the highest levels of sustainability which help make it a future-proofed, flexible and social space open and accessible to communities and customers. Providing work environments for our employees is one of our biggest financial overheads and our agile working policy recognises the need to support more nomadic, multi-locational group-based and remote working styles. The work environment however is about much more than physical space and recognises the prevalence of technology, virtual working styles; the right enabling policies and procedures, interaction in ‘real-time’ via social media and building the kind of networked structure in which people at all levels feel valued for the skills and knowledge they bring to their roles.

Tools to do the job

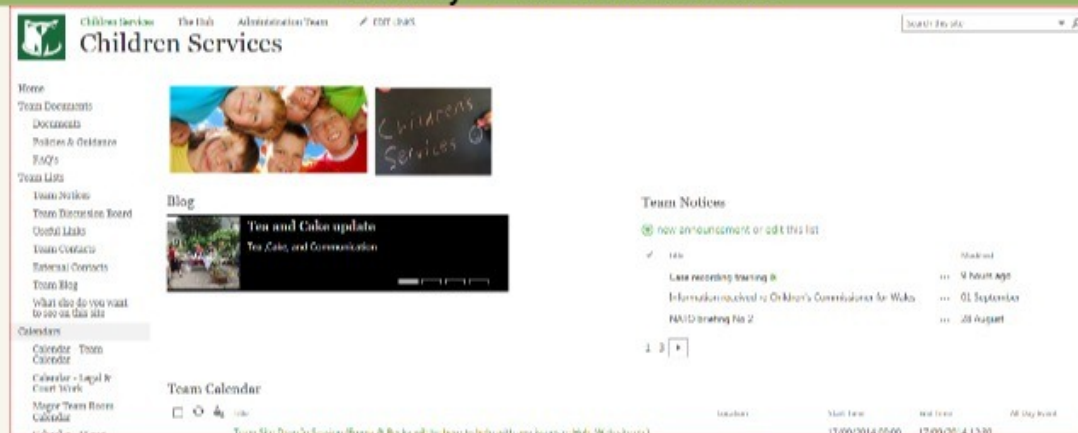
We rely on productive employees and must ensure roadblocks are not standing in people’s way as they carry out their jobs. We are committed to providing the right resources to allow all our people to perform their roles successfully and constantly seeking feedback on the ‘proper tools’ that enable optimum efficiency. We have invested in tailored work environments that complement the special needs of specific services, provided a dedicated space for creative thinking, training and development and ensured all of our environments are open, accessible and adapted for optimum use. We’ve a programme established for cyclical investment in IT hardware, connected our frontline services with broadband and public wi-fi and opened access to internal and external social media outlets to all staff. Agile working has heralded a new way of thinking about work and whilst that means we are more present and visible in our communities, the need remains to provide ‘office cover’ and so we work ever harder at establishing credible virtual and physical presences. Fleet cars, our ‘green car’ scheme and an upcoming ‘Cycle to Work’ programme all support our focus on sustainability by reducing our footprint on the environment, whilst enabling our people to navigate our large county for necessary journeys, whilst video and tele conferencing facilities are providing a cost effective alternative to travel.

The Hub tree diagram below explains how the introduction of this internal technology platform can provide our employees with the majority of the tools to do the job. Increasingly, we want to move our interactions to a ‘self-service’ type model and using customised SharePoint features, we are:



- Using web pages to create a whole-authority knowledge-base
 - Targeting information to users allowing users to follow certain sites and documents
 - Creating a self-service web based platform allowing individuals to access anything needed to do their job in one place
 - User views which can be personalised to improve networking, connectivity and skills sharing
 - Freedom to 'share' documents, sites and finds with people outside of teams
 - Find out who is accessing information, what is useful to others and planning ahead
 - Using FAST search to locate documents

Case Study - 1 - Our Work Environment



We are using the Hub to developing a self-service portal for Children's Services. The portal has been designed to give the team the ability to share documents, knowledge, and improve networking for a team that is in its nature very agile. It's becoming a one-stop-shop for all their information needs:

- FAQ's
 - o Team wiki to share those hints and tips that are usually held in someone's head
 - o IT wiki to share common IT FAQ's and instructions
- Blog, a space to share stories and experiences from within the team
- Notices, to give the team up-to-date information, not only on work related topics but also on the social side
 - Team calendar, to give an overview of up and coming events and training opportunities
- A forum for discussing issues that are pertinent to the team, which all of the team can contribute to
 - One place to go to for all their policies and guidance, ensuring right information, for the right purpose, available at the right time

Head of service Tracy Jelfs explains the benefits of the site for the service 'It was apparent that the service needed a focused resource that provided information specific to us in one place. The site covers a range of information in one hub for example, policies and procedures, which are specific and relevant to our service, diaries developed for specific tasks, links to useful external information. In addition a blog has been developed to enable staff to share good news stories confidentially, as the site is locked and can only be accessed by our staff group. All staff have author access to the site and are encouraged to add information, use the site and advise what else they would like to see and would find helpful to them in fulfilling their role with the Council.

This site reduces the time spent searching for information and has developed better communication and enabled staff to have a clear understanding of their role and responsibilities'.

Agile working

Agile working was introduced to provide a modern, cost-effective, flexible working environment consisting of fully serviced workstations where employees can join colleagues at their team base or work remotely when necessary. Providing employees with access to agile workspace enables agility and flexibility, and means more time is spent out in the wider community than being tied to an office. It has also changed the focus of work which is now related to output and outcomes rather than measuring time spent in the office.

Economic ROI - We've already seen an economic return on investment in the reduction in overall person to workstation ratio across all office bases in MCC to 2:1. As we continue to utilise mobile communication technology to enable people to access the information for them to do their jobs anytime, anyplace, anywhere, we anticipate this ratio moving towards 3:1, further reducing the need for expensive office space. We have open space, and don't subscribe to the barriers of personal offices and exclusive use workstations, opting instead for flexible workspace. People can work in the way that suits them best to get the job done, using a mix of quiet space outside of the office base or working with project teams and colleagues. Whilst we continue to support flexible work and provide 'flexi-time' benefits, we've removed formal core working hours and clocking in stations because we trust that our employees will work with their team colleagues to put the needs of the service first, and achieve the service outcomes within their contract hours. This removes the kind of futile pen-pushing that can occur in the pursuit of recording time and 'earning' time-off.

Cultural ROI - Agile Working has provided a launch pad for the sort of working culture that encourages a flexible mind set and maximises skill mobility. It enables people to have agile skills to bend and flex alongside the ever changing work and service provision of Monmouthshire. We also provide the flexibility for people to contribute to whole authority projects and secondments across the council, making the most of their personal skill sets.

The agile working policy was last reviewed in 2013 and the current agile working arrangements will be assessed in 2015 to inform an updated agile working policy.

Social networking

Social media plays an increasingly important role in engaging employees and ensuring they are understanding customer needs. Most office based employees use The Hub, Communicator and Yammer, for internal social networking, to stay connected and expand their networks. In addition we encourage staff to use external networks such as Twitter and Facebook in order to be able to converse, respond and interact with communities, businesses, partners and customers in 'real time'. More efficient work practices are frequently better enabled by technology, and the beauty of social media is that it also presents a very accessible and 'more human' dimension. We gained national recognition as one of 8 recommended websites in the UK as part of the 2014 SOCITM Better Connected Report, which is a clear testament of our dedication to being a connected and accessible Authority.

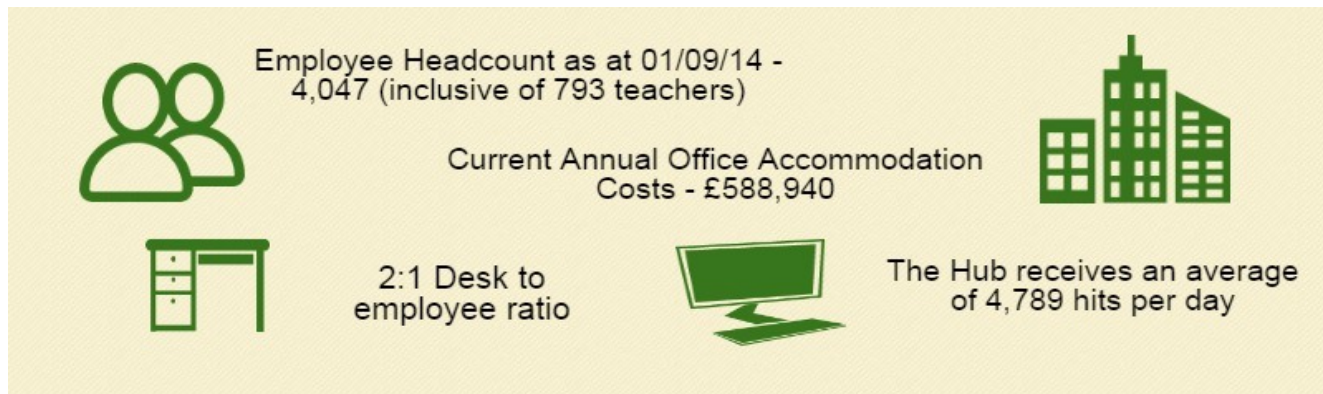
We recognise relationships are the new currency and social media profiles are critical if we are to maintain our reputational value. 'Return on Relationships' is important as the value that accrues over time through loyalty, recommendations and sharing and using social networks to create authentic interaction and engagement.

Policies, procedures and data

Our current workforce policies and procedures reflect our commitment to treat all employees fairly and to promote a culture of integrity and ethical decision making. As we see an increasing blurring of the lines between those 'workers' on and off our payroll, our goal in the short-term is to add to our policy set, with whole-authority guidelines for volunteering, work experience, mentoring and engagement.

There are a number of people and organisational development datasets which underpin our performance evaluation and we are working towards improving to our systems, servers and data collection modules in order to ensure the veracity and accuracy of these datasets. In

the medium-term, our desire is to move to near real-time data dashboards that provide instant high-level and detailed summaries of performance, presented in simple and accessible ways to ensure users do not require in-depth knowledge of technical HR-type statistics to use it.



2. Engaging our people

‘Our people are our best resource’ Peter Fox, Leader of the Council

An engaged workforce strengthens organisational performance. Employees who are engaged contribute to our success and are more likely to be high performers, understand their purpose and ultimately, stay with us. Employee engagement is grounded in our values of openness and teamwork and we have taken down walls to provide open spaces that connect, enable networking and engagement with leadership. We strive to engage our people at all points, from the recruitment process with inventive advertising and making use of social media, to induction, staff volunteering, training, development and our new appraisal process (Check In Check Out). We are increasingly investing in building meaningful relationships with our communities, recognising the inherent local knowledge, skills and influence to co-create services fit for the future. Building relationships are the essential foundations upon which our organisation is built. We collaborate with people on and off our payroll to understand what matters, gain insights, seek solutions to problems and constantly improve the ways in which we work.

Forums and networks

We enable the operation of myriad groups, networks and partnerships, straddling our organisation, communities, partners and private sector agencies. Many of these take the forms of conventional thematic and administrative structures. Increasingly however, we are seeing the emergence of new types of groups such as Town Teams, community forums, civic societies, service-user networks, community interest companies and local trusts - all forming in order to articulate their views and organise action on issues of importance. Examples of great practice include Town Teams in Abergavenny and Caldicot – local people mobilising hundreds of local volunteers and ‘doers’; the Youth Service-led ‘Engage to Change’ group which sees young people directly influencing their Council on ‘what matters’ and growing Community Co-ordination networks which provide local support for our most vulnerable. In addition to this, a range of informal networks exist arising from coaching and mentoring groups and peer networks. Our future goal is to ensure we are creating the space for networking to grow and develop – providing solid foundations on which to build relationships and expand social capital.

Employee feedback

We gather insights from employees currently on both an informal and formal basis. Our relationship with the Trades Union plays a role in this and through the Join Action Group (JAG) we enjoy regular, direct and productive dialogue with a range of local and national representatives. We unlock staff ideas and innovations through coaching and training, connected projects, service reviews, open dialogue with leadership and the new Check-in, Check-out appraisal process. The 2013 response to the staff communications survey told us we needed to prioritise engagement with the ‘frontline’ and this set the Chief Executive and Leader on a course to meeting directly with over 1,000 of our employees. We’ve evaluated the success of our series of Inspirational Speakers; created wiki-spaces for feedback, input and ideas germination and the re-purposed induction process provides touch-points at which new employees are systematically re-engaged. Our next all-staff survey will be undertaken in autumn 2014 and the results will be used to provide an updated baseline of ‘what matters’ and inform a forward programme of focused activity.

Monmouthshire Engages

In a climate of financial austerity and changing community needs and expectations – we need local people to help us develop solutions to problems. What we may lack in terms of money and resources, we make up for in the way of assets, ideas, skills and high social capital. Our first round of Monmouthshire Engages in 2013 saw 1,697 people come forward to listen, pledge support in the way of contributions, time and ideas. Monmouthshire Engages is about ongoing and authentic engagement with our public. In its first year it spawned wider thematic engagement as people pledged support and interest in specific themes and topics such as Waste, Museums and Cultural Services, Town Teams, Leisure and Tourism. All sessions have been held outside of normal working hours in order to maximise involvement and have been staffed and facilitated by 120+ employees who give freely of their own time. We are benefitting from significant local support as people rally to crowd-source support for and crowd-fund services such as the Borough Theatre, Usk Rural Life Museum and Monmouthpedia. In recognising the wider ways in which our public wish to engage, Monmouthshire Made Open – a digital ideas and innovation engagement tool will also be launched for the commencement of Monmouthshire Engages 2.0 in September 2014.

Whilst Monmouthshire Engages provides a centre-piece for our public engagement work, the real 24-7, week-in week-out embodiment of community engagement is the interactions and alliances being built by the Town Teams, Community Co-ordination, our growing volunteer network, tourism and young ambassadors and our various trusts and friends’ groups who all contribute many thousands of free hours.

CASE STUDY 2 - Co-creating the Future - Tourism Ambassadors

The Monmouthshire Ambassador Training Programme was developed and is being delivered with funding secured through Monmouthshire’s Rural Development Plan. 129 ambassadors have been trained to date and there is a target of 200 trained ambassadors by the end of the programme in December. 19 of the 129 trained ambassadors have also undertaken WorldHost training, which was the training underpinning the 2012 Olympic Games Maker training.

The aim of the programme is to develop a group of enthusiastic local experts who can help provide a warm welcome to visitors and encourage them to see and do more while they’re here, so they stay longer and spend more money in the area. By enhancing the experience of visitors while they’re in Monmouthshire, it’s hoped that as well as increasing referrals to local businesses, the ambassadors will also encourage visitors to return and to recommend the area to family and friends. (These word of mouth recommendations are becoming increasingly powerful as people become less trusting of traditional advertising, and customer review sites grow in importance in influencing bookings).

As part of this programme we’re delivering a bespoke training course aimed at retailers, market stallholders and event organisers in Abergavenny on October 8th and another aimed at local cycling enthusiasts on 1st October. In addition, as part of the development of our visitor information service, we’re delivering a further course for trained ambassadors to prepare them for voluntary roles in Monmouthshire Tourist Information Centres. This training is due to take place on 18/19 November and is hopefully being delivered with some final funding from Capital Region Tourism.

Employee Volunteering

Over last 18 months, Monmouthshire employees volunteered thousands of hours of their time, skills and expertise to their communities, special projects and programmes and major events. We are increasingly seeing our working roles change as more engagement, meetings, discussion sessions, roadshows and workshops are held outside of normal office hours. Work with town and community councils, Town Teams, Trusts, festivals, special events like Cycling Road Race Championships and the Eisteddfod launch events bring hundreds of our staff together – all of whom give of their time freely to feel connected to purpose. In the Tourism, Leisure and Culture department alone, it is estimated that in the last twelve months, our employees have freely given over 400 hours of their time. To date, employee volunteering has been supported through goodwill and the discretion and support of line managers. However, it signifies changes to our future working patterns on a more fundamental level and requires a formal supportive policy to ensure it operates within clearly defined parameters.



Case Study 2: Employee Volunteering: National Road Race Championships

MEASURING THE IMPACT OF VOLUNTEERING

NATIONAL ROAD RACE CHAMPIONSHIPS 2014

As a Council we are committed to supporting and encouraging the involvement of volunteers to support the widespread interest of service into sustainable impact. We understand and value the benefits that volunteering can bring to helping our organisation achieve its goals and also to help nonprofit organisations accomplish long term social goals. The impact and benefits of volunteering are multifaceted for both the Authority and for the individuals volunteering which is why a holistic approach has to be taken to capturing the breadth of the impact so that we truly "connect the pounds invested to the passion".

Professional Benefits for Monmouthshire County Council



■ Agree ■ Partially Agree ■ Do not agree

89% of volunteers who took part in the National Road Race Championships either fully agreed or partially agreed that they had a more positive view of the Authority after volunteering



As well as a social value, an economic value can be attributed to the hours spent volunteering. Based on the most recent gross hourly pay for the UK, the National Cycling Championships generated an economic value of:

£11,838

Personal Benefits from Volunteering



■ Agree (47%) ■ Partially Agree (32%)
■ Do not agree (21%)

The majority of those who volunteered felt more a part of Monmouthshire County Council as a result of volunteering for the Championships

Improved individual civic engagement

100%

All those who volunteered for the National Road Race Championships would be interested in future volunteering opportunities with Monmouthshire County Council

Volunteer:
 "Great opportunity as a cyclist to 'give something back' and get involved in a great, local promotion of the fantastic county we live in! Thanks for the opportunity!"



3. Building Careers

‘The only way to do great work is to love what you do’ – Steve Jobs

We believe that working within the public sector is less about having a job and more about a vocational calling. Our objective remains to recruit, retain and develop what we term ‘vocational public servants’. We do this because if we are unable to retain our existing personnel and hire new highly skilled personnel – there is a risk we will not deliver on our strategic objectives. Increasingly we recognise that this is not the job or role of ‘HR’ – but the responsibility of leaders because talent draws talent. In addition, our people tell us that job satisfaction isn’t about the money – it’s about working with great people, feeling part of something important and taking the opportunity to make a difference. We believe our clarity of purpose, team spirit and closeness to the people we serve, builds loyalty and reinforces passion, energy and commitment. We continually see that getting the best relies on providing opportunities for learning and growth. A recent pilot in Social Care Children’s Services Team, aimed at a new more thoughtful style of recruitment, has seen more than 17 applications being received for social work and senior social work posts where previously there hadn’t been any. This reinforces our view that great recruitment, retention and development does not happen by chance – it needs a sophisticated approach to keeping the best people and finding more to further accelerate growth.

Recruiting talent

Our approach to recruitment continues to evolve as we understand the shifting demographics impacting the recruitment market, the changing nature of work and jobs and more importantly, where people to look for them. We are increasingly using social media – Twitter, YouTube, Facebook and LinkedIn as recruitment tools and this is a symbolic move since our 24-7 social media presence is continually demonstrating what we’re about and if someone is interested in coming to work with us, there’s a strong chance they’ve already made an assessment of us. We’ve also experimented with Storify and Wordpress and developed our ‘brand values’ to further educate potential candidates, volunteers or simply people interested in working with us in some other capacity – about what we do and the value of joining the team. We used Facebook to recruit our first Town Team in Caldicot, and it simultaneously raised community awareness of our ideas and vision and cultivated a groundswell of support. The next stage is to consolidate the most successful activities whilst we continue to remain current by testing new ones. We aim to also build better links with universities in order to bring new talent and intellectual property into our council and county. Promoting from within also remains a priority and the systematic ‘Check-in, Check-out’ appraisal system affords opportunities for career path planning.

Mentoring and work experience

One of best professional development resources is peer learning and support. Whilst we have prioritised coaching and development for our employees – we recognise there’s more to do around structured mentoring, work experience opportunities and targeted support for specific groups. Some of this happens currently, for example, we support schools with Enrichment Weeks; take on young volunteers to assist with specific projects aligned to their study programmes and recently established a corporate parenting mentorship scheme where MCC officers act as mentors and support to young people aged 16-25 to achieve their goals. There is scope to scale this and we are creating a scheme with Job Centre Plus to enable out of work individuals to join us for work experience and attainment of basic workplace qualifications. In addition, we will be improving our business mentorship

programme and building opportunities to connect more diverse groups such as young people in the workplace and Women in Leadership.

Apprenticeships

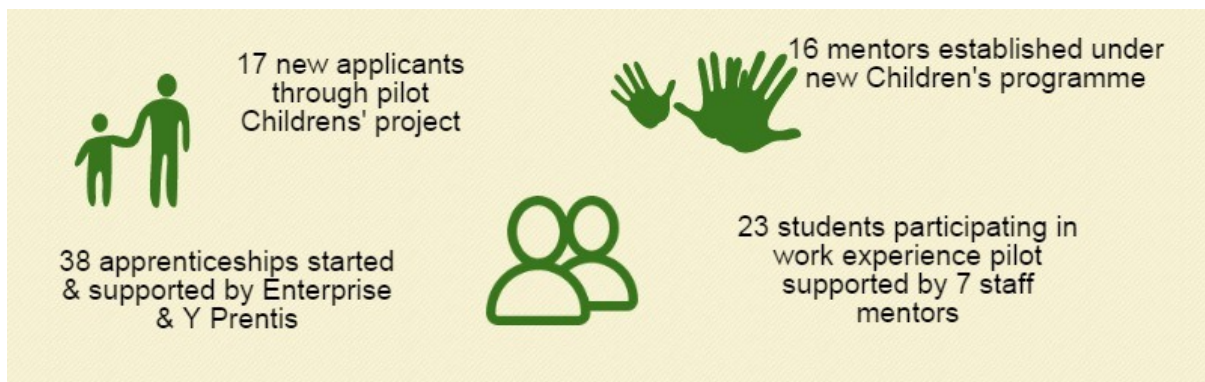
We have re-committed to providing apprenticeship opportunities through the creation of specific posts in particular, in our Operations division and through CMC2's successful Y-Prentis programme targeted at supporting growth in the construction skills sector. In addition with support for Melin's Intermediate Labour Market scheme, Monmouthshire Housing's 'Ways into Work' and our own development of Jobs Growth Wales – we have started to make in-roads. However, there is much more to do and our assessments tell us that in particular, Digital Apprenticeships and Hospitality Training are the two key priority areas.

Redeployment

Redeployment increases the ability of our workforce to adapt and helps employees when business decisions such as re-alignments impact their positions. Whilst in this climate of severe financial constraint, it is inevitability that workforce numbers will continue their pattern of reduction; our redeployment policy provides an opportunity for us to redistribute talent as a first opportunity allowing the alignment of skills and experience with job openings. For those employees in this position, we prioritise early engagement to help them with the transition into new areas or in their departure from the Council.

Broadening experience

One of our most valuable learning experiences has been 'freeing people up' to focus on stuff wider than the day job. This could be in the way of attachment to a different service, taking part in a new project or just developing ideas and suggestions that could 'add value'. Google term this, '20% time': one day a week to work on 'side projects'. Whilst we have tried this approach informally – in today's fast paced and ever-changing environment – time is significant and it would be difficult in logistic terms to allow 1/5th of employee time to do work that is not necessarily aligned with core objectives. What we need is a policy of greater working flexibility: moving people around to broaden experience, fill gaps and create learning and development opportunities. Innovation needs to be part of work routine and this means providing direction, sharing purpose and clearing the path for all those with great ideas so that we successfully move the entire organisation towards its goals.



4. Training, Coaching and Developing

‘Anyone can be a game changer by using the power of their ideas’ Nilofer Merchant

Culture eats strategy for breakfast. Strategy is time limited, whilst culture endures. People are central to our success equation, underpinning all parts of culture, talent and purpose. If someone invests in an idea, they will co-own its success because it’s easier to support something you helped create. Ideas come from all layers in the organisation and it is the job of training, coaching, development and leadership to help nurture, grow and scale them. In ever more straitened economic times, it is *more* important to invest in organisational and personal learning and development because ‘competent managers of stable services’ no longer exist. We need to equip our people with the tools, training and techniques to deliver 21st Century public services that our people and communities actually want to receive. We need to create the conditions, shape the mindsets and hone the skillsets so that ideas can flourish and -good or bad – are highly valued. We need our people to understand that this is a progressive leadership challenge and we know that leaders exist at all levels within our organisation and are certainly not special, talented people who sit at the top. What we ask of our leaders is that they embrace 21st Century skills set and simply create more leaders. For this to happen effectively, training, coaching and development must align with and support our overall business strategy. In short, we must continually strive to align learning with results.

Coaching and training for purpose

Coaching and training allows us leverage people power to improve workforce effectiveness and organisational performance. Examples such as the team effort underpinning the National Road Race Championships in June 2014 show that a bunch of connected individuals can now achieve what once only large central organisations with budgets could. This was because they were connected by something much more powerful – shared purpose. People are not cogs in a machine – they must be valued and appreciated. This means celebrating ideas and innovations enabling economic power to be unlocked. This is not about innovation or creative thinking being something that everyone must do; but innovation and creative thinking being something anyone *can do*. If we are stay on top of our game, then we must understand how to create value in an ever-changing world. In Monmouthshire this means an increasing number of ideas coming in from outside the organisational walls with customers now becoming co-creators. This poses a key challenge for our training section in terms of techniques and learning packages that transcend our organisation’s boundaries – and an opportunity also – because if this can be achieved, commercial potential undoubtedly exists.

RESULT Coaching

Coaching requires managers to shift from the traditional role of controlling and monitoring performance to a more open and consultative approach. Coaching develops partnership between leaders and employees creating a shared understanding of what needs to be achieved and how creating a more motivating experience, a closer match between expected and actual performance and feedback, support and clarity create the conditions for success. Our widely acclaimed in-house RESULT coaching model embodies these principles and built upon the best parts of Intrapreneurship, ILM, NLP and cutting edge thinking, so far has seen 103 participants progress through it. So great has been the feedback and stories telling us of the application of the learning, Leadership Team has made it mandatory for anyone with a management or supervisory responsibility. We believe the success of the model is that it is home grown and has been constantly iterated and improved through feedback. It is bespoke

to us and our needs and priorities recognising the context, challenges and multiple demands placed upon us. Some external interest has been shown in our model and we are currently working up the plans that will enable us to potentially fill a gap our research demonstrates exist in both the public and private markets.

Qualifications

We currently offer a number of ILM qualifications at various levels. To date, this represents a value of c£230k worth of free high-order training into our organisation. We have also sourced free essentials skills training which will soon be rolled out to our first pilot area within the Highways division. In terms of more customised learning and development packages, we also provide bespoke learning and qualification opportunities around more diverse needs and aim to create Monmouthshire’s own accredited Culture/21st Century Leadership qualifications. Given the changing way in which we are seeking to work and engage with our communities, real opportunities exist to offer training and support for communities in exchange for them offering something back – for example – volunteering time or pledging resources.

Check-in, Check-out

High performing people tend to be self-improvers. This principle has underpinned recent work to evolve our processes for employee appraisals into one whole-authority Employee Performance Assessment System that aligns performance with purpose. The simplicity of the system is echoed in its informal title - ‘Check-in, Check-out’ and its operation as a value-based performance assessment approach. It enables individuals and teams to outline the values and performance that is relevant in their role. In relation to the areas of the organisation where large teams exist, for example, the outside workforce and social care, it is intended for the team to self-assess against the values and measures that have been agreed. In view of their direct knowledge of ‘what matters’ most to communities, they will develop the values and measures that specifically relate to their role, rather than being told by the manager. The manager’s role is to help demonstrate and exemplify the links between and across the values, aims and goals of the organisation and the contribution and role of the individual. In this way, the system is intended to be empowering and moves away from a more traditional “top down” approach.

Redesigning services

Our programme of service reviews is about making a positive difference to local people’s lives through simply asking - ‘what matters?’ Doing the things people actually want is a key goal because that not only leads us down a path of critical efficiency and effectiveness benefits, but to really making a contribution to better outcomes. In absolute alignment with our Medium-Term Financial Plan and the Council’s three core priorities - we are challenging the way services are currently designed and run, in order to re-purpose them into better, cheaper and different models. Radical changes to services are made possible through new technology, custom software development, eliminating waste and duplication, generating new income streams, developing new community ownership options and focussing on place-based needs and priorities. To date, promising results have been realised in services such as Waste with the introduction of the new refuse and recycling changes; the drive for increased income through marketing and special events in Leisure, a self-sustaining building control service, effectiveness gains in Childrens’ Services and an emerging development trust for cultural services. Our programme of service redesign continues with areas targeted as a result of potential for savings and benefits *and* quality enhancements for the customer.

Equalities

Our Equality and Diversity strategy and practices help promote a positive work environment. We expect every employee to treat others with dignity, respect and courtesy. We do not tolerate, under any circumstances, discrimination or harassment. We comply with diversity laws and often, our policies set a higher standard than is required. Our Strategic Equality Plan 2011-15 not only focuses on compliance with the Equality Act 2010, but our commitment to the principles of equality. All of our workforce policies have Equality Impact Assessments which are live and reviewed and updated as appropriate. We have introduced and adopted Job Evaluation as a process for ensuring a fair and grading system and enabling us to remain competitive in the market place. In wider terms, our modes of engagement also consider how we can enhance participation of service users, employees and citizens. At a time of fast increasing fiscal pressure – we will make sure equality considerations are not relegated to the back burner.

Employee welfare

We currently run a range of in-house courses that focus on positive psychology, mindfulness and personal resilience to promote wellness and employee wellbeing. We're finding that personal resilience in particular, is a priority for employees given the increasing level of challenge and challenges with which they are continually faced. This set of interventions goes beyond traditional and still important 'occupational health' because prevention is the focus rather than cure. Our Council also recently signed up to the Time to Change Wales pledge, signifying a commitment to tackling mental health stigma. This involves taking actions that are realistic and right for our organisation and will lead to a reduction in mental health discrimination in our council and county.

Managing attendance

Being more proactive and prevention focussed relates also to the ways in which we manage attendance. The number of days lost to the organisation as a result of sickness absence is a key measure for us, not just in relation to the financial and capacity loss to the organisation, but in terms of implications for individual wellbeing. We're making improvements to our processes for sickness reporting, including systems and server upgrades, training and specialist support to ensure the right inputs are reliably recorded. Whilst this will ensure the veracity and consistency of data, enabling us to better inform decision making and interventions, it is the amalgam of all the other activities and initiatives set out in this Strategy that will continue to have a real and sustained impact on attendance.

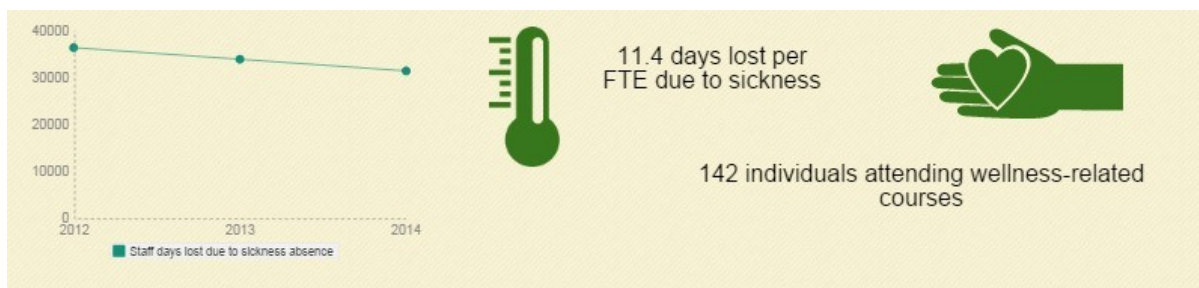
We proactively manage and monitor sickness absence and our expectation is focused on the shared understanding and responsibility of the manager and the employee upon our business drive and purpose. We recognise that our employees are our greatest resource and we strive to ensure that employees have easy access to robust policies and procedures. Our practice involves enabling managers to support employees through regular 121s, performance management appraisal meetings, managers and leaders undertaking return to work interviews following absence, occupational health advice & support, access to a workplace OH adviser, provision of an external confidential counselling service, and regular workplace intervention strategies such as well-being programmes.

Health and safety

We promote a practical and pre-emptive approach to Health and Safety. Whilst we have a Health, Safety and Welfare Policy in place to comply with legal duties, our pragmatism is also borne out of a moral and economic duty. Our whole-authority Health and Safety Group is supported by structures at departmental and service level and is thus, people development and management. Whilst key officers have specific responsibilities, we train and support all employees to have regard to regulations, risk assessment procedures and daily checks in all of our buildings, environments and assets.

Living wage

As part of the 2013/14 budget, Monmouthshire County Council signed up to the 'Living Wage'. The Living Wage is an hourly rate set independently and updated annually and is calculated according to the basic cost of living in the UK. Research shows Living Wage is good for business, good for the individual and good for society with more than 80% of employers believing that the Living Wage had enhanced the quality of the work of their staff, while absenteeism had fallen by approximately 25%. Two thirds of employers also reported a significant impact on recruitment and retention within their organisation.



6. Bringing it all Together – Driving Performance and Improvement

'Efforts and courage are not enough without purpose and direction' John F Kennedy

Undertaking people and organisational development is the means through which we deliver the end - organisational efficiency and effectiveness through which to deliver improved performance. 'Bringing it all together' means our people development is linked to, and supports, core purpose & business approach. This is increasingly important to meet the changing needs and expectations of our organisation as we ourselves try to adapt to the changing needs and expectations of our communities and customers. In essence, it is vital now more than ever, we connect our people to what matters.

Connecting People to Purpose

Our organisational purpose - **to create sustainable and resilient communities** - expresses our reason for being. We've significantly enhanced our planning framework in order that our thematic and partnership strategies, annual Chief Officer reports and individual team service and business plans, are all aligned and directed to this end. These strategies and plans set out what we want to achieve – but our purpose explains why we exist in the first place. All of the forms of employee, community and stakeholder engagement set out above, the training, development and coaching approaches – are all anchored by common goals. An invigorating sense of direction takes people from simply paid, to purpose-driven and notwithstanding the problems inherent in linking purpose and sustained organisational performance - research

has shown that the highest performing organisations are those with the strongest sense of purpose. Key features for us include:

- Coaching and development –
- Creating ‘extra-curricular’ opportunities
- Introducing a competency framework and key behaviours
- Enhancing the performance management system by way of ‘Check-in, Check-out’
- Building line manager capacity
- Showing compelling leadership

To thrive in the new financial and social climate, we need to tap into every bit of talent and energy that people have to offer – not by demanding but cultivating it both inside and outside the organisation. Inside this means moving fully away from just the end points of talent management – acquisition and retention and focussing more on the bit in middle which really matters to employees – develop, connect, deploy. Outside this means driving more deeply our commitment to engagement and connecting to community through Whole Place and Community Co-ordination. Shared purpose is about our effectiveness as a county in coming together to develop solutions to challenges that affect us all.

Case Study 4 - Connecting to Purpose – Children’s Services

Children’s Services Pathway to Change

On taking up the post as Head of Children’s Services in April 2014, it was apparent that a significant programme of change was needed to re-engage staff in the service to refocus on children, young people and good practice. A number of issues had caused staff to be dissatisfied in their role with the Authority and stemmed from them feeling that they had not been listened to by the Authority when concerns and issues were raised over a number of years. In addition the good work that was being undertaken was being ‘drowned out’ by a budget overspend.

As part of our service intervention, the service established what the barriers were to them providing a productive, efficient and effective service to children and young people, which was underpinned by good practice. Following this initial work the service quickly established ownership and progression of the changes to the service.

A number of issues emerged around, IT, lack of equipment, accommodation, lack of knowledge on where to find policies and procedures and due process in a range of statutory requirements. It was clear that some barriers were not within Children’s Services and significant work was required to achieve the desired outcomes from support services across the Council. This took a considerable amount of time and almost stalled the whole process. Once these issues were proved to be on the way to being resolved staff began to re-engage and look at change positively.

This process is ongoing and continues to take significant input from the staff within the service, they are keen to make the changes and improve the outcomes for children and young people in the county and to change the perception of the service within the Council.

To date we have achieved the following, which has been driven at the request of staff within the service:

- Website specific to Children’s Services from which staff can look at good news stories from the service, training opportunities, policies and procedures, relevant links to organisations, progress calendars for court work
- Relocation of Children’s Services into one location, reducing emails, increasing communication, improved working environment
- Development groups of each worker area in the service e.g. social workers, administrators, support workers, leaders to develop what they want to see for children and young people in the county
 - Training programme to address particular service needs
 - Changes to working culture to enable staff to own changes and be responsible
- Staff Sabbatical which enabled the worker to focus on a review of policies and procedures that were then moved onto the new website
 - Use of tablets, smart phones to enable better agile working
- Changes to team focus to experiment with better ways of working for the staff, but ultimately for the children and young people
- Briefing sessions every Monday - these update people with what has been happening, dealing with ‘moans and groans’ as soon as they emerge to reduce escalation, share good news stories or events that are happening
- Changes to recruitment process to enable candidates to have a better understanding of us and for us to have a better understanding of them, when deciding on new staff for the service

Case Study 5 - Engaging our People – Waste changes and Engage2Change

As part of a wider review of the recycling and waste service, Monmouthshire County Council were looking to understand what householders value about the service, how they would like it to be improved in future, and whether there was an interest among residents in terms of doing more for themselves.

Firstly, we carried out a short survey with householders. The survey was high level, looking at satisfaction rates of service and what residents would like to see improved. The survey also asked residents if they would like to be involved in further events focusing on service change and improvement. The aim of the survey was to get an overview of opinion from a wide range of householders, before holding more focused events. Staff surveyed householders in leisure centres, libraries, household waste recycling centres and One Stop Shops. Additionally, staff ‘door knocked’ houses around the county and the survey was made available online. 2173 responses were received.

Secondly, three engagement events were held. All those that expressed an interest in attending such events, either through the ‘Monmouthshire Engages’ events or through the recycling and waste survey, were invited, and the event was also advertised on the Council website. The events were facilitated by Andy Middleton from TYF. During the events, Andy and MCC officers gave an overview of the context of the groups, focusing on the challenges faced by the recycling and waste services, both environmentally and economically. Attendees were then asked to discuss the issues and come up with ideas of how they would like to see the service changes or improved in future. Three events were held in total, one being for members of local environment groups, such as Friends of the Earth and the Transition Town Groups, and the other two being for householders.

A great number of ideas were generated from the events, which were organised into themes. Themes included; improving reuse facilities, changing the way we carry out kerbside collections, rebranding and improving information provision, introducing incentives and enforcement, improving education links, and influencing manufacturing and production processes. We subsequently contacted the event attendees and those that had expressed an interest in attending and asked them to vote on which area they would like to focus work on in the first instance. 40% of respondents chose improving reuse facilities as their preferred area of focus.

The next steps will be to facilitate workshops, which will focus on the most popular theme(s), looking at how we could implement ideas and how householders can be involved. These workshops will be undertaken in the coming months. Additionally, we are in the process of setting up an online recycling and waste engagement platform, to facilitate discussion on improvements and changes in an open and collaborative manner.

Connecting People to People

People, communities, businesses, technology and virtual spaces – never before have so many people connected across professions, generations, cultures and oceans and our experience tells us that innovation and value emerge out of such connections. Through networks we learn to create, energise and open up channels to new opportunities. We recognise that as our organisation adapts to changing circumstances, it is becoming more complex and dispersed. We have ever growing networks and partnership alliances; we connect within and beyond organisational boundaries; and, we engage face to face, by phone, video and electronic communication and social media. The old adage of ‘it’s not what but who you know’ is increasingly resonant.

We aspire to be the kind of place in which individuals gain authority not from a hierarchy but from recognition of the value they add through their mindset, knowledge and skill. This is an extremely difficult ambition – not just because we are a large and complex organisation, but because conventional wisdom states advance in our council has tended to mean upward. We must work hard to encourage a sense of mutual responsibility for actions as opposed to be directed or giving orders. We will need to form and disband teams as needed. We will need to rethink promotion as an incremental and upward to focus more on horizontally crossing occupational and organisational boundaries.

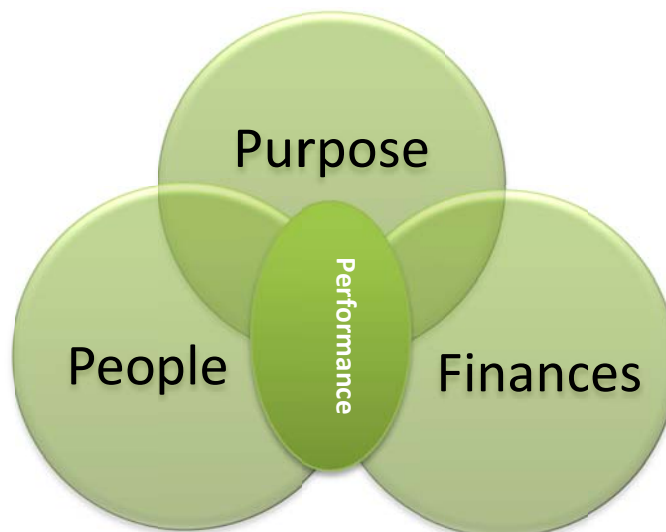
Connecting People to Finances

We know that when we do what matters – the result is a healthier bottom line. Our approach to connecting people in and outside of the organisation to the significantly declining resources available has involved unleashing and developing ideas and encouraging co-creation and co-delivery. We’ve found that working with our communities helps us frame challenges in fresh ways, unlocking new resources and revenue raising potential. We’ve found that working with our employees, to create permissive environments in which people are free to have a go means deeper engagement with work and going the extra mile.

Ideas sessions, prototyping, widespread engagement, local service planning and community ownership models have all played their part in building the business cases and projects that have built and delivered our Medium-Term Financial Plan. Whilst we have enjoyed relative success to date – we must improve the alignment of processes, in particular in embedding what we term the ‘budget process’ as the day job. The proposals and projects that have emerged out of ideas and suggestions and community endorsement, cannot be regarded as ‘additional duties’ or bits of work on the side. If they are truly what matters and have the backing of community and customers, they should not only achieve a financial benefit, but an improved outcome too. To achieve this alignment, we have built performance monitoring into our quarterly budget reports and recognise that whilst doing what matters is a priority – we must simultaneously unburden ourselves of what doesn’t matter.

Connecting Purpose, People and Finances to Performance

Connecting people to purpose, others and the finances available should spur innovation and enhance performance. This strategy is thus, about the same end – improved outcomes – but a radically different means. To date, we’ve seen some promising results. However, we recognise we must get better at making connections all the way through to performance; developing the alignments and configurations and consistently developing our sense of self-awareness and evaluative culture. Our planning frameworks have strengthened, our sense of purpose and direction is clear and we’re making becoming more practised at judging the impact of our interventions on quality of life. Notwithstanding the links in the chain that must be fortified, we know that infusing purpose and meaning into people’s jobs is critical because it feeds and fuels the process through the value chain to performance and productivity. For us, this is the key means of enabling our people to future-proof our council and county.



NEXT STEPS

‘Monmouthshire People brings together the plethora of activity strands currently supported and underway, alongside our thinking for the future, into one composite piece that provides a coherent and more systematic approach to our people and organisational development. This is critical in ensuring that our development of people is linked to and supports, our core purpose and business approach. Our vision, to connect our people to purpose to improve our performance, is simple and straightforward – however, this simplicity belies what is, by its very nature, a significant challenge. We aim to be a light footed and nimble social business that can adapt to changing conditions and this means ensuring our internal workforce has the right skills to meet the changing demands of our organisation and society. Increasingly, it also means forging stronger relationships with those people off our payroll so that we can unlock new ideas, opportunities and resource solutions. In short, our vision will require stretch, dedication, doggedness and resilience – but equally it will invigorate, recharge and nourish because if we can maximise the power of people in this most turbulent financial climate and amidst rapidly increasing societal and demographic pressure - we believe we can lay claim to competitive advantage.

We are clear about our desired future state and that it has to be fundamentally supported by widespread understandings of organisational purpose and personal contributions to it. This however, is not easy to measure and gauge – especially since there is no quick turnaround – it is hard yards and outcomes will need to be conveyed in unconventional ways. Our approach to evaluation therefore, has to be about assessing our effectiveness in transitioning the gap. Every year of the strategy, we will formally review progress on the measures we have established, but more than this and in a much more formative and ongoing way, we will take more frequent opportunities to test the pulse of the organisation. This will mean embedding checks and markers into the budget process, incorporating more ‘human’ markers into our performance reporting frameworks and encouraging every framework, strategy and policy to think about how it puts people development at the core. For the 12 months beginning October 2014, we’ve devised a project plan which is shown in Appendix 2 and also forms the basis for an online Trello board. It captures our initial phase of priority actions, projects and activities that we see as the first essential stage in our journey to better outcomes.

High performing organisations demand that change programmes work quickly and measurably change behaviour – Monmouthshire People supports this desire but also recognises that like all seeds which are planted, it must be watered and fertilised many times before the first shoots show. The effect of our interventions on services, quality, innovation and productivity, will be cumulative.

Appendix 1 – Practical Next Steps



APPENDIX 2 - MONMOUTHSHIRE PEOPLE – PROGRAMME PLAN

(Performance to be monitored through measures embedded in individual relating Service Improvement Plans, with further measures to be developed as strategy progresses)

OUR WORK ENVIRONMENT

Action	Expected impact of this action	Strategic Plan it aligns to (If directly applicable)	Relating Service Improvement Plan	Outcome it contributes to (If directly applicable)	Timescale	Officer responsible	Q1 Performance appraisal (narrative required)	Q2 Performance appraisal (narrative required)	Q3 Performance appraisal (narrative required)	Q4 Performance appraisal (narrative required)
Develop clear baseline of people and organisational data across all activities to enable effective leadership	Allows us to have a baseline to have a clear measure of progress & clear direction for future work that connects people to purpose to improve performance		People's Services		March 2015	Lisa Knight-Davies, People's Services in conjunction with Policy & Performance team				
							Select Progress	Select Progress	Select Progress	Select Progress
Invest in systems, servers, infrastructures and intelligence to refine datasets, ensuring accuracy and veracity	To ensure that our existing systems and processes are streamlined, efficient and fit for purpose	iCounty	Organisational Development		2014/15 2015/16	Sian Hayward				
							Select Progress	Select Progress	Select Progress	Select Progress
Agile Working Evaluation	Assessment of current agile working policy will form the basis for an updated agile working policy and arrangements		Organisational Development		March 2014	Sian Hayward				
							Select Progress	Select Progress	Select Progress	Select Progress
Additions and updates to the policy suite – volunteering, capability procedure, mentoring and work experience	Timely & relevant policies that are whole-authority wide and reflect 'workers' on & off our payroll		People's Services		2014/15	Lisa Knight - Davies & People's Services				
							Select Progress	Select Progress	Select Progress	Select Progress
Engaging Our People										
Run and evaluate Monmouthshire Engages 2.0	To put in place a new approach to regularly seek ideas from citizens to help people feel that they are able to share ideas and influence the direction of the local authority	Engagement Strategy	Partnership, Performance and Engagement		December 2014	Will Mclean & Engagement Team				
							Select Progress	Select Progress	Select Progress	Select Progress

Launch and operate Monmouthshire Made Open	Providing the platform for engagement, ideas sharing and for projects to progress through the power of communities.	Engagement Strategy	Partnership, Performance and Engagement		September 2014	Matthew Gatehouse				
							Select Progress	Select Progress	Select Progress	Select Progress
Develop the Employee Handbook and People Toolkit	Consistent approach based on our key values and clear focus on what matters		People's Services		2014/15	Marilyn Maidment & People's Services				
							Select Progress	Select Progress	Select Progress	Select Progress
Commission and undertake a comprehensive staff survey and react to it	To establish a baseline of 'what matters' and to evaluate current cultural climate within the Authority		People's Services		December 2014	Lisa Knight-Davies & People's Services				
							Select Progress	Select Progress	Select Progress	Select Progress
Operate the CMI Women in Leadership Programme appointing a WIM Ambassador	To utilise Women In Management's (WIM) insight into the key issues affecting women managers and women's management to provide opportunities for further personal development.		People's Services		2014/15	Lisa Knight-Davies, Marilyn Maidment & Cath Fallon				
							Select Progress	Select Progress	Select Progress	Select Progress
Invest in volunteer development and co-ordination	Creation of volunteer strategy that outlines a clear and consistent approach across the Authority.				2014/15	Lisa Knight-Davies				
							Select Progress	Select Progress	Select Progress	Select Progress
Building Careers										
Introducing formal work experience and apprenticeship programmes	Creation of work experience scheme in conjunction with Job Centre Plus to provide work experience for out of work individuals, helping them to attain basic workplace qualifications. Further exploration of apprenticeship opportunities for young people.		People's Services	People have access to practical & flexible learning		John McConnachie, Dawn Sadler & Cath Fallon				
							Select Progress	Select Progress	Select Progress	Select Progress

Developing and implementing a policy framework for mentoring	Improving our business mentorship programme and building opportunities to connect more diverse groups		People's Services	People have access to practical & flexible learning	2014/15	John McConnachie , Dawn Sadler, Lisa Knight-Davies & Cath Fallon				
							Select Progress	Select Progress	Select Progress	Select Progress
Evaluate effectiveness of Children's Service recruitment pilot and roll out more widely if succesful	Evaluate effectiveness of pilot to ensure that we're employing the right people for the right roles before further developing pilots for future recruitment processes.		People's Services		2014/15	Marilyn Maidment				
							Select Progress	Select Progress	Select Progress	Select Progress
Coaching, training & developing										
Roll out RESULT training programme to all supervisors, managers and leaders and measure ROI	To provide coaching skills as part of the leadership toolkit		People's Services		2014/15	John McConnachie				
							Select Progress	Select Progress	Select Progress	Select Progress
Develop new programmes around mindfulness, wellbeing and welfare	Providing the tools and skills needed to maintain a resilient and effective workforce.		People's Services		2014/15	Dawn Sadler				
							Select Progress	Select Progress	Select Progress	Select Progress
Secure leadership development programme	Delivery of a series of practical training sessions for all leaders on how to solve people problems and personal effectiveness.		People's Services		2014/15	Lisa Knight Davies & Marilyn Maidment				
							Select Progress	Select Progress	Select Progress	Select Progress
Roll-out Check-in, Check-out to 100% staff, iterate & develop the approach as needed and assess Return on Investment	All employees will understand how they fit into the overall objectives of the organisation and their contribution to it. In addition, they will be able to monitor their performance		People's Services			Lisa Knight-Davies, Marilyn Maidment				

	against expectations and share experience.						Select Progress	Select Progress	Select Progress	Select Progress
Development of staff & community award scheme to recognise contribution and outstanding performance	Develop and implement a staff & community award scheme that recognises the contributions of staff and the community					Lisa Knight-Davies, Marilyn Maidment & Cath Fallon				
							Select Progress	Select Progress	Select Progress	Select Progress
Diversity, inclusion and wellbeing										
Introduce new system, process and training to improve sickness and monitoring and management	Reduction in sickness absence due to more effective and efficient sickness monitoring and clear processes for managing absences		People's Services		2014/15	Marilyn Maidment				
							Select Progress	Select Progress	Select Progress	Select Progress
Ensure all staff changes developed are rigorously tested by the EQIA process	All staff changes which are developed will include an EQIA and these EQIA's will be evaluated to ensure that they are fit for purpose.		Partnership, Performance and Engagement		2014/15	Alan Burkitt				
							Select Progress	Select Progress	Select Progress	Select Progress
Continue programme of staff equalities training	To provide our workforce with the skills and knowledge to ensure a positive and fair work environment		Partnership, Performance and Engagement		2014/15	Alan Burkitt				
							Select Progress	Select Progress	Select Progress	Select Progress
Implementation of Time to Change Wales pledge	Action plan to be developed that focuses on tackling the stigma surrounding mental health and discrimination and to make positive steps to supporting those with mental health problems.		People's Services		2014/15	Marilyn Maidment				
							Select Progress	Select Progress	Select Progress	Select Progress

The “Equality Initial Challenge”

Name: Kellie Beirne Service area: Enterprise Date completed: 30 th September 2014		Please give a brief description of what you are aiming to do. To introduce the People & Organisational Development Draft Strategy 2014-17	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		X	
Disability		X	
Marriage + Civil Partnership		X	
Pregnancy and maternity		X	
Race		X	
Religion or Belief		X	
Sex (was Gender)		X	
Sexual Orientation		X	
Transgender		X	
Welsh Language		X	

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤	➤
➤	➤
➤	➤
➤	➤

Signed: Kellie Beirne **Designation:** Chief Officer Enterprise **Dated:** 30th September 2014

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
People & Organisational Development Draft Strategy	Enterprise
Policy author / service lead	Name of assessor and date
Kellie Beirne	

1. What are you proposing to do?

Introduce a draft People & Organisational Development Strategy that will be further developed through engagement & feedback from employees and communities. As part of this process we will strive to engage with people in a format that is appropriate to them.

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	N

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? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc..

Local & National Performance Indicator data

Signed.....Kellie Beirne.....**Designation**.....Chief Officer Enterprise.....**Dated**...30th September 2014.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Kellie Beirne		Please give a brief description of the aims proposed policy or service reconfiguration To introduce the People & Organisational Development Draft Strategy 2014-17	
Name of the Division or service area Enterprise		Date “Challenge” form completed 30 th September	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			
Ensure that more people have access to healthy food		Y	
Improve housing quality and provision		Y	
Reduce ill health and improve healthcare provision			Y – Aiming to positively support staff and effectively manage sickness absence
Promote independence		Y	
Encourage community participation/action and voluntary work			Y – Monmouthshire Engages 2.0, development of Volunteer Strategy as part of Project Plan & community involvement through People

			Strategy working group
Targets socially excluded		Y	
Help reduce crime and fear of crime		Y	
Improve access to education and training			Y – Introduction of formal work experience and apprenticeship programmes
Have a positive impact on people and places in other countries		Y	
PLANET			
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	
PROFIT			

Protect local shops and services		Y	
Link local production with local consumption		Y	
Improve environmental awareness of local businesses		Y	
Increase employment for local people			Y – Introduction of formal work experience and apprenticeship programmes
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 MITIGATE the negative impacts (include any reasonable adjustments)
➤	➤
➤	➤

➤	➤
➤	➤

The next steps

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

Through the project plan, formal work experience and apprenticeship programmes that will be introduced which will improve people's access to learning and training and also increase employment for local people. Through Monmouthshire Engages 2.0, the development of Volunteer Strategy as part of Project Plan and community involvement through People and Organisational Development Strategy Working Group we will actively encourage community participation/action and voluntary work. Aiming to positively support staff and effectively manage sickness absence with the aim reduce ill health and improve healthcare provision by ensuring that service leaders receive accurate and timely data and providing support to all through effective training opportunities.

- 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

Kellie Beirne

Dated 30th September 2014

REPORT

SUBJECT	REVENUE & CAPITAL BUDGET MONITORING 2014/15 MONTH 3 OUTTURN FORECAST STATEMENT
DIRECTORATE	Chief Executive's Unit
MEETING	Strong Communities Select
DATE	16th October 2014
DIVISIONS/WARD AFFECTED	All Authority

1. PURPOSE

- 1.1 The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at the end of month 3 for the 2014/15 financial year.
- 1.2 It also seeks to review the quality of monitoring information so that Members can continue to have a confidence in its accuracy as a catalyst for change.

2. RECOMMENDATION

- 2.1 That Members consider the position concerning 1st quarter revenue monitoring and seek assurance of the action Chief Officers are taking to address the over spends in their service areas.
- 2.2 That Members consider the position concerning school balances and note the potential for in year withdrawal of school improvement grant by Welsh Government.
- 2.3 On an exception basis, that Members note the variances in approach and progress concerning the mandates identified in para 3.3.3, with a view to receiving further updates from those areas identified, or alternative proposals to achieve the original savings target.
- 2.4 That Members consider the position concerning 1st quarter capital monitoring, note the slippage identified in respect of Abergavenny library and 21st Century schools feasibility, and approve the use of capital receipts to finance the identified overspend.
- 2.5 That Members consider the review of financial monitoring, and conclude whether it remains an accurate management tool on which to identify financial performance.

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

Summary Position

Table 1: Draft Council Fund Outturn
2014/15 – Summary Total Net
Expenditure Position at
Month 3

	Appendix	Annual Forecast at Month 3	Revised Budget	Forecast Over/(Under) Spend at Month 3
		£000's	£000's	£000's
Social Care & Health	5&6	37,217	36,604	613
Children & Young People	6	52,328	52,302	26
Enterprise	4	10,484	10,252	232
Operations	3	18,234	17,849	385
Chief Executives Unit	3	7,292	7,425	(133)
Corporate Costs & Levies	3	17,847	17,941	(94)
Net Cost of Services		143,402	142,373	1,029
Attributable Costs – Fixed Asset Disposal	3	225	224	1
Interest & Investment Income	3	(77)	(29)	(48)
Interest Payable & Similar Charges	3	3,538	3,769	(231)
Charges Required Under Regulation	3	5,571	5,606	(35)
Contributions to Reserves	3	91	86	5
Contributions from Reserves	3	(2,700)	(2,700)	0
Amounts to be met from Government Grants and Local Taxation		150,050	149,329	721
General Government Grants	3	(69,340)	(69,340)	0
Non-Domestic Rates	3	(28,984)	(28,984)	0
Council Tax	3	(57,128)	(56,780)	(348)
Council Tax Benefits Support	3	5,917	6,071	(154)
Council Fund (Surplus)/Deficit		515	296	219
Budgeted contribution from Council Fund		(296)	(296)	0
		219	0	219

3.1.3 The bottom line situation, a £219,000 potential overspend, has been mitigated significantly by anticipated Council Tax receipts and treasury considerations. So it is important to highlight that net cost of services exhibits an overspend of circa £1 million. Putting this in some context, whilst still a significant challenge, this is a favourable position over that calculated at quarter 1 2013/14 of a £1.7 million overspend on net cost of services.

3.1.4 Given the financial challenges that will continue to face the Authority for the foreseeable future, Chief Officers are tasked with ensuring that services live within the budgets and savings targets set for the current financial year. The exception to this is in Children's social services where the nature and scale of the pressure on this budget is the subject of a separate report on this agenda. Future monitoring reports will seek to contain the information on what is being done to manage the overspends identified and the positive action that is required to ensure that the budget is not breached.

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

Service area	Forecast Overspend £'000	Forecast Underspend £'000	Headline Cause
Social Care & Health (SCH)			
Children's services	583		Looked after children activity and additional team and conveyance of client costs
Adult service	30		Most notably historic Monnow Vale partnership cost apportionments and increased residential care staff hours
Children and Young People (CYP)			
Standards	38		Shortfall on income targets
Resources and Performance		12	Net salary saving
Enterprise (ENT)			
Community led delivery	107		Net effect of restructure changes not fully implemented yet
Commercial & people development	79		Shortfall in savings target presumed on SRS and reduced training grant
Public Life & culture	46		Redundancy costs at Caldicot Castle, employee cost pressures at Old Station, and reduced rental following Brecon Beacons National Park moving to tithe barn
Operations (OPS)			
Highways		300	Extra agency income
Property	108		Schools meals service transfer from CYP with significant pressure, and net pressure to schools cleaning caused by unbudgetted contract management costs
Home to school transport	354		Past budget saving reviews of home to school and SEN haven't taken place, and external transporter costs are anticipated to introduce a further pressure following rolling retender
Transport	88		Car parking income deficit
Waste	235		A prudence around when Energy from waste collaboration will come online. Moving streetscene services to Town & Community Councils hasn't occurred as anticipated. Not included in the outturn forecast, the service manager also highlights a potential for potential significant additional costs from the tendering of recycling contract in Jan 15 and potential redundancy cost, combined totalling £270,000
Grounds		100	Additional income
Chief Executives Office (CEO)		133	Housing benefit activity below budget levels
Corporate (CORP)		94	Predominantly an underspend on external audit fees due to a refund for previously charged fees (£42,000), a new fee calculation method employed by the Welsh Audit Office (£26,000) and savings against the grant audit budget due to a reduction in time employed by WAO (£29,000).
Total	1,668	639	Net overspend position is £1.029 million on net cost of services

3.1.6 More detailed monitoring information together with a narrative of more significant variance over £25,000 is provided in the Select Appendices 3 to 6.

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 forecast Schools' balances position for the year-end at month 3.

Draft Council Fund Outturn 2014/15 – Summary Forecast Year-end School Balances Position at Month 3	Opening School Balances (Surplus ())	Budgeted use of balances	Forecast use of balances at Month 3	Forecast Closing School Balances
	£'000's	£'000's	£'000's	£000's
<u>Clusters</u>				
Abergavenny	(285)	256	226	(59)
Caldicot	(242)	115	76	(166)
Chepstow	(14)	218	214	200
Monmouth	(393)	113	70	(323)
Special	(54)	32	27	(27)
	(988)	734	613	(375)

3.2.2 School balances at the beginning of the financial year amounted to £988,000 credit. The budgeted draw on balances has been identified as being £734,000 resulting in closing school balances budgeted to be £254,000 credit.

3.2.3 At month 3, the current forecast suggests that the contribution required from school balances will be £613,000, a decrease from budget of £121,000, and would result in closing school balances of £376,000 credit.

3.2.4 Within these summary figures, of particular note, is the deficit reserve position experienced in the Chepstow cluster, caused by a significantly worsening position at Chepstow comprehensive school, whose deficit is anticipated to be £352,000 by the end of year. The school is subject to a 4 year recovery plan, but this level of deficit balance remains a risk to the Council going forward in the interim.

3.2.5 6 schools exhibited a deficit position at the start of 2014/15, and alongside Chepstow Comprehensive, Llandogo is predicted to exhibit a worsening position. However Deri View, Llanvihangel Crocorney, Castle Park and Ysgol Gymraeg Y Ffin are all forecast to improve their deficit balance position by the end of the year.

3.2.6. Of concern, King Henry Comprehensive and Mounton House are anticipated to move into deficit by the end of year. It is usual for the school to have 3 months to put in place an agreed recovery plan, so Mounton House have until 30th September to do so. King Henry has been given an extension until 31st October, appreciating a new headteacher will be starting in September.

3.2.7 Schools balances exhibit a reducing trend, and by definition can only be used once

Year	Net level of school balances
2011-12	(965)
2012-13	(1,240)
2013-14	(988)
2014-15 forecast	(376)

3.2.8 There has been a significant reliance on reserve balances to supplement school spending plans in the last 2 years, and no indication of potential replenishment evident. This isn't a sustainable prospect. As a rough guide, prior to 2010, Welsh Government advocated that school balance

levels equated to 5% of budget share. Using 2014/15 delegated budget levels, this would equate to £2.2 million. Members may wish to seek a comfort that balances aren't being used to subsidise and sustain core costs such as staffing.

3.2.9 Allied to this, Welsh Government have indicated very recently they may need to adjust downwards the level of grants paid to schools across the Principality within the current year, but cannot be any more specific as to amounts or when such resourcing might be withdrawn this year. This will necessitate schools reviewing and revising their improvement programmes and may introduce a further pressure to schools balances as schools accommodate the change.

3.2.10 Further information on Schools is provided in Children & Young People Select appendix 6.

3.3 2014/15 Savings Progress

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

In summary they are as follows,

2014/15 Budgeted Service Savings Mandates Progress at Month 3					
DIRECTORATE	Saving included in 2014/15 Budget £'000	Savings achieved £'000	% progress in achieving savings	Delayed savings £'000	Savings not achievable £'000
Children & Young People	812	729	90%	0	83
Social Care & Health	1,030	877	85%	0	153
Enterprise	1,276	1,036	81%	147	94
Operations	1,412	990	70%	156	266
Chief Executive's	923	923	100%	0	0
Total Budgeted Service Savings 2014-15	5,453	4,555		303	596

3.3.2 Operations Directorate exhibits the lowest level of savings achieved at the moment, it's a very "young" structure, and managerial changes and appointments are still taking place to embed new approaches.

3.3.3 The savings appendix also indicates a risk score as to whether savings are likely to be achieved or otherwise. Of those reported to be high or medium risk, Members will need to receive specific updates on the following mandates from Directors.

Operations (OPS)

- School meals -increase price, market and expand service – none of saving anticipated has materialised (£69,000).
- Street scene and pest control - £25,000 short of requirement relating to work with Town & Community Councils
- Facilities - transfer functions to other providers – none of the work with Town & Community Councils likely to realise £100,000 saving
- Transport review and fleet rationalisation, £40,000 short of mandate requirements

Enterprise (ENT)

- Sustainable energy initiatives - £35,000 short of mandate requirements.
- Museums, Shirehall & Castles and Tourism – shortfall in income targets of £7,500, and additional salary costs evident in Countryside of £36,000

- Strategic Property Review (phase 2) - shortfall in savings of £15,000 caused predominantly by move of SCH Children's services into 2nd floor of Magor. Original intention was to rent this space out.
- Additionally the Adult Education mandate (£90,000) is unlikely to be delivered in the way originally expected, and requires a more fundamental consideration of sustainability of service due to the extent of funding withdrawal (from £607,000 to £400,000) by Coleg Gwent for courses run from September 2014.

Children and Young People (CYP)

- School library service – shortfall of £30,000 against target. A partnership service with Torfaen CBC. Both authorities' schools wish to terminate the service, which is likely to result in a changed mandate/subsequent report pertaining to closure, redundancies, distribution of assets and deficit reserve.
- Grants to micro finance and rationalise numerous grants to single organisations – none of savings required have materialised (£37,000)

Social Care & Health (SCH)

- Community meals increase take-up – meal numbers are 200 below the 1,450 target introducing a £26,000 shortfall
- SCH children's staff restructuring – Innovation facilitated work has proposed re-introduction of post volunteered by the service for deletion introducing a £32,000 shortfall on savings target

All

- Review of additional payments – Social Care and Health exhibit challenges in meeting any of their saving requirements of £95,000, CYP report making £16,000 of £31,000 requirement, CEO and Operations report intention to make their £163,000 in other ways but haven't specified how, ENT report having made their £48,000 in full.

3.4 Capital Position

3.4.1 The summary Capital position as at month 3 is as follows

Select Portfolio	Provisions B/F	Actual Month 1 to 3	Annual Forecast	Total Approved Budget	Provisional Budget Slippage C/F to 2015-16	2014-15 Budget	Annual Overspend / (Underspend)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children and Young people	(509)	1,250	6,292	7,112	751	6,360	(68)
Adult	(3)	1	95	59		59	35
Economy & Development	(232)	58	814	732		732	82
Stronger Communities	(890)	1,154	10,752	14,199	3,433	10,766	(14)
Grand Total	(1,634)	2,462	17,952	22,102	4,185	17,917	35

3.4.2 Abergavenny Regeneration is anticipated to overspend by £82,000, consequential to the legal costs incurred in defending against a 3rd party action, and Caldicot School Drainage scheme is proposed to overspend by £53,000 due to ground conditions.

3.4.3 There have been £58,000 of virements within property maintenance schemes from mechanical to electrical services as the maintenance manager seeks to refine replacement works. An increase of £101,000 has been added to low cost home ownership to allow for the back to back resale of Castlewood properties, which is compensated for by an increased receipt. Additionally the 2014/15 programme has been supplemented by £376,000 additional Section 106 funding, and £295,000 of extra transport grant funded works.

3.4.4 Expenditure on capital schemes in the first 3 months of the year can be low as there can be a degree of lead-in period as the studies and procurement necessary to facilitate works are progressed.

3.4.5 However the actual expenditure incurred by end of June is not significantly higher than the provisions for work carried forward from 2013/14. There is a presumption that any provision created at the end of March would have been settled by end of June as one of the requirements to incur such a provision is that the work has been incurred by 31st March but simply not yet invoiced.

	£'000
Actual Expenditure Incurred by end month 3	2,462
Provisions b/fwd. from 2013-14	(1,634)
Net expenditure to date	828

3.4.6 To put this net spend in context, this spend is against a budget of £17.9 million. Managers remain confident that projects are on track and indicate an outturn forecast spend consistent with the budget. From experience however, capital slippage tends to increase during the year leaving expenditure to be incurred over the winter months, which increases the risk that inclement weather could adversely affect progress.

3.5 Capital Financing and Receipts

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

Financing Stream	Annual Forecast Financing	Approved Slippage B/F	Original Budget	Budget Revisions	Total Approved Budget	Provisional Budget Slippage C/F to 2015-16	2014-15 Adjusted Budget	Increased / (Reduced) Financing
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Supported Borrowing	2,420		2,420		2,420		2,420	
General Capital Grant	1,473		1,473		1,473		1,473	
Grants and Contributions	1,595	53	1,247	295	1,595		1,595	
S106 Contributions	941	556		386	941		941	
Unsupported borrowing	6,017	6,710	3,492		10,202	4,185	6,017	
Earmarked reserve & Revenue Funding	687	656		31	687		687	
Capital Receipts	4,623	2,957	1,707	61	4,724		4,724	(101)
Low cost homw ownership receipts	60	60			60		60	
Unfinanced Expenditure	136							136
Grand Total	17,952	10,991	10,338	772	22,102	4,185	17,917	35

3.5.2 The Future Schools (Monmouth & Caldicot) schemes (£751,000) and the proposed new Abergavenny Library scheme (£3,433,000) are forecasting to slip into 2015/16. This slippage will delay the need to call on unsupported borrowing.

3.5.3 County Farms maintenance and investment is forecast to underspend by £100,000 reducing the need to call on capital receipts.

3.5.4 The Abergavenny Regeneration (£82,000) and Caldicot School Drainage (£53,000) schemes are forecast to overspend. Financing needs to be identified to fund this expenditure. There is an under-utilisation of capital receipts evident. It is proposed that capital receipts be used to fund the anticipated overspends identified.

3.5.5 Given 21century schools aspirations it is particularly important to review the effect of the changes to the forecast capital receipts on the useable capital receipts balances available to meet future capital commitments. The table overleaf also compares this to the balances forecast within the 2014/18 MTFP capital budget proposals.

Movement in Available Useable Capital Receipts Forecast				
TOTAL RECEIPTS	2014/15	2015/16	2016/17	2017/18
	£'000	£'000	£'000	£'000
Balance b/f 1 st April	7,854	14,055	19,836	32,132
Receipts forecast to be received in year as 2014/18 MTFP	21,165	13,556	4,000	2,000
Increase / (decrease) in forecast receipts forecast at month 3	(10,209)	(7,081)	18,820	650
Deferred Capital Receipts	4	4	4	4
Less: Set aside Capital Receipts	0	0	(10,452)	0
Less: Receipts to be applied	(4,759)	(698)	(76)	(538)
TOTAL Actual / Estimated balance c/f 31st March	14,055	19,836	32,132	34,248
TOTAL Estimated balance reported in 2014/18 MTFP Capital Budget proposals	14,062	26,923	30,851	32,317
Increase / (Decrease) compared to MTFP Capital Receipts Forecast	(7)	(7,087)	1,281	1,931

3.5.6 The balance of capital receipts available, allowing for the funding of anticipated overspend above, at the end of 2014/15 is forecast to be in line with the 2014/18 MTFP, despite changes in the timing of some significant receipts within this period.

3.5.7 It is estimated that net receipts at the end of 2017-18 will be circa £2million more than MTFP estimates. This relates to an additional anticipation in 2017-18 concerning a likely LDP site and a surplus building sale not currently approved and so not contained in the medium term financial plan receipt projections.

4. Review Of Forecasting, based upon 2013-14 financial year

4.1 Revenue Position

4.1.1 A review of the budget monitoring and forecasting arrangements in 2013/14 has been undertaken in order to understand the movements of the forecasts from quarter 1 to the yearend position. This information will be shared so that the learning can be taken on board for 2014/15 monitoring and forecasting.

4.1.2 The following summary table indicates the information reported each quarter in comparison with the outturn experienced.

	Qtr 1 outturn forecast	Qtr 2 outturn forecast	Qtr 3 outturn forecast	Outturn	Extent of net costs mitigated between qtr 1 outturn
	£'000	£'000	£'000	£'000	£'000
Net cost of services to be met by Govt grant and local taxation	1,713	1,456	871	(328)	(2,041)
Difference to preceding qtr		(257)	(585)	(1,199)	
Govt grants, NNDR & Council Tax	(535)	(633)	(535)	(549)	(14)
Difference to preceding qtr		(98)	98	(14)	
Total	1,178	823	336	(877)	(2,055)
Difference to preceding qtr		(355)	(487)	(1,213)	

4.1.3 The general financial picture this presents is as follows,

Qtr 1 The initial period is based on 3 months actual net expenditure and 9 months predicted. Officers working in areas of historic pressure or overspend will tend to report prospective year end prudently. The budget for the forthcoming year tends to include saving requirements that often aren't fully delivered or deliverable by month 3 without further work, hence the inclusion of a savings progress assessment on a quarterly basis, and again progress is reported accurately. Managers not affected by this will commonly be managing the resources they've been delegated to a balanced position.

Qtr 2 & 3 The 2nd and 3rd quarter will tend to exhibit a more balanced position with less reliance on prediction and more data on actual net expenditure available. Consequential to quarter 1, those managers managing their budgets to a balanced position will instead have been engaged to deliver compensatory savings to mitigate the adverse outturn. Some of the savings positions that were underdeveloped at quarter 1 would be refined and savings flowing through. Council is also able to take advantage of adhoc and unpredicted situations e.g. not filling particular posts that have occurred during the year.

Qtr 3 to outturn The last quarter reflects the most accurate position given the balance of known spend and further reduced reliance on prediction. It provides a further period in which to drive savings improvements and mitigate discretionary spend. However it also provides an additional quarter for pressures to manifest themselves. One notably area where such a pressure occurred was in Passenger Transport service which all year reported and adverse position of £150,000 when the reality in the last quarter was a £560,000 overspend. Whilst reservations were made in Select monitoring reports about the extent of adverse situation being reported by the service, the business practices and non use of corporate systems made challenging the service prediction difficult. The

situation is being addressed in 2014/15 with a greater interaction with corporate systems and a more timely recording of income and expenditure items which should make forecasting an easier and more reliable prospect. . Also some advance work on 2014/15 saving delivery e.g. Enterprise and Operations restructures, would have a beneficial effect on 2013/14 where for instance vacancies remain unfilled pending restructures. The corporate aspect of the budget which involves partnering costs gets refined in light of external notifications e.g. Crematorium extraordinary dividend to Council of £138,000 was not anticipated earlier in the year, Fire service underspend notified in last quarter, and assessment of provisions levels (e.g. bad debts, insurance) only made on full year activity.

4.1.4 A more detailed examination is provided in appendix 2, which indicates that despite SCH and CYP being the main areas exhibiting financial pressure, they haven't exhibited significant volatility in forecasting through the year. R&C and CEO by necessity of having to find savings to compensate for the pressures experiences in SCH and CYP have indicated an improving trend during the quarterly forecast process, but that isn't something that can be predicted in month 3 as a given. . What can be unappreciated in judgements comparing early quarters with outturn is the focus provided by monitoring and reporting as a management tool to provide a catalyst for change and the work behind the scenes undertaken by senior leadership team, service managers and their accountants to realise financial improvement.

4.2 Capital Position

4.2.1 Financial monitoring is currently the main measure of capital project performance reported on a periodic basis to Members.

4.2.2 Capital expenditure won't tend to exhibit the same volatility in over or underspend prediction as revenue spends do, as commonly managers will seek to utilise underspends in future years through slippage mechanisms, or provision overspends in a timely fashion by reporting the need for budget virement/increase to Cabinet.

4.2.3 Given MCC approach to allocate a full scheme budget at inception and passport underspends to subsequent years in the form of slippage, an accurate assessment of progress in the year can be difficult to assess, which also has a potential to impact upon capital funding requirement predictions, and the revenue account of the Council in incurring principal and interest costs.

4.2.4 Consequently a common feature of monitoring over last 12 months has been an increase in the levels of slippage predicted by managers as being necessary at the end of the financial year, as evidenced in the following table

Data from 2013-14

Reporting Period	Budget	Net actual expenditure incurred at end of the reporting period	Anticipated expenditure predicted by service managers for remainder of year	Outturn forecast	Overspend/ (underspend)	Indicative slippage requested by service managers
	£'000	£'000	£'000	£'000	£000	£'000
Month 5	30,422	5,999	19,204	25,203	(292)	4,927
Month 8	30,972	11,489	11,791	23,280	(276)	7,416
Month 10	31,143	16,582	4,344	20,926	(68)	10,149
Outturn	30,912	19,650		19,650		10,991

5 REASONS

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

6 RESOURCE IMPLICATIONS

- 6.1 As contained in the report.

7 EQUALITY AND SUSTAINABLE DEVELOPMENT IMPLICATIONS

- 7.1 The decisions highlighted in this report have no implications, the budgets are being vired for the purpose they were agreed.

8 CONSULTEES

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

9 BACKGROUND PAPERS

- 9.1 None

10 AUTHORS

Mark Howcroft – Assistant Head of Finance

11 CONTACT DETAILS

Tel. 01633 644740
e-mail. markhowcroft@monmouthshire.gov.uk

Appendices

Appendix 1	Savings Summary
Appendix 2	Review of quarterly forecasting position
Appendix 3	Strong Communities Select Committee portfolio position statement
Appendix 4	Economy and Development Select Committee portfolio position statement
Appendix 5	Adult Select Committee portfolio position statement
Appendix 6	Children and Young People Select Committee portfolio position statement

Savings Summary – excel file attached

Appendix 2

Review of quarterly forecasting position

Table 1: Draft Council Fund Outturn 2013/14 – Summary Total Variance Position between Qtr 1 and Outturn

	Forecast Qtr 1	Forecast Qtr 2	Forecast Qtr 3	Outturn	Extent of movement between qtr 1 prediction and outturn
	£'000	£'000	£'000	£'000	
Social Care & Health	781	820	880	832	Variance £51k on £36.4m budget (0.1% variance)
Children & Young People	694	744	545	172	Variance £139k on £52m budget (0.3% variance)
Outturn artificially improved by £383k reserve usage not drawn so equivalent outturn to qtr 1 £555k					
Regeneration & Culture	688	319	233	(210)	£898k on £28m budget (3% variance)
Chief Executives Unit	20	(206)	(304)	(511)	£531k on £11m budget (5% variance)
Corporate Costs & Levies	(390)	(864)	(1,128)	(1,510)	£1,120k on £18m budget (6% variance)
Due to extraordinary dividend from Joint Crem (£138k), £280k for insurance contract renegotiation not due until later in year, underutilisation of Single status budget £778k not reported in the summary table in 1 st quarter but mentioned in text.					
Net Cost of Services	1,793	813	226	(1,227)	
Attributable Costs – Fixed Asset Disposal	10	(11)	(17)	(96)	£106k reflective of delay in sales
Interest & Investment Income	(36)	(44)	(59)	(161)	£125k, predominantly the effect of unanticipated Heritable payback
Interest Payable & Similar Charges	(126)	(130)	(130)	(128)	2
Charges Required Under Regulation	(21)	(88)	(88)	(20)	1
Contributions to Reserves	(7)	795	790	1,151	£1158k
The outturn takes account of actual effect of reported caveated use of reserves e.g. single status resource. Also a review of provisions and reserves is undertaken on fully year activity once service outturn is certain e.g. a £500k movement from residual reserve offset increased use of contribution from reserves. Also national MMI reserve became insolvent Jan 14					
Contributions from Reserves	100	121	149	153	£53k
Amounts to be met from Government Grants and Local Taxation	1,713	1,456	871	(328)	
General Government Grants	0	0	0	0	
Non-Domestic Rates	0	0	0	0	
Council Tax	(438)	(438)	(285)	(255)	
Council Tax Benefits Support	(97)	(195)	(250)	(294)	
Council Fund (Surplus)/Deficit	(535)	(633)	(535)	(549)	£14k on collective income of £48 million (0.03% variance)
Budgeted contribution from Council Fund	1,178	823	336	(877)	

1. Revenue Outturn Forecast

The combined budget and outturn forecast for this portfolio is,

Service Area	Budget	Forecast Outturn	Variance
	£'000	£'000	£'000
Chief Executive's office	7,425	7,292	(133)
Operations	17,849	18,234	385
Corporate	17,941	17,847	(94)
Appropriations	6,956	6,649	(307)
Financing	(149,032)	(149,534)	(502)
Total	(98,861)	(99,512)	(651)

The more significant over and underspends are,

	Overspend predicted £'000	Underspend predicted £'000	Cause
Chief Executives Office		133	Housing benefit activity below budget levels
Operations – Highways		300	Extra agency income
Operations – Property	108		Schools meals service transfer from CYP with significant pressure, and net pressure to schools cleaning caused by unbudgetted contract management costs
Operations – Home to school transport	354		Past budget saving reviews of home to school and SEN haven't taken place, and external transporter costs are anticipated to introduce a further pressure following rolling retender
Operations – Transport	88		Car parking income deficit
Operations – Waste	235		A prudence around when Energy from waste collaboration will come online. Moving streetscene services to Town & Community Councils hasn't occurred as anticipated. Not included in the outturn forecast, the service manager also highlights a potential for potential significant additional costs from the tendering of recycling contract in Jan 15 and potential redundancy cost, combined totalling £270,000
Operations – Grounds		100	Additional income
Corporate		93	Predominantly saving in external audit fees
Appropriations		308	Anticipated savings in interest payable, combined with improved interest receivable, and reduction in charges due to 2013-14 capital slippage
Financing		502	Predicted extra Council tax receipts and reduced CT benefits
	785	1,436	

2. 2014-15 Savings Progress

The savings required by 2014-15 budget process, identified in appendix 1, are not fully secured.

- Of Operations savings totalling £1,412,000, £990,000 are anticipated to be made, £156,000 deferred to 2015-16 but £266,000 not achievable.
- Of Chief Executives savings totalling £923,000, £923,000 are reported to be made.
- **What plans have the Operations Directorate and Chief Executives office to mitigate pressures and drive alternate adhoc savings?**

3. Capital Outturn Forecast

The capital budget for the year is £10,766,000. This was made up of £6,235,000 2014-15 allocation, £7,192,000 slippage from 2013-14 (although £3,433,000 relates to the new library provision and is anticipated to slip into 2015-16 consequently to further consultation and engagement). The budget has been increased by £772,000 revisions and virements comprising £295,000 additional transport and road grants, £333,000 additional Sc106 awards and £42,000 additional sc106 resources attributed to 3g pitch work.

At the start of 2014-15 the Council accrued for £890,000 worth of work completed but not invoiced, as at the end of month 3 it had incurred only £1,153,000. This wouldn't normally be a profile that would indicate full spending by the end of the year but project officers are confident to predict a forecast outturn that other than library project doesn't involve any slippage and only exhibits a net £14,000 underspend, caused by an underspend on the County Farms portfolio (£100,000) compensating for additional costs foreseen in respect of property maintenance (£32,000) and drainage works at Caldicot school and leisure centre site (£54,000).

- **Why is the net spend at the end of month 3 only a little above the level of provision created at the end of 2013-14?**

4. Forecasting approach

Based on the forecasting review undertaken in the main body of the report and appendix 2 above,

- **Do Members have any refinements to the budget monitoring process or are they comfortable with its accuracy and use as a management tool?**

Monitoring Key

Page 1	Chief Executives & Operations Directorates Revenue Divisional Summary
Page 2	Chief Executives Revenue – Democracy & Regulatory Services Division
Page 3	Chief Executives Revenue – Finance Division
Page 4	Chief Executives Revenue – Policy & partnerships Division
Page 5	Operations Directorate Revenue
Page 6	Corporate Costs & levies Revenue
Page 7	Appropriations Revenue
Page 8	Financing Revenue
Page 9/10	Capital

Chief Executive's Unit & Operations					
<i>DIRECT COSTS ONLY</i>		ACTUAL TO MONTH	ANNUAL FORECAST	REVISED BUDGET	FORECAST OVER / (UNDER)
<i>DIRECTORATE SERVICE</i>	<i>SERVICE LEAD</i>	3 £	0 to 13 £	£	SPEND AT M3 £
Democracy & Regulatory Services	Tracey Harry	467,513	4,445,262	4,445,262	0
Finance	Joy Robson	350,462	2,032,014	2,164,014	(132,000)
Policy & Partnership	Will McLean	154,480	815,149	815,369	(220)
Sub Total CEO		972,455	7,292,425	7,424,645	(132,220)
Operations	Roger Hoggins	5,871,950	18,234,173	17,849,227	384,946
<i>Net Directly Managed Expenditure</i>		6,844,405	25,526,598	25,273,872	252,726

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3

Democracy & Regulatory Services		SERVICE LEAD : TRACEY HARRY				EXPLANATION FOR (UNDER)/OVER SPENDS
DIRECT COSTS ONLY	DIRECTORATE SERVICE	ACTUAL TO MONTH	ANNUAL FORECAST	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND AT M3	
	RESPONSIBLE OFFICER	3	0 to 13			
		£	£	£	£	
Corporate (CEO)	Tracey Harry					
Total Corporate (CEO)		52,806	212,118	212,118	0	On Budget
Customer Relations	Annette Evans					
Total Customer Relations		48,687	226,073	226,073	0	On Budget
Development & Building Control	Nigel George					
Total Development & Building Control		(253,325)	538,919	538,919	0	On Budget
Emergency Planning	Ian Hardman					
Total Emergency Planning		30,523	145,895	145,895	0	On Budget
Health & Safety	Lawrence Dawkins					
Total Health & Safety		28,454	119,764	119,764	0	On Budget
Democratic Services	Hazel lillet, John Pearson					
Total Democratic Services		338,272	1,362,500	1,362,500	0	On Budget
Legal & Land Charges	Rob Tranter, Tudor Baldwin					
Total Legal & Land Charges		113,598	462,992	462,992	0	On Budget
Public Protection	Graham Perry, Gareth Walters					
Total Public Protection		106,167	1,377,001	1,377,001	0	On Budget
Net Directly Managed Expenditure		467,512	4,445,262	4,445,262	0	

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3						
Finance		SERVICE LEAD: JOY ROBSON				
DIRECT COSTS ONLY		ACTUAL TO MONTH 3 £	ANNUAL FORECAST 0 to 13 £	REVISED BUDGET £	FORECAST OVER / (UNDER) SPEND AT M3 £	EXPLANATION FOR (UNDER)/OVER SPENDS
DIRECTORATE SERVICE	RESPONSIBLE OFFICER					
Audit Department	Andrew Wathan					
Total Audit Department		45,611	240,636	240,636	0	Balanced Budget
Exchequer and systems administration	Ruth Donovan					
Total Exchequer/Office Services		100,539	421,126	421,126	0	Balanced Budget
Central Finance	Mark Howcroft					
Total Finance & Improvement Dept		186,470	652,587	652,587	0	Balanced Budget
Revenues Department	Ruth Donovan					
Total Revenues Department		17,843	717,665	849,665	(132,000)	At month 3 the benefits budget is forecasting a net under spend of £132,000. There are three factors that make up this under spend. Firstly the net position of benefits paid out and subsidy paid in is anticipated to be £90,000 less than when the budget was prepared. This reflects the current client profile and updated system parameters. Secondly the Discretionary Housing payments budget is forecast to under spend by £26,000. This area of the budget appears to be stabilising and levelling off, although there is still some latent demand, as not all those affected by the benefit changes have sought assistance. Thirdly additional Administration Grant income of £16,000 has been received in excess of the amount budgeted.
Net Directly Managed Expenditure		350,463	2,032,014	2,164,014	(132,000)	

Policy & Partnership							
DIRECT COSTS ONLY			ACTUAL TO MONTH	ANNUAL FORECAST	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND AT M3	EXPLANATION FOR (UNDER)/OVER SPENDS
DIRECTORATE SERVICE		RESPONSIBLE OFFICER	3	0 to 13			
			£	£	£	£	
<u>Policy And Partnerships</u>							
Donations	Will McLean		0	85,784	85,784	0	On budget
Levies & Subscriptions	Will McLean		71,617	84,158	84,158	0	On budget
Improvement	Matthew Gatehouse		7,425	209,500	209,525	(25)	On budget
Communications	Rob Webb		38,222	131,900	131,926	(26)	On budget
Policy and Partnership Management	Nicola Bowen		28,577	283,700	283,781	(81)	On budget
Equalities and Welsh Language	Alan Burkitt		10,422	57,600	57,688	(88)	On budget
Citizen Engagement Management	n/a		50,681	0	0	0	closed - need to move to Deb HH area
C.C.T.V	Andy Mason		(12,798)	(35,900)	(35,900)	0	On Budget
Grant related schemes	Andy Mason, Rachel allen, Amelia Wheatstone, Sarah Harp, Emma J Williams		(39,685)	(1,593)	(1,593)	0	
Net Directly Managed Expenditure			154,478	815,149	815,369	(220)	

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3						
Infrastructure and Networks		DIRECTOR : ROGER HOGGINS				
DIRECT COSTS ONLY		ACTUAL TO MONTH 3	ANNUAL FORECAST 0 to 13	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND AT M3	EXPLANATION FOR (UNDER)OVER SPENDS
DIRECTORATE SERVICE	Responsible Officer	£	£	£	£	
<u>Highways</u>	Tony Wallen					
Total Highways		645,582	3,649,910	3,949,910	(300,000)	The Highways department is forecasting to underspend by £300,000 as a result of increased income from the SWTRA section as projected income streams will outstrip budget targets.
<u>Registrations B, D and M</u>	Sally Morgan					
Total Registrations B, D and M		(15,320)	27,120	27,120	0	On Budget
<u>Property Services & Facilities Management</u>	Rob O'Dwyer					
Total Property Services & Facilities Management		1,599,918	3,165,082	3,056,844	108,238	At month 3 the overspend against the property services and facilities management department is due to £100,000 overspend on school catering, primarily from increase employee and ingredient costs to comply with Appetite for Life. £81,000 overspend on Building cleaning and public conveniences mainly due to increased pressure on Regent Cleaning contract along with increase utilities mainly associated with public conveniences. These overspend have been offset by £42,000 underspend on procurement due to expected additional post remaining vacant, and £35,000 reduction in accommodation costs, primarily associated with Magor and Usk as many items remain under warranty so no repairs or maintenance expected during this financial year.
<u>Home to School Transport Dept</u>	Richard Cope					
Total Home to School Transport Dept		1,127,048	5,779,141	5,425,359	353,782	At month 3 the overspend against the passenger transport section is due to £151,000 on the main internal home to school transport budget, primarily from increases in vehicle related costs and increases in employee costs. £113,000 as external operator charges are expected to exceed the budget available. These costs have been offset by the part year benefits expected from the telephone auction and re-awarding of new contracts from September, it is hoped that with the broader range of operators and increased competition prices will drop. £120,000 of SEN savings which are currently unachievable however the review panel is due to meet in August so some modest benefit has been included from September. £34,000 increase vehicle maintenance and subsidy costs. These overspend have been offset slightly by additional one off income £65,000.
<u>Trading Services</u>						
Admin Overhead Account	Roger Hoggins	16,365	(70,000)	(70,000)	0	
Total Trading Services		16,365	(70,000)	(70,000)	0	
<u>Transport Department</u>	Deb Jackson					
Total Transport Department		832,906	(1,276,897)	(1,364,824)	87,927	The Transport section is forecasting a £88,000 over spend due to car parking income levels being down by £89,000 and a currently unachievable savings target against the green car scheme of £28,000. This has been offset slightly by a vacant post in car parking of £14,000 and reduction in spend on general contracts £15,000.
<u>Waste and Street Services</u>	Rachel Jowitt					
Total Waste and Street Services		1,665,454	6,959,817	6,824,817	135,000	Waste and Street Services are forecasting an overspend of £135k. £25k overspend from waste offset by £100k increased income from Grounds. £85k relates to landfill costs, primarily from an increase in landfill tax. Agreement has been given to work with Cardiff and other LAs on an interim residual waste contract which will look to use Energy from Waste as soon as possible, so it is anticipated that these costs will too reduce. A benefit of £100k has been built into the budget modelling for the move to EIW and it is hopeful that by month 6 a more positive outturn will be reported. £25k is not being delivered from the Street Scene budget saving mandate due to lack of funding support from Town and Community Councils and therefore delays in implementing the reduction in manual sweeping capacity. There are 2 potential pressures that could further affect the outturn figure 1) The new Materials Recycling Facility (MRF) contract is renewed in Jan 2015 and there is a possibility of increased prices, circa £110k based on market assessments. However it is hoped that with a recovering recycling market the cost will come in less than this. In addition the budget has been based on largely using landfill for the year. 2) The section is also carrying a potential £162k pressure for one-off redundancy costs which may need to be funded from reserves should the section be unable to incorporate it within the budget.
Net Directly Managed Expenditure		5,871,953	18,234,173	17,849,226	384,947	

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3



Corporate Costs & Levies

	SERVICE MANAGER	ACTUAL TO MONTH 3	ANNUAL FORECAST 0 to 13	REVISED BUDGET £	FORECAST OVER / (UNDER) SPEND M3 £	NARRATIVE
DIRECT COSTS ONLY		£	£	£	£	
DIRECTORATE SERVICE						
Precepts and Levies	Joy Robson	3,960,245	15,167,648	15,178,726	-11,078	
Coroners	External	-1,519	33,206	40,037	-6,831	
Gwent Joint Records	External	0	171,554	171,554	0	
Corporate Management (CM)	Joy Robson	-95,967	346,713	433,986	-87,273	Net saving on external audit fees
Non Distributed Costs (NDC)	Joy Robson	-1,486	750,431	737,505	12,926	
Single Status	Joy Robson	0	75,936	75,936	0	
Office Furniture & Equipment	Sian Hayward	1,472	107,689	107,689	0	
Insurance	Mark Howcroft	458,673	1,194,293	1,195,104	-811	
Net Directly Managed Expenditure		4,321,418	17,847,470	17,940,537	-93,067	

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3

Appropriations Section		SERVICE LEAD: Joy Robson				EXPLANATION FOR (UNDER)/OVER SPENDS
NET COSTS		ACTUAL TO MONTH 3	ANNUAL FORECAST 0 to 13	REVISED BUDGET	FORECAST VARIANCE	
Appropriations Section	Responsible Officer	£	£	£	£	
Attributable Costs - Fixed Asset Disposal	Mark Howcroft	16,805	225,195	224,047	1,148	
Interest and Investment Income	Mark Howcroft	12,142	(77,000)	(29,000)	(48,000)	As at month 3 the Authority is forecasting a surplus of £48,000 on interest and investment income. The surplus is expected to be achieved due to a higher average investment balance for the year compared to budget, mainly as a result of slippage in the 2013/14 capital programme.
Interest Payable and Similar Charges	Mark Howcroft	82,849	3,538,467	3,769,000	(230,533)	As at month 3 the Authority is forecasting a saving of £231,000 on interest payable. Attributable to: A forecast saving of £125,000 on temporary borrowing, mainly due to the continued availability of cheap loans from other Local Authorities. Resulting in a forecast average interest rate cost for the year of (0.55%) compared to budget of (1.25%). A forecast saving of £92,000 on PWLB debt, the budget assumed the direct replacement of maturing PWLB borrowing with new PWLB borrowing (@ 10 yr rates > 3%). The month 3 forecast assumes that the Authority will continue to utilise cheap LA borrowing to maximise 14/15 savings (£68,000). An underspend of £13,000 is forecast on interest payable to trust funds. It should be noted that this position may change and it will be monitored closely throughout the year with assistance from the Authority's treasury advisors.
Charges Required Under Regulation	Mark Howcroft	0	5,570,645	5,605,750	(35,105)	Under spend mainly due to slippage in the 13/14 capital programme funded by borrowing.
Other Investment Income	Mark Howcroft	(412)	(412)	0	(412)	
Capital Expenditure Financing	Mark Howcroft	0	15,500	15,500	0	
		111,384	9,272,395	9,585,297	(312,902)	
Earmarked Contributions to Reserves (General Fund)	Joy Robson	0	76,221	70,228	5,993	
Earmarked Contributions From Reserves (Revenue)	Joy Robson	0	(2,700,025)	(2,700,025)	0	
Net Cost Total		111,384	6,648,591	6,955,500	(306,909)	

Financing Section						
NET COSTS	SERVICE MANAGER	ACTUAL TO MONTH 3	ANNUAL FORECAST 0 to 13	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND AT MONTH 3	NARRATIVE
Financing Section		£	£	£	£	
General Government Grants	Joy Robson	(21,078,132)	(69,339,570)	(69,339,570)	0	
Non Domestic Rates Redistribution	Joy Robson	(8,915,520)	(28,984,132)	(28,984,132)	0	
Council Tax	Joy Robson	0	(57,128,030)	(56,780,030)	(348,000)	Anticipated likely recovery
Council Tax Benefits Support	Joy Robson	0	5,917,108	6,071,546	(154,438)	Follows similar pattern to last year
Net Cost Total		(29,993,652)	(149,534,624)	(149,032,186)	(502,438)	
Contributions to/(from) Council Fund		0	-296410	(296,410)	0	
Net Cost Total including Contributions to/(from) General Fund		(29,993,652)	(149,831,034)	(149,328,596)	(502,438)	

MONMOUTHSHIRE COUNTY COUNCIL CAPITAL PROGRAMME 2014/2015
MONTH 3 CAPITAL BUDGET MONITORING REPORT
REPORT DESIGNATION: Strong Communities Detailed

Forecast

Project Description	Budget Holder	Provisions B/F	Actual Month 1 to 3	Annual Forecast	Approved Slippage B/F	Original Budget	Budget Virements	Budget Revisions	Provisional Slippage C/F	Adjusted Budget	Annual Overspend / (Underspend)	Comment on Reason for under/overspend; Reason for delay, resulting in slippage; Progress
Development Schemes Over £250k												
Drainage Works at Caldicot School & LC Site	Robert O'Dwyer	(101,108)	141,162	60,054	6,796	0				6,796	53,258	An overspend of £53,000 is anticipated at month 3. Project is complete, awaiting payment of retention. The overspend has materialised due to issues in hitting rocks underground resulting in additional works and extended time frame of main contractor on site.
County Hall replacement	Robert O'Dwyer	(118,101)	17,862	2,792	2,792	0	0	0		2,792	0	Project complete. Awaiting settlement of accounts.
Shire Hall - Furniture and Equipment Costs	Mike Booth	0	0	17,211	17,211	0	0	0		17,211	0	On target for completion in year.
Proposed New Abergavenny Library	Robert O'Dwyer	0	0	0	3,433,302	0	0	0	3,433,302	0	0	The New Abergavenny library project is on hold pending the future strategy for the library service in 2015.
County Hall Demolition and Remodelling	Robert O'Dwyer	(4,250)	33,595	56,000	56,000	0	0	0		56,000	0	Project complete, awaiting settlement of account for additional drainage works. Anticipated to be on target and within budget.
Sub Total		(223,459)	192,619	136,057	3,516,101	0	0	0	3,433,302	82,799	53,258	
Development Schemes Under £250k - Essential Works												
Sub Total		(375)	8,756	469,041	299,041	170,000	0	0	0	469,041	0	
Development Schemes Under £250k - Other												
Sub Total		(55,179)	45,418	779,614	509,325	270,000	0	0	0	779,325	289	
Infrastructure												
Sub Total		(392,953)	592,711	4,722,704	731,241	3,991,463	0	0	0	4,722,704	0	
IT Schemes - Infrastructure/Hardware												
Agile Working	Sian Hayward	(27,804)	8,181	57,480	57,480	0	0	0		57,480	0	On target for completion in year.
CRM	Roger Hoggins	0	0	146,652	146,652	0	0	0		146,652	0	On target for completion in year.
Highways Asset Management & Road	Pete Mullen	0	12,176	50,089	50,089	0	0	0		50,089	0	Full spend anticipated
Public Sector Broadband Aggregation	Sian Hayward	(1,328)	1,328	0	0	0	0	0		0	0	On target
Cash System Upgrade - Civica ICON	Sian Hayward	0	21,958	0	0	0	0	0		0	0	Project complete. Actuals to be recoded to revenue.
Land Charges - M3 System	Tudor Baldwin	0	0	36,000	36,000	0	0	0		36,000	0	Full spend anticipated
Replace MCC Central Storage Devices(Net App Servers)	Sian Hayward	0	0	49,299	49,299	0	0	0		49,299	0	On target for completion in year.
Replacement of Video Conferencing Facility	Sian Hayward	0	0	20,000	20,000	0	0	0		20,000	0	On target for completion in year.
Purchase of Sharepoint and Active Directory Licences	Sian Hayward	(6,263)	0	38,737	38,737	0	0	0		38,737	0	On target for completion in year.
Upgrade to the Agresso system	Lisa Widenham	0	0	48,000	48,000	0	0	0		48,000	0	On target for completion in year.
Provision of online facilities Revenue's section	Sue Deacy	0	0	13,000	13,000	0	0	0		13,000	0	Full spend anticipated
Imp. Physical & Virtual Access-Museums Collections	Ann Jones	0	694	44,480	44,480	0	0	0		44,480	0	Full spend anticipated
Sub Total		(35,395)	44,337	503,737	503,737	0	0	0	0	503,737	0	

MONMOUTHSHIRE COUNTY COUNCIL CAPITAL PROGRAMME 2014/2015
MONTH 3 CAPITAL BUDGET MONITORING REPORT
REPORT DESIGNATION: Strong Communities Detailed

Project Code	Project Description	Budget Holder	Provisions B/F	Actual Month 1 to 3	Annual Forecast	Approved Slippage B/F	Original Budget	Budget Virements	Budget Revisions	Total Approved Budget	Provisional Slippage CF	Adjusted Budget	Annual Overspend / (Underspend)	Comment on Reason for under/overspend; Reason for delay, resulting in slippage; Progress
IT Schemes - Web Related														
Sub Total			0	0	40,104	40,104	0	0	0	40,104	0	40,104	0	
Low Cost Home Ownership														
Sub Total			0	81,700	161,500	60,000	0	0	101,500	161,500	0	161,500	0	
Maintenance Schemes - County Farms														
Sub Total			(41,315)	7,127	441,603	236,877	304,726	0	0	541,603	0	541,603	(100,000)	As at month 3 County Farms maintenance and reinvestment is forecasting to underspend by £100,000. Slippage and new year budget allocation is in excess of programme requirement for the year. Part of the slippage was as a result of access issues with tenants, due to ongoing issues some works are now unlikely to be completed.
Renovation Grants														
Sub Total			0	46,626	688,912	88,912	600,000	0	0	688,912	0	688,912	0	
Section 106														
Sub Total			0	11,455	1,373,465	997,819	0	(17,500)	393,146	1,373,465	0	1,373,465	0	Limited spend to date, ongoing engagement with Community Groups with nothing tangible to indicate extent of slippage/outturn yet
Specific Grant Funded														
Local Road Safety 11-12		Mark Davies	0	0	198	0	0	0	0	0		0	198	
Tidy Towns 2011/12 Usk Island Car Park		Matthew Lewis	(46)	546	653	653	0	0	0	653		653	0	Final signage under preparation, otherwise scheme fully complete.
Walking & Cycling Scheme Development for Monmouthshire - SD155		Mark Youngman	(18,497)	18,497	0	0	0	0	0	0		0	0	
Rail Strategy Update SD158		Mark Youngman	(15,000)	15,000	0	0	0	0	0	0		0	0	Project complete
RTCG Road Safety 12/13		Mark Davies	(4,488)	1,661	50,000	0	0	0	50,000	50,000		50,000	0	Full spend anticipated
Local Transport Fund 14/15		Mark Youngman	0	0	220,000	0	0	0	220,000	220,000		220,000	0	Full spend anticipated
Safe Routes in the Community 14/15		Mark Youngman	0	0	25,000	0	0	0	25,000	25,000		25,000	0	Full spend anticipated
Sub Total			(38,031)	35,704	295,851	653	0	0	295,000	295,653	0	295,653	198	
Maintenance Schemes - Property														
Ceilings Sub Total		Rob O'Dwyer	(340)	261	7,116	0	6,810	0	0	6,810	0	6,810	306	
DECORATION Sub Total			0	0	5,675	0	5,675	0	0	5,675	0	5,675	0	
Electrical Services Sub Total			0	850	46,535	0	28,375	58,160	0	86,535	0	86,535	0	
External Areas Sub Total			(9,636)	0	82,335	71,385	17,025	(6,810)	0	81,600	0	81,600	735	
External Walls, Doors & Windows Sub Total			(27,619)	24,294	165,570	0	164,575	0	0	164,575	0	164,575	995	
Floors & Stairs Sub Total			0	0	20,430	0	20,430	0	0	20,430	0	20,430	0	
FIXED FURNITURE & FITTINGS Sub Total			0	15,633	15,633	0	0	0	0	0	0	0	15,633	Unbudgeted costs
Internal Walls & Doors Sub Total			(37,462)	31,301	163,776	0	155,495	0	0	155,495	0	155,495	8,281	
Mechanical Services Sub Total			(16,121)	13,087	258,581	85,400	215,650	(51,350)	0	249,700	0	249,700	8,881	
Roofs Sub Total			(11,918)	1,903	305,830	51,567	256,510	0	0	308,077	0	308,077	(2,247)	
SANITARY SERVICES Sub Total			0	0	27,808	0	28,375	0	0	28,375	0	28,375	(567)	
Sub Total - Property Maintenance			(103,096)	87,329	1,139,289	208,352	898,920	0	0	1,107,272	0	1,107,272	32,017	
Grand Total			(889,803)	1,153,782	10,751,877	7,192,162	6,235,109	0	772,146	14,199,417	3,433,302	10,766,115	(14,238)	

1. Revenue Outturn Forecast

The revenue budget for 2014-15 equates to £10,252,000. Net forecast outturn expenditure is predicted as £10,484,000, of which £2,560,000 had been incurred at the end of 1st quarter, resulting in an anticipated overspend of £232,000.

	Overspend predicted	Underspend predicted	Cause
	£'000	£'000	
Community led delivery	107		Net effect of restructure changes not fully implemented yet
Commercial & people development	79		Shortfall in savings target presumed on SRS and reduced training grant
Public Life & culture	46		Redundancy costs at Caldicot Castle, employee cost pressures at Old Station, and reduced rental following Brecon Beacons National Park moving to tithe barn
	232		

2. 2014-15 Savings Progress

The savings required by 2014-15 budget process, identified in Appendix 1, are not all fully secured. Of Enterprise savings totalling £1,276,000, £1,036,000 are anticipated to be made, £147,000 deferred to 2015-16 but £94,000 not achievable.

- **What plans has the Directorate to mitigate pressures and drive alternative savings?**

3. Capital Outturn Forecast

Capital budget for the year is £732,000. This was made up entirely of slippage from 2013-14. No additional revisions or virements have been made.

At the start of 2014-15 the Council accrued for £232,000 worth of work completed but not invoiced in respect of cattle market commissioning. As at the end of month 3 it had incurred only £58,000, and none of that related to cattle market. This wouldn't normally be a profile that would indicate full spending by the end of the year but project officers are confident to predict a forecast outturn that exhibits a net £82,000 overspend, caused by ongoing anticipated legal costs associated with abergavenny regeneration. This prediction does not include any compensation should the Council lose the case.

- **Why is the net spend at the end of month 3 only a little above the level of provision created at the end of 2013-14?**

4. Forecasting approach

Based on the forecasting review undertaken in the main body of the report and appendix 2 above,

- **Do Members have any refinements to the budget monitoring process or are they comfortable with its accuracy and use as a management tool?**

Monitoring Key

Page 1	Enterprise Directorate Revenue Divisional Summary
Page 2	Enterprise Revenue – Community Led Delivery Division
Page 3	Enterprise Revenue – Commercial & People Development
Page 4	Enterprise Revenue – Development Planning
Page 5	Enterprise Revenue – Public Life & Culture
Page 6	Capital

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3						
Enterprise	DIRECTOR - Kellie Beirne					
	SERVICE LEAD	ACTUAL TO MONTH	ANNUAL FORECAST	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND AT M3	REASON
DIRECT COSTS ONLY		3	0 to 13			
DIRECTORATE SERVICE		£	£	£	£	
Community Led Delivery	Deb Hill Howells	600,078	2,478,667	2,371,798	106,869	
Commercial & People Development	Peter Davies	1,328,617	4,369,160	4,290,700	78,460	
Development Planning	George Ashworth	69,268	508,013	508,013	0	
Public Life and Culture	Ian Saunders	562,462	3,127,996	3,081,753	46,243	Includes 24k redundancy costs which will be funded by reserves if it cannot be contained within service budgets
Net Directly Managed Expenditure		2,560,425	10,483,836	10,252,264	231,572	

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3

Community Led Delivery		SERVICE LEAD - Deb Hill Howells					EXPLANATION FOR (UNDER)/OVER SPENDS
DIRECT COSTS ONLY	RESPONSIBLE OFFICER	ACTUAL TO MONTH 3	ANNUAL FORECAST 0 to 13	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND AT M3		
DIRECTORATE SERVICE		£	£	£	£		
Asset Management	Ben Winstanley, Tom James, Gareth King						
Total Asset Management		115,106	(99,819)	(164,789)	64,970	The current overspend relates primarily to £35,000 overspend within the sustainability section due to an inability to meet unrealistic income targets, £17,000 overspend on Markets due to the compulsory maintenance and £15,000 overspend on strategic property management relating to rates for Coed Glas.	
Community Education	Andrea Charles						
Total Community Education		(42,842)	30,935	15,288	15,647	The current forecast indicates £140k overspend primarily due to the service entering into a new franchise agreement with Coleg Gwent resulting in income reducing significantly leaving a shortfall of £125k, it is thought that this will be recovered through a reduction in courses and tutor expenditure, this will be confirmed by month 6.	
Community Hubs	Deb Hill Howells, Ann Jones, Vivien Thomas, Fiona Ashley, Sally Bradford, Sue Wallbank, Julia Greenway, Judith Busby						
Total Community Hubs		491,961	2,078,209	1,976,877	101,332	The overspend is a result of saving not being met due to posts still being in position awaiting staffing restructure.	
General Fund Housing	Ian Bakewell, Karen Durrant, John Parfitt, Lindsay Stewart, Ruth Barton						
Total General Fund Housing		70,541	461,609	516,747	(55,138)	Overall Housing are forecasting an under spend of £55,000 due to a vacancy within the homelessness team £20,000 and forecast increased income levels through the lodging scheme of £37,000. However, it needs to be kept in mind that the £37,000 could fall depending on occupancy levels over this financial year.	
Whole Place	Deb Hill Howells, Deb McCarty						
Total Whole Place		(34,692)	7,733	27,674	(19,941)	Underspend primarily relates to increase cemeteries income.	
Net Directly Managed Expenditure		600,074	2,478,667	2,371,797	106,870		

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3						
Commercial & People Development	SERVICE LEAD - Peter Davies					
DIRECT COSTS ONLY	RESPONSIBLE OFFICER	ACTUAL TO MONTH	ANNUAL FORECAST	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND AT M3	EXPLANATION FOR (UNDER)/OVER SPENDS
DIRECTORATE SERVICE		3	0 to 13			
		£	£	£	£	
<u>Business Growth & Enterprise</u>	Peter Davies, James Woodcock, Colin Phillips, Liz Thomas, Cath Fallon, Becky Hughes, Nicola Edwards					
Total Business Growth & Enterprise		376,872	358,559	372,645	(14,086)	Net saving generated to assist with other pressures
<u>Innovation</u>	Lisa Knight Davies					
Total Innovation		50,136	390,548	395,548	(5,000)	
<u>People Services</u>	Marilyn Maidment, Dave Binning, Sian Sexton, John McConaghie					
Total People Services		301,422	1,166,850	1,136,850	30,000	Shortfall in training grant income from 2013-14
<u>Technology & Organisational Design</u>	Sian Hayward					
Total Technology & Organisational Design		600,187	2,453,203	2,385,657	67,546	A potential overspend given an anticipated shortfall in 14/15 savings unlikely to be achieved by our SRS partner
Net Directly Managed Expenditure		1,328,617	4,369,160	4,290,700	78,460	

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3						
Development Planning	SERVICE LEAD - George Ashworth					
	RESPONSIBLE OFFICER	ACTUAL TO MONTH	ANNUAL FORECAST	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND AT M3	EXPLANATION FOR (UNDER)/OVER SPENDS
DIRECT COSTS ONLY		3	0 to 13			
DIRECTORATE SERVICE		£	£	£	£	
Development Plans	Martin Davies					
Total Development Plans		69,268	508,013	508,013	0	
<i>Net Directly Managed Expenditure</i>		69,268	508,013	508,013	0	

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3						
Public Life and Culture	SERVICE LEAD - Ian Saunders					
DIRECT COSTS ONLY	RESPONSIBLE OFFICER	ACTUAL TO MONTH	ANNUAL FORECAST	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND AT M3	EXPLANATION FOR (UNDER)/OVER SPENDS
DIRECTORATE SERVICE		3	0 to 13			
		£	£	£	£	
<u>Cultural Services</u>	Ian Saunders, Ian Kennett, Mike Booth, Eileen Atkinson, Annie Rainsbury, Rachel Rodgers					
Total Cultural Services		191,068	736,411	739,954	(3,543)	
<u>Leisure Services</u>	Richard Simpkins, Sandra Fennesey, Lesley John, Mike Moran,					
Total Leisure Services		17,955	1,315,226	1,300,352	14,874	
<u>Sports Development</u>	Nick John					
Total Sports Development		31,626	(1,132)	4,062	(5,194)	
<u>Tourism</u>	Matthew Lewis, John Sterry, Mike Booth, Nicola Edwards, Kate Burton					
Total Tourism		321,814	1,077,491	1,037,385	40,106	Consequential to budget savings requirements, unfunded salary costs evident @ Caldicott Castle £24k and Old Station £14k, also a pressure introduced to tourist information centres from reduced rental income from Brecon Beacons National Park following their move into T the Barn £10k (currently compensated by underspends in Countryside section)
Net Directly Managed Expenditure		562,463	3,127,996	3,081,753	46,243	

MONMOUTHSHIRE COUNTY COUNCIL CAPITAL PROGRAMME 2014/2015
MONTH 3 CAPITAL BUDGET MONITORING REPORT
REPORT DESIGNATION: Economy & Development Detailed Forecast Month

Project Description	Budget Holder	Provisions B/F	Actual Month 1 to 3	Annual Forecast	Approved Slippage B/F	Original Budget	Budget Virements	Budget Revisions	Provisional Slippage C/F	Adjusted Budget	Annual Overspend / (Underspend)	Comment on Reason for under/overspend; Reason for delay, resulting in slippage; Progress
Development Schemes Over £250k												
Abergavenny Cattle Market Regeneration	Debra Hill - Howells	0	32,056	82,000	0	0	0	0	0	0	82,000	At month 3 the Abergavenny Regeneration project is forecasting to overspend by £82,000, due to legal costs. The case outcome is still unknown, the hearing has taken place but a decision is not expected to be known until after the summer. Dependant on outcome there is also the potential for compensation costs in relation to shooting rights. Further update to be provided at month 6.
Brewery Yard Development	Colin Phillips	0	0	12,500	12,500	0	0	0	0	12,500	0	Grant applicant working towards completion and opening of Bethany Chapel by Oct 14 to release final grant claim.
Replacement Cattle Market	Robert O'Dwyer	(232,327)	0	226,325	226,325	0	0	0	0	226,325	0	Phase 1 completion achieved. Phase 2 completion pending resolution of sewerage treatment plant issues. Anticipated to be on budget.
Caerwent House, Major Repairs	Simon Robertshaw	0	0	300,000	300,000	0	0	0	0	300,000	0	The project has encountered further delays with the withdrawal of support from the Buildings Conservation Trust. However this will not stop the project, alternative avenues are being looked at and all efforts will be made to achieve completion within this financial year. Further issues may result in an extended timescale and potential slippage. However, unable to determine at this stage.
Sub Total		(232,327)	32,056	620,825	538,825	0	0	0	0	538,825	82,000	
Development Schemes Under £250k - CED's												
Rural Development Plan for Wales	Liz Thomas	0	0	6,430	6,430	0	0	0	0	6,430	0	Project on target for completion in year.
Tintern Angiddy Proj Ltd Comm Micro Hydro Scheme	Liz Thomas	0	0	51,681	51,681	0	0	0	0	51,681	0	Project on target for completion in year.
Cap - Agripreneurial Monmouthshire MON51	Liz Thomas	0	2,007	4,614	4,614	0	0	0	0	4,614	0	Project on target for completion in year.
Cap - Broadening Business MON52	Liz Thomas	0	11,967	66,163	66,163	0	0	0	0	66,163	0	Project on target for completion in year.
Cap - Welcome Monmouthshire MON53	Liz Thomas	0	3,200	31,821	31,821	0	0	0	0	31,821	0	Project on target for completion in year.
Cap - Vital Villages MON54	Liz Thomas	0	3,785	8,654	8,654	0	0	0	0	8,654	0	Project on target for completion in year.
Cap - Origins Monmouthshire MON55	Liz Thomas	0	0	5,318	5,318	0	0	0	0	5,318	0	Project on target for completion in year.
Cap - Next Steps MON56	Liz Thomas	0	1,111	2,414	2,414	0	0	0	0	2,414	0	Project on target for completion in year.
Cap - Connecting Monmouthshire MON57	Liz Thomas	0	3,438	4,932	4,932	0	0	0	0	4,932	0	Project on target for completion in year.
Sub Total		0	25,508	182,027	182,027	0	0	0	0	182,027	0	
Development Schemes Under £250k - Other Recommend												
Woodstock Way Linkage Scheme	Debra Hill - Howells	0	0	11,170	11,170	0	0	0	0	11,170	0	
Sub Total		0	0	11,170	11,170	0	0	0	0	11,170	0	
		(232,327)	57,564	814,022	732,022	0	0	0	0	732,022	82,000	

1. Revenue Outturn Forecast

The revenue budget for 2014-15 equates to £29,648,000. The net forecast outturn expenditure is predicted as £29,678,000, of which £3,158,000 had been incurred at the end of 1st quarter, resulting in an anticipated overspend of £30,000.

	Overspend predicted £'000	Underspend predicted £'000	Cause
Social Care – Adults			
Disability Equipment (Gwices)		38	Reduced activity
Day Centres		11	
Residential care	84		Mainly Mardy Park partnership pressure
Community Meals	26		Shortfall in income
Domicilliary care	33		Increase in staff hours caused by training and reconfiguration
Transition cooperative partnership		47	Secondment cost borne by partner
Management team		21	
Monnow Vale partnership	75		Historic agreement precludes passing equitable cost to partner
Commissioning	11		
Resource and performance		83	Reduced premises and fleet cost, and net salary saving
Total	229	200	

2. 2014-15 Savings Progress

- The savings required by 2014-15 budget process, identified in Appendix 1, are not fully secured.
- Of Social Care savings affecting Adults totalling £962,000, £841,000 are anticipated to be made, none deferred to 2015-16 but £121,000 not achievable.
- **What plans has the Directorate to mitigate mitigate pressures and drive alternative savings?**

3. Capital Outturn Forecast

Capital budget for the year is £59,000. There was no slippage from 2013-14, and no additional revisions or virements have been made.

At the start of 2014-15 the Council accrued for £3,000 worth of work completed but not invoiced. As at the end of month 3 it had incurred only £1,000, and none of that related to cattle market. This wouldn't normally be a profile that would indicate full spending by the end of the year but project officers are

confident to predict a forecast outturn that exhibits a net £35,000 overspend, caused by anticipated property maintenance costs. Stronger Communities exhibits a similar £33,000 pressure, which is compensated in full by property maintenance underspends forecast at schools.

- **Why is the net spend at the end of month 3 only a little above the level of provision created at the end of 2013-14?**

4. Forecasting approach

Based on the forecasting review undertaken in the main body of the report and appendix 2 above,

- **Do Members have any refinements to the budget monitoring process or are they comfortable with its accuracy and use as a management tool?**

Monitoring Key

Page 1	Social Care and Health Directorate Revenue Divisional Summary
Page 2	Social Care and Health Revenue – Adult Division
Page 3	Social Care and Health Revenue – Community Care
Page 4	Social Care and Health Revenue - Commissioning
Page 5	Social Care and Health Revenue – Resourcing & Performance
Page 6	Capital

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3

Social Care and Health		DIRECTOR: Simon Burch			
DIRECT COSTS ONLY		ACTUAL TO MONTH 3	ANNUAL FORECAST 0 to 13	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND AT M3
DIRECTORATE SERVICE	SERVICE LEAD	£	£	£	£
Adult Services	Julie Boothroyd	1,429,287	7,214,192	7,111,935	102,257
Community Care	Julie Boothroyd	3,084,912	19,717,691	19,717,370	321
Commissioning	Julie Boothroyd	388,507	1,761,834	1,751,295	10,539
Resources & Performance	Julie Boothroyd	219,127	984,190	1,067,516	(83,326)
Sub Total Adult Services		5,121,833	29,677,907	29,648,116	29,791
Children Services	Tracy Jelfs	1,964,247	7,539,138	6,956,246	582,892
Net Directly Managed Expenditure		7,086,080	37,217,045	36,604,362	612,683

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3						
Adult Services	SERVICE LEAD : JULIE BOOTHROYD					
DIRECT COSTS ONLY		ACTUAL TO MONTH 3	ANNUAL FORECAST 0 to 13	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND AT M3	EXPLANATION FOR (UNDER)/OVER SPENDS
DIRECTORATE SERVICE	Responsible Officer	£	£	£	£	
<u>Aids for Daily Living</u>	Eve Parkinson					
Total Aids for Daily Living		0	311,412	349,603	(38,191)	These figures are provided by the financial host T Orfaen as at 31st May. These figures have been questioned as they may be as a result of a single year injection from the Intermediate Care Fund, so a word of caution is necessary. Still awaiting questions to be answered and for June forecast.
<u>Day Centres</u>	Hywel Griffiths, Alysia Mayo, Sandra Dobbs, Hilary gooch, Shelley Welton					
Total Day Centres		236,515	883,750	894,597	(10,847)	
<u>Direct Care Residential</u>	Sian Gardner, Stephen Clarke					
Total Direct Care Residential		473,624	1,762,291	1,678,683	83,608	Staff costs are expected to overspend by £47,000 due to regulatory hours required. Income streams from new clients has decreased due to lower means assessed charges. This budget has been heavily affected by budget reductions to the tune of £60,000.
<u>Direct Care</u>	Pauline Batty, Colin Richings, Cheryl Haskell, Sandra Dobbs, Shelley Welton					
Community Meals Service	Pauline Batty	39,035	193,332	167,090	26,242	At present weekly sales are 1,250, with the breakeven weekly sales required being 1,450. The overspend is largely due to the under achieved sales target. Increased marketing and rebranding, and exploring new sales opportunities could improve this situation in coming months.
Domiciliary Care	Colin Richings	385,402	2,049,356	2,016,349	33,007	The undertaking of staff training and service reconfiguration has lead to an increase in hours provided to backfill staff.
Flexible Respite Options	Cheryl Haskell	4,145	51,604	51,604	0	
Budden Crescent	Cheryl Haskell	79,067	315,440	318,134	(2,694)	
Individual Support Service	Sandra Dobbs	48,598	205,996	201,090	4,906	
Adult Placement	Shelley Welton	0	72,532	73,525	(993)	
Total Direct Care		556,247	2,888,260	2,827,792	60,468	
<u>Grant Schemes (SHS)</u>	Debbie Powell, Mike Logan					
Total Grant Schemes (SHS)		(16,008)	37,748	84,692	(46,944)	Partnership income from a three year secondment opportunity for two staff members.
<u>Management Team</u>	Julie Boothroyd, Simon Burch					
Total Management Team		110,943	510,594	531,915	(21,321)	
<u>Monnow Vale</u>	Eve Parkinson, Helen Neville, Ceri York, Shelley Welton					
Total Monnow Vale		67,966	820,137	744,653	75,484	Monnow Vale partnership. Overspend due to Unitary charge 37k above budget; Running cost contribution 16k above budget along with projected share of £100k pooled budget overspend of 28k. Also, Income is expected to come in 5k lower than budget.
Net Directly Managed Expenditure		1,429,287	7,214,192	7,111,935	102,257	

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3						
Community Care						
DIRECT COSTS ONLY		ACTUAL TO MONTH	ANNUAL FORECAST	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND AT M3	EXPLANATION FOR (UNDER)/OVER SPENDS
DIRECTORATE SERVICE	Responsible Officer	3	0 to 13			
		£	£	£	£	
Community Learning Disability Team	Jon Russ					
Total Community Learning Disability Team		1,125,812	5,702,653	5,641,778	60,875	Currently supports 60 residential care placements and provides care hours in the Community of 595 per week
Community Care Team	Lisa Powell, Bernard Boniface, Annett Brady, Clare Morgan, Jon Russ					
Total Community Care Team		1,745,823	12,858,642	12,847,344	11,298	This budget supports 46 residential placements and weekly community care hours of 1,697.
Contingency	Julie Boothroyd					
Total Contingency		(388)	0	0	0	
Frailty Workstream	Julie Boothroyd					
Total Frailty Workstream		213,665	1,156,396	1,228,248	(71,852)	Relates to the lower than anticipated loan repayment to the Frailty scheme.
Net Directly Managed Expenditure		3,084,912	19,717,691	19,717,370	321	

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3						
Commissioning						
DIRECT COSTS ONLY		ACTUAL TO MONTH 3 £	ANNUAL FORECAST 0 to 13 £	REVISED BUDGET £	FORECAST OVER / (UNDER) SPEND AT M3 £	EXPLANATION FOR (UNDER)/OVER SPENDS
DIRECTORATE SERVICE	Responsible Officer					
<u>Grant Schemes</u>	Ceri York					
Total Grant Schemes		27,365	21,748	19,843	1,905	
<u>Commissioning Strategy</u>	Ceri York					
Total Commissioning Strategy		236,618	824,712	822,592	2,120	
<u>Commissioning Team</u>	Ceri York					
Total Commissioning Team		91,250	316,195	304,881	11,314	
<u>Support For Users & Carers</u>	Chris Robinson, Ceri York					
Total Support For Users & Carers		52,390	598,191	588,637	9,554	
<u>Grants to Voluntary Organisations</u>	Ceri York					
Total Grants to Voluntary Organisations		(19,116)	988	15,342	(14,354)	
Net Directly Managed Expenditure		388,507	1,761,834	1,751,295	10,539	

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3						
Resources & Performance						
DIRECT COSTS ONLY		ACTUAL TO MONTH	ANNUAL FORECAST	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND AT M3	EXPLANATION FOR (UNDER)/OVER SPENDS
DIRECTORATE SERVICE	Responsible Officer	3	0 to 13			
		£	£	£	£	
Facilities Management	Morley Sims					
Facilities	Morley Sims	37,398	82,450	120,421	(37,971)	Under spend largely due to staff saving on Coed Glas Facilities Manager post and also due to a reduction in Premises costs from the closure of Hightrees and the imminent closure of Hanbury House
Social Service's Transport Management	Morley Sims	490	138,309	172,854	(34,545)	Under spend due to low lease costs now that vehicles have been purchased outright. Budget still needs to be maintained as appropriate vehicles may need to be purchased in line with day service redesign
Total Facilities Management		37,888	220,759	293,275	(72,516)	
Finance (SHS)	Tyrone Stokes					
Total Finance (SHS)		102,573	413,076	427,866	(14,790)	
Performance Management	Simon Burch					
Total Performance Management		5,573	34,636	34,636	0	
Management	Simon Burch					
Total Management		18,695	19,908	27,959	(8,051)	
Service Strategy	Simon Burch					
Total Service Strategy		22,171	87,899	76,244	11,655	
Systems	Steve Beard, Tyrone Stokes					
Total Systems		32,228	207,912	207,536	376	The Council has earmarked £200,000 for a bespoke replacement to the Swift system. The Swift contract is due for renewal in October 2014, and will result in £46,000 savings. In time such savings will be recyclable by the Directorate but initially will replenish the corporate funding until the investment is self financed
Net Directly Managed Expenditure		219,128	984,190	1,067,516	(83,326)	

MONMOUTHSHIRE COUNTY COUNCIL CAPITAL PROGRAMME 2014/2015
MONTH 3 CAPITAL BUDGET MONITORING REPORT
REPORT DESIGNATION: Social Care and Health Detailed

Project Code	Project Description	Budget Holder	Provisions B/F	Actual Month 1 to 3	Annual Forecast	Approved Slippage B/F	Original Budget	Budget Virements	Budget Revisions	Total Approved Budget	Provisional Slippage C/F	Adjusted Budget	Annual Overspend / (Underspend)	Comment on Reason for under/overspend; Reason for delay, resulting in slippage; Progress
Maintenance Schemes - Property														
Electrical Services														
	Mardy Park - Upgrade lighting with energy efficient	Robert O'Dwyer	(2,519)	795	0	0	0	0	0	0		0	0	Project complete awaiting payment for retention.
	Tudor Day Centre Rewire and Additional sockets	Robert O'Dwyer	0	0	17,025	0	17,025	0	0	17,025		17,025	0	On target
	Mardy Park - Phase 3 Lighting replacement	Robert O'Dwyer	0	0	11,350	0	11,350	0	0	11,350		11,350	0	On target
Electrical Services Sub Total			(2,519)	795	28,375	0	28,375	0	0	28,375	0	28,375	0	
Mechanical Services														
	Mardy Park - repl boilers	Robert O'Dwyer	0	0	40,000	0	17,025	0	0	17,025		17,025	22,975	The project is forecasting an overspend due to poor condition of existing boilers and equipment resulting in additional costs.
	Mardy Park - Repl Air conditioning	Robert O'Dwyer	0	0	18,814	0	5,675	0	0	5,675		5,675	13,139	Overspend anticipated due to the need to complete additional works.
	Shire Hall - Provide local controls in Kitchen for air supply	Robert O'Dwyer	0	0	2,270	0	2,270	0	0	2,270		2,270	0	On target
Mechanical Services Sub Total			0	0	61,084	0	24,970	0	0	24,970	0	24,970	36,114	
SANITARY SERVICES														
	Severn View Res Home - Replacement of Waste disposal system	Robert O'Dwyer	0	0	5,045	0	5,675	0	0	5,675		5,675	(630)	On target
SANITARY SERVICES Sub Total			0	0	5,045	0	5,675	0	0	5,675	0	5,675	(630)	
Sub Total			(2,519)	795	94,504	0	59,020	0	0	59,020	0	59,020	35,484	
Grand Total			(2,519)	795	94,504	0	59,020	0	0	59,020	0	59,020	35,484	

1. Revenue Outturn Forecast

The combined revenue budget for 2014-15 is made up of SCH Childrens services £6,956,000 and CYP Directorate £52,302,000, totalling £59,258,000. The net forecast outturn expenditure is predicted as £59,867,000, of which £48,071,000 had been incurred at the end of 1st quarter (skewed by the effect of delegating of annual budget to schools), resulting in an anticipated overspend of £583,000 in Social Care and £26,000 in CYP, combined £609,000.

	Overspend predicted £'000	Underspend predicted £'000	Cause
Social Care – Children			
Looked after children	380		Additional case volume
Joint adoption	39		Reflective of anticipated activity
Fostering allowances	35		Foster carers travel allowances – no budget
Disability equipment (Gwices)		33	
Therapeutic services		19	
Counsel costs	66		Anticipated in line with 2013-14 activity
Young persons accomodation		42	Reduced activity
Respite home		46	Premise closed whilst new carers identified and assessed
Team Costs	224		Staffing costs and conveyance of client pressure
Unaccompanied asylum seeking children, local safeguarding board and misc underspends		21	
Total	744	161	

	Overspend predicted £'000	Underspend predicted £'000	Cause
Children and Young People			
Standards	38		Shortfall on income targets
Resources		12	Net salary saving

2. 2014-15 Savings Progress

The savings required by 2014-15 budget process, identified in Appendix 1, are not fully secured.

- Of Social Care - Children savings totalling £68,000 £36,000 are anticipated to be made, none deferred to 2015-16 but £32,000 are regarded as not achievable.
- Of Children & Young people Directorate savings totalling £812,000, £729,000 are reported to be made none deferred but £83,000 regarded as not achievable
- **What plans have the Directorates to mitigate these pressures and drive alternate adhoc savings?**

3. Schools reserves

Schools balances, as indicated in the main report from para 3.3 onwards exhibit a declining trend, such that the forecast outturn balance would not accommodate the same level of expenditure as the 2014/15 financial year.

- **What is the intention for the use of reserves going forward?**
- **What proportion of reserve usage if any, is used to fund core salary costs?**
- **Do other Councils utilise a balances approach, and if so what is good practice in their administration and is there any prudent level that schools should maintain?**

4. Capital Outturn Forecast

Capital budget for the year is £7,112,000 after slipping the £751,000 21st Century feasibility underspend to 2015-16. This was made up of £4,044,000 2014/15 allocation and £3,067,000 slippage from 2013/14. No revisions or virements have taken place

At the start of 2014/15 the Council accrued for £509,000 worth of work completed but not invoiced. As at the end of month 3 it had incurred only £1,250,000. This wouldn't normally be a profile that would indicate full spending by the end of the year but project officers are confident to predict a forecast outturn that exhibits a net £68,000 underspend caused by anticipated property maintenance costs. As is usual the Property Maintenance aspect is balanced across all Directorates and so the net underspend in school spending compensates for additional Property Maintenance pressures in the Strong Communities and Adult Select areas.

- **Why is the net spend at the end of month 3 only a little above the level of provision created at the end of 2013-14?**

5. Forecasting approach

Based on the forecasting review undertaken in the main body of the report and appendix 2 above,

- **Do Members have any refinements to the budget monitoring process or are they comfortable with its accuracy and use as a management tool?**

Monitoring key

Page 1	Social Care and Health Directorate Revenue Divisional Summary
Page 2	Social Care and Health Revenue – Childrens Division
Page 3	Children & Young People Directorate Revenue Divisional Summary
Page 4	Children & Young People Revenue – Delegated schools budgets
Page 5	Children & Young People Revenue – Resources
Page 6	Children & Young People Revenue – Standards
Page 7	Children & Young People Revenue – Youth
Page 8/9	Schools reserves
Page 10	Capital

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3

Social Care and Health

DIRECTOR: Simon Burch

DIRECT COSTS ONLY

ACTUAL
TO MONTH

ANNUAL
FORECAST

REVISED
BUDGET

FORECAST
OVER / (UNDER)

3

0 to 13

SPEND AT M3

DIRECTORATE SERVICE

SERVICE LEAD

£

£

£

£

Adult Services	Julie Boothroyd	1,429,287	7,214,192	7,111,935	102,257
Community Care	Julie Boothroyd	3,084,912	19,717,691	19,717,370	321
Commissioning	Julie Boothroyd	388,507	1,761,834	1,751,295	10,539
Resources & Performance	Julie Boothroyd	219,127	984,190	1,067,516	(83,326)
Sub Total Adult Services		5,121,833	29,677,907	29,648,116	29,791
Children Services	Tracy Jelfs	1,964,247	7,539,138	6,956,246	582,892
<i>Net Directly Managed Expenditure</i>		7,086,080	37,217,045	36,604,362	612,683

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3						
Children Services		SERVICE LEAD : TRACY JELFS				
DIRECT COSTS ONLY		ACTUAL TO MONTH 3	ANNUAL FORECAST 0 to 13	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND AT M3	EXPLANATION FOR (UNDER)/OVER SPENDS
DIRECTORATE SERVICE	Responsible Officer	£	£	£	£	
Children Services Other						
Fostering Allowances and Payments For Skills	Angela McErlane	255,992	900,947	865,570	35,377	Over spend primarily due to foster carers travel costs for which there is no specific budget
Local Safeguarding Children Boards	Jane Rodgers	(6,977)	0	8,527	(8,527)	
Younger People's Accommodation	Rachel Palser	25,054	123,601	166,237	(42,636)	Under spend is due to significant drop in forecasted accommodation costs compared to 2013/14 largely due to two young people who now only require support sessions
JAFF (Joint Assessment Family Framework)	Tracy Jelfs	8,261	0	(1,001)	1,001	
Children – Service Contracts	Tracy Jelfs	153,472	308,219	308,707	(488)	
Tyr Enfys	Angela McErlane	3,254	23,401	69,816	(46,415)	Under spend due to this respite home being closed at present and forecasted to re-open 1st Feb 15 once two new carers have been appointed and assessed
Ser Bach	Angela McErlane	15,655	35,387	34,913	474	
Counsel Costs	Gill Cox	27,078	190,000	124,391	65,609	Over spend is due to level of legal activity forecasted for the year which, at Month 3, is expected to be in line with 2013/14 costs
Fostering Panel	Angela McErlane	345	2,624	4,799	(2,175)	
Therapeutic Service	Gill Cox	2,638	29,008	48,090	(19,082)	
Joint Adoption	Gill Cox	(9,997)	265,670	226,236	39,434	This budget includes the possibility of purchasing two adoptive placements at a cost of £27,000 each.
External Placements - LAC	Gill Cox	400,530	1,730,854	1,350,938	379,916	Over spend based on 36 external LAC placements which include several high cost residential placements.
Unaccompanied Asylum Seeking Children	Rachel Palser	1,950	40,502	47,522	(7,020)	
External Placement - Non-LAC	Gill Cox	33,772	193,506	196,386	(2,880)	
GWICES (Gwent Wide Integrated Community Equip Services)	Tracy Welch	0	6,052	39,486	(33,434)	These figures are provided by the financial host Torfaen as at 31st May.
Total Children Services Other		911,027	3,849,771	3,490,617	359,154	
Children Services Teams						
Total Children Services Teams	Angela McErlane, Jason O'Brien, Jane Rogers, Rachel Palser, John Branchflower, Tracy Jelfs, Tracy Welsh, Debbie Davies	1,053,219	3,689,367	3,465,629	223,738	Net overspend mainly due to conveyance of clients plus staff travel costs and staff efficiency savings not expected to be made
Net Directly Managed Expenditure		1,964,246	7,539,138	6,956,246	582,892	

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3						
Children & Young People		DIRECTOR - Sarah McGuinness				
	SERVICE LEAD	ACTUAL TO MONTH	ANNUAL FORECAST	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND AT M3	REASON
<i>DIRECT COSTS ONLY</i>		3	0 to 13			
<i>DIRECTORATE SERVICE</i>		£	£	£	£	
21st Century Schools	Simon Kneafsey	6,501	0	0	0	
Individual School Budget	Sarah McGuinness	45,705,949	44,421,415	44,421,415	0	
Resources	Deb Mountfield	(360,853)	1,493,493	1,505,541	(12,048)	
Standards	Sharon Randall Smith	2,538,195	5,616,720	5,578,277	38,443	The net effect of income for Breakfast club included in the budget, this is not going ahead.
Youth	Deb Mountfield	179,560	796,780	796,780	0	
<i>Net Directly Managed Expenditure</i>		48,069,352	52,328,408	52,302,013	26,395	

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3						
Individual School Budget	SERVICE LEAD - Deb Mountfield					
	RESPONSIBLE OFFICER	ACTUAL TO MONTH	ANNUAL FORECAST	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND AT M3	EXPLANATION FOR (UNDER)/OVER SPENDS
DIRECT COSTS ONLY		3	0 to 13			
DIRECTORATE SERVICE		£	£	£	£	
<u>Individual Schools Budget</u>						
Primary Schools	Nikki Wellington	23,363,402	24,455,644	24,455,644	0	
ISB Secondary Schools	Nikki Wellington	19,773,991	19,773,991	19,773,991	0	
6th Form Funding (DCells)	Nikki Wellington	2,573,806	150,325	150,325	0	
Raglan Community Education Centre	Jez Piper	(5,374)	26,500	26,500	0	
Usk CRC	Victoria Evans	245	14,955	14,955	0	
Total Individual Schools Budget		45,706,070	44,421,415	44,421,415	0	
Net Directly Managed Expenditure		45,706,070	44,421,415	44,421,415	0	

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3						
Resources	SERVICE LEAD - Deb Mountfield					
	RESPONSIBLE OFFICER	ACTUAL TO MONTH	ANNUAL FORECAST	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND AT M3	EXPLANATION FOR (UNDER)/OVER SPENDS
DIRECT COSTS ONLY		3	0 to 13			
DIRECTORATE SERVICE		£	£	£	£	
<u>Service Agreements with schools</u>						
Total Service Level Agreement	Deb Mountfield	(493,811)	572,711	572,711	0	
<u>Support Services</u>						
Total Support Services	Deb Mountfield, Nikki Wellington, Matt Jones	132,959	920,782	932,830	(12,048)	
Net Directly Managed Expenditure		(360,852)	1,493,493	1,505,541	(12,048)	

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3						
Standards	SERVICE LEAD - Sharon Randall-Smith					
	RESPONSIBLE OFFICER	ACTUAL TO MONTH 3 £	ANNUAL FORECAST 0 to 13 £	REVISED BUDGET £	FORECAST OVER / (UNDER) SPEND AT M3 £	EXPLANATION FOR (UNDER)/OVER SPENDS
<i>DIRECT COSTS ONLY</i>						
<i>DIRECTORATE SERVICE</i>						
Additional Learning Needs	Steph Hawkins					
Total Additional Learning Needs		187,647	3,371,261	3,426,692	(55,431)	Net effect of pupil placements in Monmouthshire dropping
Education Achievement Service	Sharon Randall-Smith					
Total Education Achievement Service		522,288	837,090	837,090	0	
Early Years	Sue Hall, Beth Walkins					
Total Early Years		1,643,006	1,147,345	1,065,892	81,453	The income for Breakfast club was included in the budget, this is not going ahead.
Standards Initiatives & Improvement	Emma Taylor					
Total Improvement		15,716	896	896	0	
Inclusions	Claire Evans, Richard Austin, Sue Hall, Angela Noble					
Total Inclusions		169,537	260,128	247,706	12,422	Potential additional costs anticipated but not quantified at quarter 1 consequential to School library service partnership ceasing in next quarter
Net Directly Managed Expenditure		2,538,194	5,616,720	5,578,276	38,444	

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3



Youth		SERVICE LEAD - Deb Mountfield				EXPLANATION FOR (UNDER)/OVER SPENDS
	RESPONSIBLE OFFICER	ACTUAL TO MONTH	ANNUAL FORECAST	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND AT M3	
DIRECT COSTS ONLY		3	0 to 13			
DIRECTORATE SERVICE		£	£	£	£	
<u>Inclusions</u>						
Community Education Youth General	Tracey Thomas	179,560	796,780	796,780	0	
Total Inclusions		179,560	796,780	796,780	0	
Net Directly Managed Expenditure		179,560	796,780	796,780	0	

Movement in School Reserves							
Qtr 1 Forecast							
	Responsible Officer	Opening Reserves (Surplus)/Deficit 14-15	Anticipated in-year movement in reserves (Surplus)/Deficit	Difference reported from Month 3 to budget (Surplus)/Deficit	In year forecast at Month 3 (Surplus)/Deficit	Anticipated Reserves to be carried forward to 2015-16 (Surplus)/Deficit	Notes
Abergavenny cluster							
E003 King Henry VIII Comprehensive	Yvonne Jones	(114,518)	187,260	0	187,260	72,742	
E073 Cantref Primary	Richard Brunson	(68,138)	31,700	(18,312)	13,388	(54,750)	Savings on staffing as costs being funded by SEG/PDG and lower scale staff used to cover maternity leave.
E072 Deri View Primary	Sarah Davies	79,952	(37,238)	34,328	(2,910)	77,042	Increase in hours of some non-teaching staff to cover planning & preparation.
E035 Gilwern Jnr & Inf	Roger Guy	(41,057)	10,825	698	11,523	(29,534)	
E037 Goytre Fawr Jnr & Inf	Nicola Sutherland	(4,709)	(9,067)	5,046	(4,021)	(8,730)	
E041 Llanfair Kilgeddin CV Jnr & Inf	LEA	(22,611)	16,359	0	16,359	(6,252)	
E093 Llanfoist Fawr	Jon Murphy	(32,933)	(5,581)	(6,732)	(12,313)	(45,246)	
E044 Llantillio Pertholey Jnr & Inf	David Evans	(65,340)	55,596	(10,352)	45,244	(20,096)	Savings on staffing as costs being funded by SEG/PDG.
E045 Llanvihangel Crocorney Jnr & Inf	Sherri Davies	40,656	(10,461)	(1,705)	(12,166)	28,490	
E090 Our Lady and St Michael's RC Primary School	Rosalind Trigg	(23,663)	10,624	(20,030)	(9,406)	(33,069)	Savings as lower scale staff are covering maternity leave, also employed lower scale teacher than what was budgeted for.
E067 Ysgol Gymraeg Y Fenni	April Wiggins	(32,161)	6,240	(13,694)	(7,454)	(39,615)	Savings as teaching staff hours reducing and being replaced by lower scale staff.
Caldicot cluster							
E001 Caldicot Comprehensive	Susan Gwyer-Roberts	(60,620)	53,060	688	53,748	(6,872)	
E068 Archbishop Rowan Williams Primary	Graham Murphy	(21,991)	(10,380)	6,912	(3,468)	(25,459)	
E094 Castle Park	Kay Ford	97,998	(33,807)	5,194	(28,613)	69,385	
E075 Dewstow Primary School	Gillian Bray	(106,113)	93,911	(17,924)	75,987	(30,126)	Savings on replacement caretaker as on lower scale, plus provision for the supply staff budget reduced
E034 Durand Jnr & Inf	Allison Waters	(44,725)	28,916	217	29,133	(15,592)	
E048 Magor Vol Aided Jnr & Inf	Gareth Atwell	(31,137)	(22,669)	3,070	(19,599)	(50,736)	
E056 Rogiet Jnr & Inf	Kathryn Evans	(83,152)	39,871	(36,573)	3,298	(79,854)	Maternity cover budgeted for in Error plus resignation - head to meet with Governors in September to re-do investment plan
E063 Undy Jnr & Inf	Mark Gunn	(10,117)	(3,451)	(527)	(3,978)	(14,095)	
E069 Ysgol Gymraeg Y Ffin	Diane Ebo	17,914	(30,450)	0	(30,450)	(12,536)	

Movement in School Reserves							
Qtr 1 Forecast							
	Responsible Officer	Opening Reserves (Surplus)/Deficit 14-15	Anticipated in-year movement in reserves (Surplus)/Deficit	Difference reported from Month 3 to budget (Surplus)/Deficit	In year forecast at Month 3 (Surplus)/Deficit	Anticipated Reserves to be carried forward to 2015-16 (Surplus)/Deficit	Notes
Chepstow cluster							
E002 Chepstow Comprehensive	Claire Price	214,589	146,361	(8,799)	137,562	352,151	
E091 New Pembroke Primary School	Garry Keeble	(79,671)	42,132	2,028	44,160	(35,511)	
E057 Shirenewton Jnr & Inf	Jayne Edwards	(81,568)	17,938	903	18,841	(62,727)	Reserve includes £21.5k projects (MAPS & PMI). Schools projected C/f £41,180
E058 St Mary's Chepstow RC Jnr & Inf	Mike Gorell	(813)	(5,025)	3,529	(1,496)	(2,309)	
E060 The Dell Jnr & Inf	Steve King	(50,107)	3,362	(507)	2,855	(47,252)	
E061 Thornwell Jnr & Inf	Tim Appleby	(16,136)	13,594	(1,739)	11,855	(4,281)	
Monmouth cluster							
E004 Monmouth Comprehensive	Vaughan Davies	(130,975)	0	0	0	(130,975)	Savings on staffing due to retirement, staff leaving and maternity - all being replaced by lower scale staff, also reduction in SLA costs
E032 Cross Ash Jnr & Inf	Marilyn Balkwill	(47,987)	43,476	(23,095)	20,381	(27,606)	
E092 Kymin View Primary School	Suzanne Gooding	(34,355)	16,976	0	16,976	(17,379)	
E039 Llandogo Jnr & Inf	Katie Pingree	5,780	16,458	73	16,531	22,311	
E074 Osbaston Church In Wales Primary	Cathryn Jones	(48,712)	(2,379)	(2,032)	(4,411)	(53,123)	Savings around staffing - staffing left and replaced at a lower grade and some staff now funded by SEG/PDG - depending on september intake, an additional teacher may be employed which will reduce this surplus
E051 Overmonnow Jnr & Inf	Huw Williams	(33,729)	24,311	(19,688)	4,623	(29,106)	
E055 Raglan Jnr & Inf	Jeremy Piper	(41,259)	21,026	0	21,026	(20,233)	
E062 Trellech Jnr & Inf	Karen Christofi	(33,605)	(18,243)	2,101	(16,142)	(49,747)	
E064 Usk CV Jnr & Inf	Victoria Evans	(28,687)	11,249	0	11,249	(17,438)	
		(933,700)	702,494	(116,922)	585,572	(348,128)	
Special Schools							
E020 Mounton House	Paul Absalom	(18,464)	31,671	(4,789)	26,882	8,418	
E095 Pupil referral unit	Richard Austin	(35,992)	0	0	0	(35,992)	
		(54,456)	31,671	(4,789)	26,882	(27,574)	
		(988,156)	734,165	(121,711)	612,454	(375,702)	

MONMOUTHSHIRE COUNTY COUNCIL CAPITAL PROGRAMME 2014/2015
MONTH 3 CAPITAL BUDGET MONITORING REPORT
REPORT DESIGNATION: Children & Young People Detailed

Project Code	Project Description	Budget Holder	Provisions B/F	Actual Month 1 to 3	Annual Forecast	Approved Slippage B/F	Original Budget	Budget Virements	Budget Revisions	Total Approved Budget	Provisional Slippage C/F	Adjusted Budget	Annual Overspend / (Underspend)	Comment on Reason for under/overspend; Reason for delay, resulting in slippage; Progress
Development Schemes Under £250k - Essential Works														
Sub Total		Paul Jones	(5,675)	0	94,325	44,325	50,000	0	0	94,325	0	94,325	0	
Education Strategic Review														
New Raglan Primary, 21st Century Schools Programme		Simon Kneafsy	0	109060	2,757,907	45,857	2,712,050	0	0	2,757,907		2,757,907	0	Project is on target, will continue beyond 14/15, budget allocation in future years.
ESR: Access For All		Robert O'Dwyer	0	0	177,380	127,380	50,000	0	0	177,380		177,380	0	On target
Llanfoist Primary		Robert O'Dwyer	(1,725)	1,480	0	0	0	0	0	0		0	0	Project Complete
Rogiet Primary		Robert O'Dwyer	0	0	15,000	15,000	0	0	0	15,000		15,000	0	
Flying Start - Minor Improvements		Robert O'Dwyer	(2,639)	0	0	0	0	0	0	0		0	0	Project is complete, awaiting payment against accrual.
Caldicot Castle Park (St Mary's Remodelling)		Robert O'Dwyer	0	0	15,000	15,000	0	0	0	15,000		15,000	0	Main project is complete, awaiting completion of post occupancy evaluation and remedials / alterations.
New School Caldicot Green Lane Site		Robert O'Dwyer	(1,930)	54,152	50,000	50,000	0	0	0	50,000		50,000	0	Project complete within budget.
21st Century Schools		Simon Kneafsy	0	655	0	0	0	0	0	0		0	0	
New Thornwell Primary		Robert O'Dwyer	(448,437)	826,196	690,037	598,037	92,000	0	0	690,037		690,037	0	Project complete, awaiting agreement of final account.
Monmouth Comp – 21C Feasibility		Simon Kneafsy	0	0	472,055	839,133	0	0	0	839,133	367,078	472,055	0	The Future Schools feasibility project is forecasting an underspend of £750,000 at month 3. The original scheme profile included 5 year employee costs whereas these costs can only be funded from feasibility until work reaches stage E (Construction). Any further employee costs will then need to be funded by the main construction schemes 'pending full approval'.
Caldicot Comp – 21C feasibility		Simon Kneafsy	0	4,400	478,755	863,063	0	0	0	863,063	384,308	478,755	0	
Raglan VC Primary feasibility		Simon Kneafsy	0	1,886	0	0	0	0	0	0		0	0	Project complete. Miscode
Sub Total			(454,731)	997,829	4,656,134	2,553,470	2,854,050	0	0	5,407,520	751,386	4,656,134	0	
IT Schemes - Infrastructure/Hardware														
Sub Total		Deb Mountfield	0	14,844	21,270	21,270	0	0	0	21,270	0	21,270	0	
Maintenance Schemes - Property														
		Rob O'Dwyer												
Electrical Services Sub Total			(24,104)	16,761	171,018	0	162,873	0	0	162,873	0	162,873	8,145	
External Areas Sub Total			(2,987)	7,675	213,308	0	275,847	0	0	275,847	0	275,847	(62,539)	
External Walls, Doors & Windows Sub Total			(3,486)	6,367	256,610	0	241,755	0	0	241,755	0	241,755	14,855	
Floors & Stairs Sub Total			0	0	16,383	0	14,755	0	0	14,755	0	14,755	1,628	
Internal Walls & Doors Sub Total			0	0	1,124	0	0	0	0	0	0	0	1,124	
Mechanical Services Sub Total			(5,270)	197,847	664,594	430,750	240,620	0	0	671,370	0	671,370	(6,776)	
Roofs Sub Total			(12,974)	8,808	161,749	5,000	181,600	0	0	186,600	0	186,600	(24,851)	
SANITARY SERVICES Sub Total			0	0	35,198	12,498	22,700	0	0	35,198	0	35,198	0	
Sub Total - Maintenance Programme		0	(48,821)	237,458	1,519,984	448,248	1,140,150	0	0	1,588,398	0	1,588,398	(68,414)	
Grand Total			(509,227)	1,250,131.00	6,291,713	3,067,313	4,044,200	0	0	7,111,513	751,386	6,360,127	(68,414)	

2014/15 Budgeted Service Savings Mandates Progress at Month 3

DIRECTORATE	Saving included in 2014/15 Budget	Savings achieved	% progress in achieving savings	Delayed savings	Savings not achievable
	£'000	£'000		£'000	£'000
Children & Young People	812	729	90%	0	83
Social Care & Health	1,992	1,718	86%	0	274
Enterprise	1,276	1,036	81%	147	94
Operations	1,412	990	70%	156	266
Chief Executive's	923	923	100%	0	0
Total Budgeted Service Savings 2014-15	6,415	5,396		303	717

2014/15 Budgeted Savings progress at Month 3

CHILDREN & YOUNG PEOPLE							
Budget proposals 2014/15	Narrative	Saving included in 2014/15 Budget £'000	Value of Saving Forecast at Month 3 £'000	Delayed savings £000s	Savings not achievable £000s	Assessment of progress as at Month 3	Risk of current forecast saving NOT being achieved (High / Medium / Low)
Schools delegated budgets	Proposal is about finding opportunities to reduce costs in schools. Schools budgets will be protected at cash limit, this means no pay inflation and or non pay inflation is provided for in funding,	434	434	0	0	Fully Achieved	LOW
Review ISB - ALN contingency	Currently a contingency budget is held centrally, proposals to reduce this budget by £75k and reduce staffing in the service by £65,000	140	140	0	0	On Target	MEDIUM
Grants to micro finance and rationalise numerous grants to single organisations	Reducing the amount of grants paid annually to third sector bodies. Options will include reduction, micro-finance and introducing business plans. SCH mandate for £100k in 2014/15, R & C/CEO target of £100k. Further £300k in 2015/16 is not now considered feasible	37	0	0	37	These savings cannot be found from the grant areas as our grants cover a statutory provision.	HIGH
School library service - combine with general library service	£50k is MCCs contribution to full year running costs of school library service, changes to service needs to be considered with TCBC	30	0	0	30	MCC savings have been achieved. Torfaen alongside MCC schools have now decided to withdraw from service, which will introduce additional severance costs (unquantified at present). These together with assets and deficit reserve balance of £100k, will need to be apportioned between MCC and TCBC	HIGH

Adult Education	Cost reduction through reducing overheads and premises costs	90	90	0	0	Savings identified have been achieved but due to a reduction in the franchise income from Coleg Gwent the service is currently reporting an over spend.	HIGH
School Music service - reduction in subsidy	Total MCC contribution to schools music service is £260k, exploration of alternative models to reduce the subsidy required	50	50		0	Savings achieved, working with the service to achieve future savings identified within the budget mandate.	Low
Review of additional payments	Target a 10% reduction in additional payments made eg overtime, standby etc	31	15	0	16	Working with cost centre managers to identify savings	Medium

812 729 0 83

2014/15 Budgeted Savings progress at Month 3

SOCIAL CARE & HEALTH							
Budget proposals 2014/15	Narrative	Saving included in 2014/15 Budget £'000	Value of Saving Forecast at Month 3 £'000	Delayed savings £000s	Savings not achievable £000s	Assessment of progress as at Month 3	Risk of current forecast saving NOT being achieved (High / Medium / Low)
ADULT SELECT							
Community meals increase take-up	Mainly about increasing customer base	30	4	0	26	Weekly sales are 1,250, 200 below target	High
Grants to micro finance and rationalise numerous grants to single organisations	Reducing the amount of grants paid annually to third sector bodies. Options will include reduction, micro-finance and introducing business plans. SCH mandate for £100k in 2014/15, R & C/CEO target of £100k. Further £300k in 2015/16 is not now considered feasible	100	100	0	0		Low
Redesign day provision in line with My Day/My Life	Reconfiguring day provision for people with Learning disability	160	160	0	0		Low
SCH restructuring: Direct care (£89k), Children's/Adults teams (£50k), Commissioning team (£31k)	Staffing efficiencies	163	163	0	0		Low
SCH Transition project staff transfer to Bright New Futures	Combining our initiative with Bright new futures to establish a shared service model	14	14	0	0		Low
Review of additional payments	Target a 10% reduction in additional payments made eg overtime, standby etc	95	0	0	95	Mechanisms not put in place to realise savings	High

Sustaining Independent Lives in the community	Cabinet report and business case presented on 2nd Oct 2013, aim is to divert people from needing statutory services through Local Area Co-ordination and small local enterprises	123	123	0	0		Low
Practice change - reduction in flexible budget/contingency	Working with individuals, families and communities to find sustainable solutions	277	277	0	0		Low
TOTAL ADULTS SELECT		962	841	0	121		

CHILDREN & YOUNG PEOPLE SELECT

SCH children's staff restructuring	Rationalising service delivery within children's services	68	36	0	32	Due to external consultants work with the Directorate one of the two posts was reinstated.	Medium
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1,992	1,718	0	274
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2014/15 Budgeted Service Savings Mandates Progress at Month 3

ENTERPRISE							
Budget proposals 2014/15	Narrative	Saving included in 2014/15 Budget £'000	Value of Saving Forecast at Month 3 £'000	Delayed savings £000s	Savings not achievable £000s	Assessment of progress as at Month 3	Risk of current forecast saving NOT being achieved (High / Medium / Low)
DEVELOPMENT OF LEISURE SERVICES	Income maximisation and staff review, developing the cycling offer, broaden leisure offer and explore new service provision options and models in the context of 'whole place'	125	125			Savings forecast to be achievable	Low
Collaboration on housing services and development of careline services	Commercialisation of careline service, one housing solutions service with TCBC focussed on enabling wider access to housing options and providing greater scope for increasing the resources with which to address housing need and homelessness	30	30			Savings forecast to be achievable	Low
Sustainable energy initiatives	Investing in biomass boilers, solar farms and reduction in Carbon Reduction Commitment budget	133	98		35	Saving partly made, however income forecasts are ambitious for remaining income target this needs to be monitored closely. Still awaiting planning approval for solar farm not achievable during this financial year, looking to implement for March 2015.	Medium
Museums, Shirehall & Castles and Tourism	Consolidation of tourism and culture offer throughout the County through considering shared services models; making attractions self-sustainable and income generation. This relates to the museum business plan and explores roll-out of some community ownership models. Member consultation has indicated that the aspect of merging of museums and TIC (£150,000 in 2014/15) was not a preferable model, and will necessitate driving even further savings on other aspects of this mandate	245	201.5		43.5	Museums are on target to make 71k of their 78k savings target. Their income targets are unrealistic but they have cut back on other areas. They are currently forecasting a 7k overspend. Shirehall are on target to achieve their 33,500 savings. TIC's - 90,000 savings are forecast to be met due to significantly reducing Chepstow's opening hours and negotiating a much reduced contribution for the Abergavenny service. However income targets are really ambitious given the reduction in opening hours. Countryside - 36,500. They are currently forecasting an overspend due to unfunded salary costs as a result of further restructure savings and also a redundancy which as yet they do not have reserve funding for.	Museums - Medium Low medium Shirehall - TIC's

Grants to micro finance and rationalise numerous grants to single organisations	Reducing the amount of grants paid annually to third sector bodies. Options will include reduction, micro-finance and introducing business plans. SCH mandate for £100k in 2014/15, R & C/CEO target of £100k. Further £300k in 2015/16 is not now considered feasible	50	50			Third sector bodies have already been made aware that their grant will be less this year and this was reflected in the budget.	Low
Strategic Property Review (phase 2)	Target to be achieved by the Accommodation working group and reduction in office accommodation, consolidate in Usk	75	60		15	Savings achieved through closure of Coed Glas and other methods, inability to make full saving due to still needing to pay Rates on Coed Glas to sale of property along with loss of rental income due to change in accommodation strategy at Magor Innovation House	Low
R & C Staffing restructures	Senior management restructure to include new service groupings and alignments and green space concept	70	70			Achieved	Low
R&C - OSS and libraries - 10% reduction in staff budget	The aim is to have one access point for customer service in each of the 4 towns and create efficiencies through a management restructure	116	29	87		Delay in implementing staffing restructure, part year saving realistic.	Medium
Additional Libraries and communications saving	Libraries driver redundancy and media position deleted	80	80			Achieved	Low
Review of additional payments	Target a 10% reduction in additional payments made eg overtime, standby etc	48	48			Achieved	Low
ICT	Staffing efficiencies, integrate enterprise agreement, reduce supplies and services budget	300	240	60		Delays in closing Ty Cyd 3 means that savings delayed, additional CCTV income used in year 1 to purchase additional equipment. Its likely that staff vacancies will cover the additional shortfall	Medium
Planning, place and enterprise	Increase in income from development plans (part of combined £32k savings)	4	4			Achieved	Low

1,276	1,036	147	94
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2014/15 Budgeted Service Savings Mandates Progress at Month 3

CHIEF EXECUTIVE'S UNIT & OPERATIONS								
Budget proposals 2014/15	Savings Proposal Narrative	Saving included in 2014/15 Budget £'000	Value of Saving Forecast at Month 3 £'000	Delayed savings £000s	Savings not achievable £000s	Assessment of progress as at Month 3	Risk of current forecast saving NOT being achieved (High / Medium / Low)	
OPERATIONS								
School meals -increase price, market and expand service	Increase in school meal to £2.00, currently £1.65 infants and £1.80 junior based on an estimated 397,058 meals	69	0		69	Saving based on increased sales is unlikely in first 12 months due to A4L menu compliance, reduced take up due to price increase and increased cost of providing meals. In addition any additional saving will be offset against cost of running a client/contractor joint service provision to the standards required to achieve WG compliance status	High	0
Grants to micro finance and rationalise numerous grants to single organisations	Reducing the amount of grants paid annually to third sector bodies. Options will include reduction, micro-finance and introducing business plans. SCH mandate for £100k in 2014/15, R & C/CEO target of £100k. Further £300k in 2015/16 is not now considered feasible	13	13	0	0	Achieved	Low	0
Highways - review of management arrangements, gritting schedules, verge maintenance, use of sub contractors	Reduction in management team and operate from 2 depots, reducing stand by payments and gritting frequencies. Reduce sub contractors and biodiversity policy on verges	405	274	116	15	Restructure of R&C will not allow whole year savings. Pressure from community groups are delaying savings in 2014/15. Some whole year savings predicted for 15/16 as mandate. Simpson review may not permit savings for MCC in Duty Officer mandate. Other offsetting savings will be made within Highways to meet the unachievable savings and the delayed savings.	Low	0

Street Light savings	Review of turning off street lights at designated times	180	180			Achievable	Low	0
Street scene and pest control	Reduction in sweepers and number of cleaning rounds, opportunity for Town & Community Councils to contribute to service and full withdrawal of subsidy for pest control.	195	170		25	£25k is not being delivered from the Street Scene budget saving mandate due to lack of funding support from Town and Community Councils and therefore delays in implementing the reduction in manual sweeping capacity.	Low	0
Home to School Transport - fundamental review of policy	Fundamental policy change - £420k - based around nearest school policy. Withdrawal of subsidy for post 16 transport.	47	47			These savings should be achievable as no travel grants will be issued to new applicants from sept 14	Low	0
Facilities - transfer functions to other providers	Engaging with town and community councils, friends clubs to take on service related costs - Linda Vista, Bailey Park, Public Conveniences	100	0	0	100	Although some engagement has taken place the take up from Tc's and CC's not forthcoming hence the saving is unlikely to be achieved.	High	0
Transport review and fleet rationalisation	Increased income from private hire (Passenger Transport Unit), management and staff reduction	105	25	40	40	Budget problems within the PTU will require fundamental review of budget.	Low	0
Property services and procurement	Staff efficiencies, systems review and procurement savings	115	115	0	0	Saving Realised.	Low	0
Cost neutral waste service	Route optimisation, green waste charges up from £8 to £10 and reduce spend on bags	60	60	0	0	Saving Realised	Low	0

Review of additional payments	Target a 10% reduction in additional payments made eg overtime, standby etc	123	106		17	£24k will be made in accordance with the mandate. In general managers have seen this saving as just a straight cut in budget and have reorganised spend patterns accordingly. E.g. £41k Highways/Swtra – by reducing service or increasing income. £9k Grounds – by reducing service or increasing income. £32k Waste – reductions in other manpower budgets.	Medium	0
TOTAL		1,412	990	156	266			0

2014/15 Budgeted Service Savings Mandates Progress at Month 3

CHIEF EXECUTIVE'S UNIT								
Budget proposals 2014/15	Savings Proposal Narrative	Saving included in 2014/15 Budget £'000	Value of Saving Forecast at Month 3 £'000	Delayed savings £000s	Savings not achievable £000s	Assessment of progress as at Month 3	Risk of current forecast saving NOT being achieved (High / Medium / Low)	
CEO Staffing restructures	Senior management restructure to include new service groupings and alignments and green space concept	70	70	0	0	Achieved	Low	0
CEO - efficiencies, including on line services, staffing structures	Staffing efficiencies and improving on line services, reduction in democratic services will mean that only decision making committees can be serviced, merging of roles supporting area work	595	595	0	0	Achieved	Low	0
CEO - Restructure (Customer Access) - 10% reduction in staff budget	The aim is to have one access point for customer service in each of the 4 towns and create efficiencies through a management restructure	64	64	0	0	Achieved	Low	0
Review of additional payments	Target a 10% reduction in additional payments made eg overtime, standby etc	40	40	0	0	Achieved. In general managers have seen this saving as just a straight cut in budget and have reorganised spend patterns accordingly.	Low	0
Public protection	Service Reductions in Public Protection Division	89	89	0	0	Achieved	Low	0
Legal	Reduction in Legal Services employee hours and Commons and Village Green Inquiries – Inspectors' fees	37	37	0	0	Split £30k Legal & Land Charges, £7k Emergency Planning	Low	0

Planning, place and enterprise	Increase in income from building control & development control (part of combined £32k)	28	28	0	0	Achieved	Low	0
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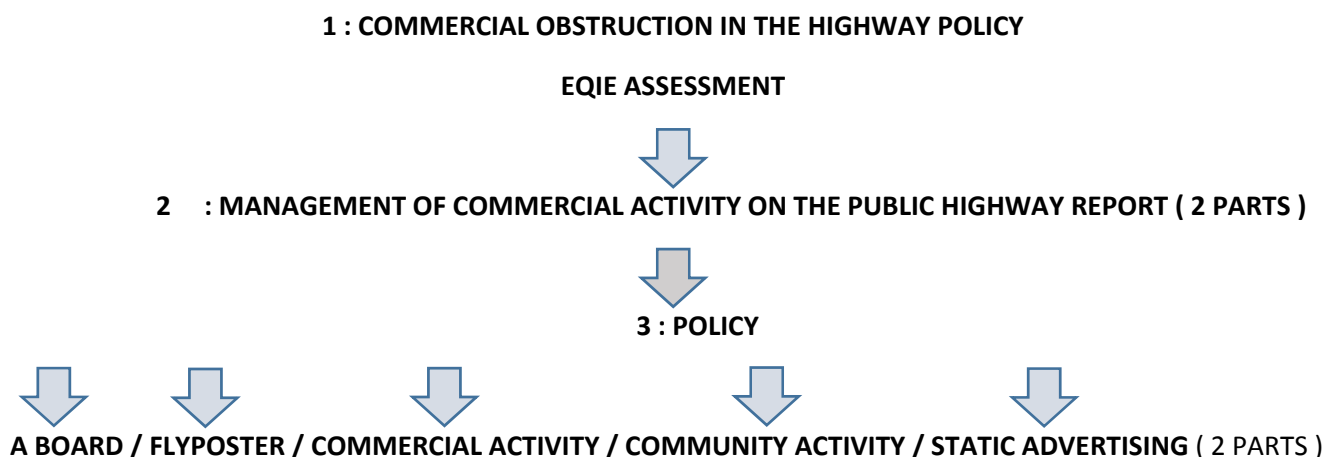
TOTAL	923	923	0	0			0
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MANAGEMENT OF COMMERCIAL OBSTRUCTION IN THE HIGHWAY POLICY

INDEX

1. COMMERCIAL OBSTRUCTION IN THE HIGHWAY POLICY
EQIE ASSESSMENT
2. MANAGEMENT OF COMMERCIAL ACTIVITY ON THE PUBLIC
HIGHWAY POLICY / REPORT (2 PARTS : Appendix 1 part 1 and 2)
3. 'A' BOARD POLICY
4. FLYPOSTER POLICY
5. COMMERCIAL PROVISION POLICY
6. STATIC ADVERTISING POLICY
STATIC ADVERTISING REPORT (2 PARTS)
7. COMMUNITY PROVISION POLICY

FLOW:-



The “Equality Initial Challenge”

Name: Service area: OPERATIONS Date completed:		Please give a brief description of what you are aiming to do. This report will allow obstructions in the Highway to be officially placed under a new policy and licencing regime. This will remove a degree of uncertainty about what a Citizen can expect.	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age			The proposal will reduce street clutter and some of the risks associated with uncontrolled Commercial Obstructions on the Highway.
Disability			
Marriage + Civil Partnership			
Pregnancy and maternity			
Race			
Religion or Belief			
Sex (was Gender)			
Sexual Orientation			
Transgender			
Welsh Language			

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤ <i>There are no anticipated negative impacts only positive impacts</i>	➤ The new management procedure, this policy, will bring some certainty to the current situation, which is fragmented and does not encompass all aspects. Commercial Obstructions already exist, it is the proposal to formally agree / licence these Commercial Obstructions that will provided the positive impact
➤ Proliferation of uncontrolled obstructions	<ul style="list-style-type: none"> ➤ Review of policy after year one and then as appropriate. ➤ Routine inspections will highlight hazards. ➤ Rigorous enforcement procedures in place that are communicated to all Staff involved in the process ➤ Clear / consistent guidance given to applicants ➤ Clear display of licenses will give clarity
➤ <i>Affected parties not being engaged in new policy</i>	<ul style="list-style-type: none"> ➤ Bringing together existing guidance and policy into one place will simplify ➤ Consultation and fact finding with engagement of, Citizens, Business, other Authorities, CAIR, Legal, Planning, and front line Teams will ensure balance
➤	➤

Signed Steve Lane Designation Area Engineer

Dated September 2014

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Management of Commercial Obstructions in the Highway	Operations : Highways Operations
Policy author / service lead	Name of assessor and date
Steve Lane	Steve Lane Sept 2014

1. What are you proposing to do?

To ask Council to endorse the attached Management of Commercial Obstruction in the Highway Policy as a whole and / or in its constituent parts:-

1. 'A' Board Policy
2. Fly Posting Policy
3. Community Provision Policy
4. Commercial Provision Policy
5. Static Advertising Policy

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. **NO**

Age	No	Race	No
Disability	No	Religion or Belief	No
Gender reassignment	No	Sex	No
Marriage or civil partnership	No	Sexual Orientation	No
Pregnancy and maternity	No	Welsh Language	No

3. Please give details of the negative impact

N/a

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

Consulted with Area Management teams. Strong Community Committee engaged. Limited engagement of Business Forums / Town and Community Council. Took internal Legal advice. Canvassed Citizen to help define need in areas of the Policy. Established Business need and so potential scale of problem.

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..

- Site based survey of scale / numbers of obstructions
- Canvassing of small sample of Citizens
- Consultation with Cair.
- Small sample of other Council Policy in this area

Signed.....Steve Lane...**Designation**...Area Engineer : Highways Operations...**Dated**...September 2014.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Steve Lane		Please give a brief description of the aims proposed policy or service reconfiguration Management of Commercial Obstructions in the Highway	
Name of the Division or service area Operations : Highways Operations		Date “Challenge” form completed September 2014	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE		X	
Ensure that more people have access to healthy food		X	
Improve housing quality and provision		X	
Reduce ill health and improve healthcare provision		X	
Promote independence		X	
Encourage community participation/action and		X	

voluntary work			
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	
PLANET			
Reduce, reuse and recycle waste and water		X	
Reduce carbon dioxide emissions		X	
Prevent or reduce pollution of the air, land and water		X	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		X	
Protect or enhance visual appearance of environment			Reduce proliferation of street clutter and provide clarity and consistency for Citizens, MCC and Business
PROFIT			

Protect local shops and services	Guidance and Licencing will affect business flexibility and fees will affect their budgets		The guidance and licencing will enable new opportunities for Buisness while giving certainty to citizens and protecting MCC from associated third party claims
Link local production with local consumption		X	
Improve environmental awareness of local businesses		X	
Increase employment for local people		X	
Preserve and enhance local identity and culture		X	
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 MITIGATE the negative impacts (include any reasonable adjustments)
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<ul style="list-style-type: none"> ➤ Fees being set at unaffordable levels ➤ 	<ul style="list-style-type: none"> ➤ Investigation into charges made by other Authorities in this area have been made. ➤ Licence fees, to display on the highway, reflect the cost of MCC issuing where no direct financial gain is made from the display ➤ Licence fees, to use the highway, reflect a below average fee (small sample of other Authorities) where a direct financial gain is made from the use
<ul style="list-style-type: none"> ➤ 	<ul style="list-style-type: none"> ➤

The next steps

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

Clarity for the business and the citizen will be made. Clear licence stipulations, clearly displayed and rigorously enforced will ensure Citizens will experience a Highway with reduced clutter that will help fulfill MCC Duty to assert and protect the rights of the Public to the use and enjoyment of any Highway for which they are the Highway authority.

A need for Businesses to advertise is evident, they are doing so in an uncontrolled way at present. Provision to formalise advertising opportunities has been made in the policy. This provision will promote business to the widest local catchment possible.

- 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:

Fees for 'A' Business Licence have been reduced as a result of business concerns. The fee reflects the cost of its yearly renewal. It will still clarify responsibilities of the Business and give certainty to the citizen. Initially enforcement will be light touch, unless immediate hazard is clearly identified, but enforcement will have financial implications at its conclusion.

Signed

steve Lane

Dated

September 2014

SUBJECT: MANAGEMENT OF COMMERCIAL OBSTRUCTIONS ON THE HIGHWAY

MEETING: STRONG COMMUNITIES SELECT COMMITTEE

DATE: 16th OCTOBER 2014

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

The Provision of a Management of Commercial Obstruction on the Highway Policy. This would cover various occasions when a Business wants to use the Public Highway for reason of benefit to that company. This review seeks to bring a consistency to the policy, both within MCC processes and the wider Local Authority community by using a specific licensing and charging mechanism for a Business.

2. RECOMMENDATIONS:

Members are invited to review the draft revised policy contained within the report and comment and / or make recommendations to Cabinet.

Enforcement action taken by Highways Operation's Department forms a significant element of their work. This enforcement, usually against business and people, who are aware of the MCC's current policies / guidance, could be developed into a system that is more readily available, encompassing all private activity on the Public Highway. The policy will more effectively control apparatus in the highway and will recover the cost associated with enforcement.

3. KEY ISSUES:

Monmouthshire County Council has a statutory obligation to provide 'unhindered access to the Highways', while this Duty needs to be managed it currently uses valuable Council resources to provide the service of approval, of advice and of enforcement. Unfortunately this service is not consistent throughout Monmouthshire. We currently licence and charge scaffold and skip hire companies for the use of the Highway space. This policy seeks to bring consistency, safety and clarity in this area.

Commercial obstruction of the Public Highway can be defined as an obstruction created by the placement of an object on the public Highway, for the purpose of private gain, without consent. Commercial obstruction of the Public Highway can be divided into a number of categories –

- (i) Flyposting. Installing, usually short time, advertising on Highway Furniture without permission.
- (ii) 'A' Frames, installing, usually long time, advertising on the Public Highway for adjacent Businesses without permission.
- (iii) Table and Chairs. Can be seasonal, short term or long term placement of furniture on the Public Highway for the benefit of adjacent Businesses without permission.
- (iv) Ad-hoc Furniture. Can be seasonal, short term or long term placement of plants, sale items and sale rails on the Public Highway for the benefit of adjacent Businesses without permission.
- (v) Static Furniture. Usually a permanent feature such as a memorial bench or memorial tree for the benefit of the community and normally placed with permission.
- (vi) Sale Pitches. Usually one off daily placement of tables, tents or vehicles for the purpose of sales or advertising. They can be charity or Business users and are normally placed with permission. Planning currently have a charging system around this.
- (vii) Static Advertising. A new provision whereby Businesses can advertise from a static sign location, installed by Monmouthshire County Council, for business advertising

4. REASONS:

1. It is not unreasonable that the beneficiaries of service requests made to MCC should pay for the cost associated with those requests, especially when a failure to comply, with The Highway Act 1980, would normally lead to enforcement action being taken and possible fines and costs being charged.
2. An interest by Companies to use the public Highway as a site to benefit their business is evident throughout MCC. This benefit, usually through advertising or by the direct use of the Public Highway as a premise from which to sell goods or to supply a service, needs to be managed. However, this benefit can conflict with MCC's statutory Duty to '.... assert and protect the rights of the public to the use and enjoyment of any highway....', Highway Act 1980 : Section 130, and needs to be managed effectively
3. It is the Duty of Monmouthshire County Council to control such activities. The use of licences that are free, the use of licences that have associated nominal fees and licences that have charges that reflect the market value are all used in this policy.

5. RESOURCE IMPLICATIONS:

Staff resources are currently engaged in guidance and enforcement. A shift to guidance and licensing will require additional resources, but these will be managed against the backdrop of reorganisation.

Monitory Surpluses generated by this proposal are outlined in the '2 Management of Commercial Obstruction on the Highway report' (Appendix 1 part 2). With a 70% take up and with current proposed charges, 'A' Boards may produce £8k, Café areas may produce £5k and Static advertising may produce £15k per annum at the end of the first full year.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

The significant equality impacts identified in the assessment (Attachment 1) are summarised below for members' consideration:

The access for all forum were consulted. The bringing together of policy that reduces and prevents uncontrolled proliferation of obstructions while providing a less cluttered environment was seen as a positive step forward.

The policy will provide an improving position for access and safety. The management of the unsolicited use of the Public Highway will ensure that the policy achieves an improving situation with regard Commercial Obstructions and will provide benefit to all Citizens

The actual impacts from this report's recommendations will be reviewed at year 1 every 3 years after, and criteria for monitoring and review will include:

Enquiry numbers, accident / incident numbers, insurance claims, canvassing accessibility groups, canvassing business forums

7. CONSULTEES:

Cabinet Member

8. BACKGROUND PAPERS:

SUPPORTING PAPERS

1. Commercial obstruction in the highway policy
EqIE assessment
2. Management of commercial activity on the public highway policy / report (2 parts)
3. 'A' board policy
4. Flyposter policy
5. Commercial provision policy
6. Static advertising policy
Static advertising report (2 parts)
7. Community provision policy

9. AUTHOR:

Steve Lane

10. CONTACT DETAILS:

Tel: 01291 431678 / 07885 225972
E-mail: stevelane@monmouthshire.gov.uk

MANAGEMENT OF COMMERCIAL OBSTRUCTION ON THE PUBLIC HIGHWAY

APPENDIX 1 part 1

MONMOUTHSHIRE COUNTY COUNCIL

MANAGEMENT OF COMMERCIAL OBSTRUCTION ON THE PUBLIC HIGHWAY

1. Introduction

1.1 Monmouthshire County Council has a statutory obligation to provide 'unhindered access to the Highways', while this Duty needs to be managed it currently uses valuable Council resources to provide the service of approval, of advice and of enforcement. Unfortunately this service is not consistent throughout Monmouthshire. We currently licence and charge scaffold and skip hire companies for the use of the Highway space. This policy seeks to bring consistency, safety and clarity in this area.

1.2. What is Commercial obstruction of the Public Highway?

Commercial obstruction of the Public Highway can be defined as an obstruction created by the placement of an object on the public Highway, for the purpose of private gain, without consent. Commercial obstruction of the Public Highway can be divided into a number of categories –

- (i) Flyposting. Installing, usually short time, advertising on Highway Furniture without permission.
- (ii) 'A' Frames, installing, usually long time, advertising on the Public Highway for adjacent Businesses without permission.
- (iii) Table and Chairs. Can be seasonal, short term or long term placement of furniture on the Public Highway for the benefit of adjacent Businesses without permission.
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- (v) Static Furniture. Usually a permanent feature such as a memorial bench or memorial tree for the benefit of the community and normally placed with permission.
- (vi) Sale Pitches. Usually one off daily placement of tables, tents or vehicles for the purpose of sales or advertising. They can be charity or Business users and are normally placed with permission.
- (vii) Static Advertising. A new provision whereby Businesses can advertise from a static sign location, installed by Monmouthshire County Council, for business advertising

MANAGEMENT OF COMMERCIAL OBSTRUCTION ON THE PUBLIC HIGHWAY

1.3 The problems associated with Commercial obstruction of the Public Highway?

Apart from being illegal, Commercial obstruction of the Public Highway is also unfair on those companies who choose to trade legitimately. It also puts an additional cost on the Authority who are required to manage the Highway.

Commercial obstruction of the Public Highway places unnecessary strain and may pose additional risk to all users of the Public Highway, especially those who may have an additional need for unhindered access.

Monmouthshire County Council may be placed at risk of third party claims of personal injury, should an incident arise and Monmouthshire County Council has not acted upon its Duty of Care. Monmouthshire have to manage a robust policy in a way that limits risk and does not become burdensome.

1.4 Legislation

- (i) Under section 130 of the Highway Act 1980 (1) it is the Duty of the highway authority to assert and protect the rights of the public to the use and enjoyment of any highway for which they are the highway authority, including any roadside waste which forms part of the it.
- (ii) Under section 132 of the Highway Act 1980 it is an offence for any person to paint, inscribe or affix any picture, letter, or sign on the surface of a Highway, any tree, or structure without the consent of the Highway Authority.
- (iii) Under section 149 of the Highway Act 1980 (1) if anything is so deposited on a highway as to constitute a nuisance, the highway authority for the highway may by notice require the person who deposited it there to remove it forthwith.....
- (iv) Under section 149 of the Highway Act 1980 (2) if the highway authority for any highway have reasonable grounds for considering –
 - a. That anything unlawfully deposited on the highway constitutes a danger.....to the users of the highway, and
 - b. That the thing in question ought to be removed without the delay involved in giving notice.....Under this section,
the authority may remove the thing forthwith
- (v) Under section 50 of the New Roads and Street Works Act 1991.(1) The street authority may require the payment of—
 - (a)a reasonable fee in respect of legal or other expenses incurred in connection with the grant of a street works licence, and
 - (b)an annual fee of a reasonable amount for administering the licence;and any such fee is recoverable from the licensee.

MANAGEMENT OF COMMERCIAL OBSTRUCTION ON THE PUBLIC HIGHWAY

2. Methods of Prevention

The Council aims to prevent infringement, and so protect legitimate Business, by enforcing the removal of any Commercial obstruction of the Public Highway that is placed without lawful authority or excuse.

Those activities listed as i to vii in section 1.2. above, will be licenced as this process and the Policy relating to them, those with no licence will be removed while following the enforcement process.

2.1 Highways activity

The Authority's Highways division has two existing policies and one guidance note that cover their activities around controlling fly posters and advertising on their property. These are –

- a. POLICY : 'Control of Goods Displayed on the Public Highway' policy, adopted and effective from 1 April 2002. This covers aspects such as displaying of goods and advertising hoardings on public footways. The intention is to ensure a consistent approach, to ensure Highways Officers are clear when endeavouring to determine whether an obstruction is acceptable or not. This policy covers issues such as obstruction, for example where 'A boards' may cause an obstacle for people with disabilities (including the visually impaired) and people with pushchairs to negotiate. There is also reference here to the Council not adopting a rigid ban on street advertising. The policy refers to 'trader's livelihoods could be damaged by the imposition of a rigid ban. Some displays are considered to add colour and vibrancy to the street scene of our towns and are an accepted component of some retail businesses'.

It should be noted the policy was agreed following extensive consultation with the Town Councils covering Abergavenny, Monmouth, Chepstow, Caldicot and Usk, their respective Chambers of Commerce and CAIR (Monmouthshire Disablement association). Each trader potentially affected by the policy received a letter and background information prior to 1 April 2002.

- b. POLICY : 'Tourism signing' policy, adopted and effective from 19 May 2006. This policy sets about making it easier for visitors to find facilities and attractions, thereby enhancing the local economy, notably in the run up to the Ryder Cup in 2010. It encourages the removal of illegal and shabby signs, through a grant scheme to replace with better standard and legal signage. It also encourages the removal of too many signs in certain locations.

Consultees included 260 tourism businesses across the County, all Community and Town Councils, and the Monmouthshire Tourism Alliance.

- c. GUIDANCE : control of goods displayed on the Highway. A board Guidance. The Council introduced guidance to control the placement of goods and advertising hoardings on town pavements. It recognises that a limited amount of street advertising and display gives colour and vibrancy to the street scene and adds to the character and atmosphere of our towns and villages, but it also has a statutory duty under the Highways Act (section 149) to maintain the footways primarily for the unhindered passage of pedestrians. In an effort to acknowledge these conflicting interests the Council has adopted a

MANAGEMENT OF COMMERCIAL OBSTRUCTION ON THE PUBLIC HIGHWAY

guidance to allow traders to display goods and advertising hoardings on street footways on the understanding that they comply with stipulated criteria

Highway undertake regular, low level, enforcement against those who obstruct the public highway for Commercial benefit. This would typically be objects projecting too far into a pavement or tables and chairs obstructing the pavement, and preventing the 'the use and enjoyment of a highway'. This enforcement is carried out under the Highway Act 1980 section 149, it currently exceeds 80 occasions a year and continues to be a drain on resources.

3. Our Approach

- 3.1 This Authority recognises and supports the need and indeed the desire of Business to use the public Highway as opportunity to increase revenue through sales and advertising. However the Authority must adopt and manage a robust policy to ensure that the public and the Authority have adequate safeguards. This policy would cover the various occasions when a Business wants to use the Public Highway for reason of benefit to that company. We currently licence and charge scaffold and skip hire companies for use of the Highway space. This review seeks to bring a consistency to the policy, both within MCC processes and the wider Local Authority community.
- 3.2 The Authority will seek to licence those Business', companies, Charities or individuals who seek to take advantage of this policy by placing an object for their gain or purpose on the Public Highway. These licences will be considered in the following processes
- a. A ' FRAMES : An advertising board displayed on a pavement outside business
 - b. FLYPOSTER : An advert displayed on highway usually away from business
 - c. STATIC ADVERTISING : Rental of advertising space made available by MCC
 - d. COMMUNITY ACTIVITIES : Memorial benches planting areas notice boards & pitch booths
 - e. COMMERCIAL ACTIVITIES : Café tables etc 'Sale rails' 'Planters' or adhoc spaces
- 3.3 This Authority recognises the need for some obstructions, for example for village fetes, charitable events, 'Give Blood', temporary road safety awareness signs, etc. but also the desire to increase the vibrancy of the street scene through 'alfresco opportunities', sales pitches, memorial provision or advertising. It does not therefore seek a 'zero tolerance' approach, recognising the difficulties this would present to businesses, charitable groups, statutory bodies and others. To provide guidance to the public, businesses, charities and other event organisers, a leaflet has been produced. A copy of the leaflet is provided as Attachment 5 at the end of this policy document.
- 3.4 Any complaints / enquires regarding Commercial Obstruction on the Highway will in the first instance be recorded at our One Stop Shops. A 'process map'

MANAGEMENT OF COMMERCIAL OBSTRUCTION ON THE PUBLIC HIGHWAY

outlining the procedure for dealing with Commercial Obstruction on the Highway is provided in Attachment 1. Staff at the OSS's will be updated to reflect recent changes in both legislation and personnel (notably in Highways). Highways would be the first point of reference for any Commercial Obstruction on the Highway complaints, referring to colleagues in other teams where the situation demands – as outlined in Section 2 above. The 'one point of reference' will allow the Authority to measure numbers of complaints, any trends, and our effectiveness.

- 3.5 It is the view of Officers in Highways, Planning and Environmental Health, that they deal with their elements of existing legislation, due to professional and competency issues. Thus Highway Engineers will determine compliance with the Highways Act provisions, Planning with Town & Country Planning Act etc. However, that does not preclude better joint working, with improved communication between the three teams. So, for example, Environmental Health have two Environmental Wardens who, if instructed, can remove / report infringements while out on the district. Similarly they could contact Planning for any breaches they see during their routine activities. It is the intention to provide a quicker response to infringement.
- 3.6 Businesses or organisers benefiting from unapproved Commercial Obstructions will be warned of the consequences by letter. Repeat offenders will be referred to our Legal Services Section by a Planning Enforcement officer, with a view to prosecute.

Our staged approach to action will be by way of standard letters. In appropriate circumstances, names and addresses will be traced, but it must be noted that companies are aware that it can be difficult to trace a 'responsible' person or company when they display limited information.

- 3.7 Highways staff, in the interests of clarity, will adopt the following prescribed approach:

Permitted Obstruction in the Highway -

All local businesses, organisations, national or local charities or individuals can with approval participate in this policy providing their activities :

- do not cause offence
- do not cause a traffic or pedestrian hazard or safety issue in any way
- do not damage hardware by their presence
- are of presentable quality and not excessive in number
- are present in an agreed location
- are removed by the organisations concerned when required by an Officer of this Authority, an Officer of the Emergency services or an Officer of the Statutory undertakers who requires access.
- Are licensed on all occasions and that that licence is displayed, where required at the location
- Meet the general list of criteria, as noted in licence, standard permission but may change with local conditions for the activity that they are undertaking
- All fees are paid in relation to the application and those fees are applicable to the period licenced. These fees will be in line with the actual Licence type sort and the criteria relating to each application.
- The fees are outlined in the Policy for each process.
- These fees may change from time to time, as agreed by Cabinet members, under the relevant approval process.

Approved Organisations

MANAGEMENT OF COMMERCIAL OBSTRUCTION ON THE PUBLIC HIGHWAY

Approved organisations, determined by the Highways Section, shall have, but not be limited to the following

Be in possession of an up to date, and applicable licence, with all monies paid, or arrangements made to pay all fees in connection with the application.

Third party public liability insurance, of a value current to time and duration of application

Applicants may be expected to demonstrate that they have no other reasonable way of undertaking their business. Regard will also be made to the 'purpose when determining applications, for example advertising near to the premises of a similar business may not be permitted or permission for alfresco arrangements when an adjacent business has already made arrangements and further development will, at the discretion of the Authority, cause a greater risk will not be permitted High impact events may require special consideration

The following organisations are expressly not permitted to erect signs:

Those not in possession of an up to date, and applicable licence, with all monies paid, or arrangements made to pay all fees in connection with the application.

Those without suitable third party public liability insurance of a value current to time and duration of application

Those without public liability which do not have the full support of the Authority or local council, their liability would be encompassed by the Authority

Party political organisations

- 3.8 Approved organisations who fail to observe the Council's conditions may have their permit withdrawn and may risk prosecution.

MANAGEMENT OF COMMERCIAL OBSTRUCTION ON THE PUBLIC HIGHWAY

4. Outcomes

4.1 The outcome sought is threefold :-

1. to ensure the duty of the highway authority to assert and protect the rights of the public to the use and enjoyment of any highway, by consistent licencing, engagement and enforcement.
2. to protect Monmouthshire County Council and its stakeholders from the expense relating to failures to manage the unhindered access to the highway
3. to ensure a quick and effective response to illegal obstructions. By consistent recording of incidents, working together better with early intervention, problems associated with Commercial Obstructions will be reduced.

4.2 Officers involved with the policy will ensure all relevant Officers, including One Stop Shop staff, are aware of the content of this policy and monitor compliances, to update their procedures and provide some training.

4.3 The policy will be reviewed every 12 months to determine whether it assists in reducing fly posting in Monmouthshire.

5. Report Contributors

XXXXXXXXXXXXXXXXXXXX

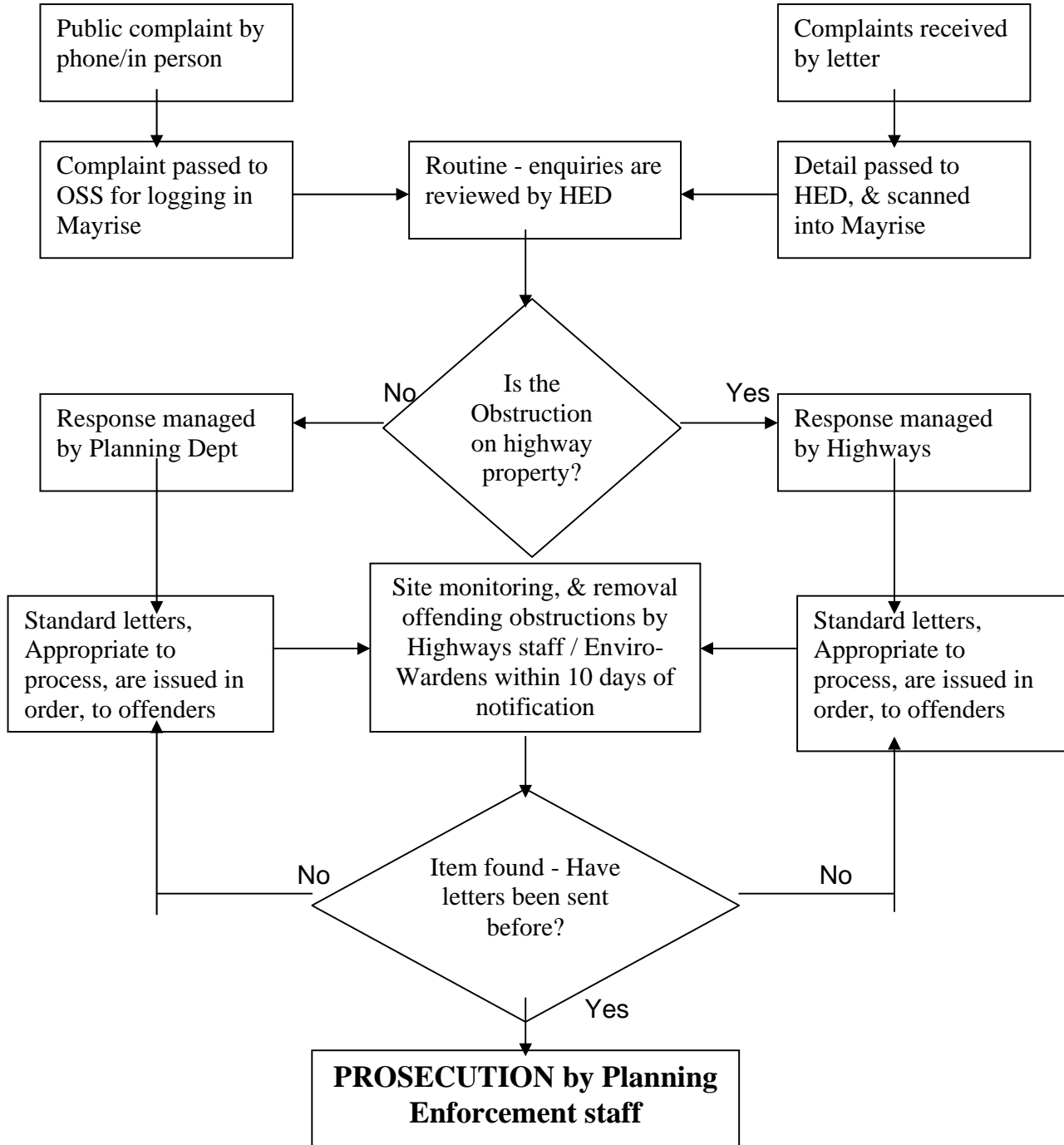
6. Report Authors –

XXXXXXXXXXXXXXXXXXXX

MANAGEMENT OF COMMERCIAL OBSTRUCTION ON THE PUBLIC HIGHWAY

Attachment 1
 Monmouthshire County Council
 Highways Operations

Process Commercial Obstruction in the Carriageway complaints



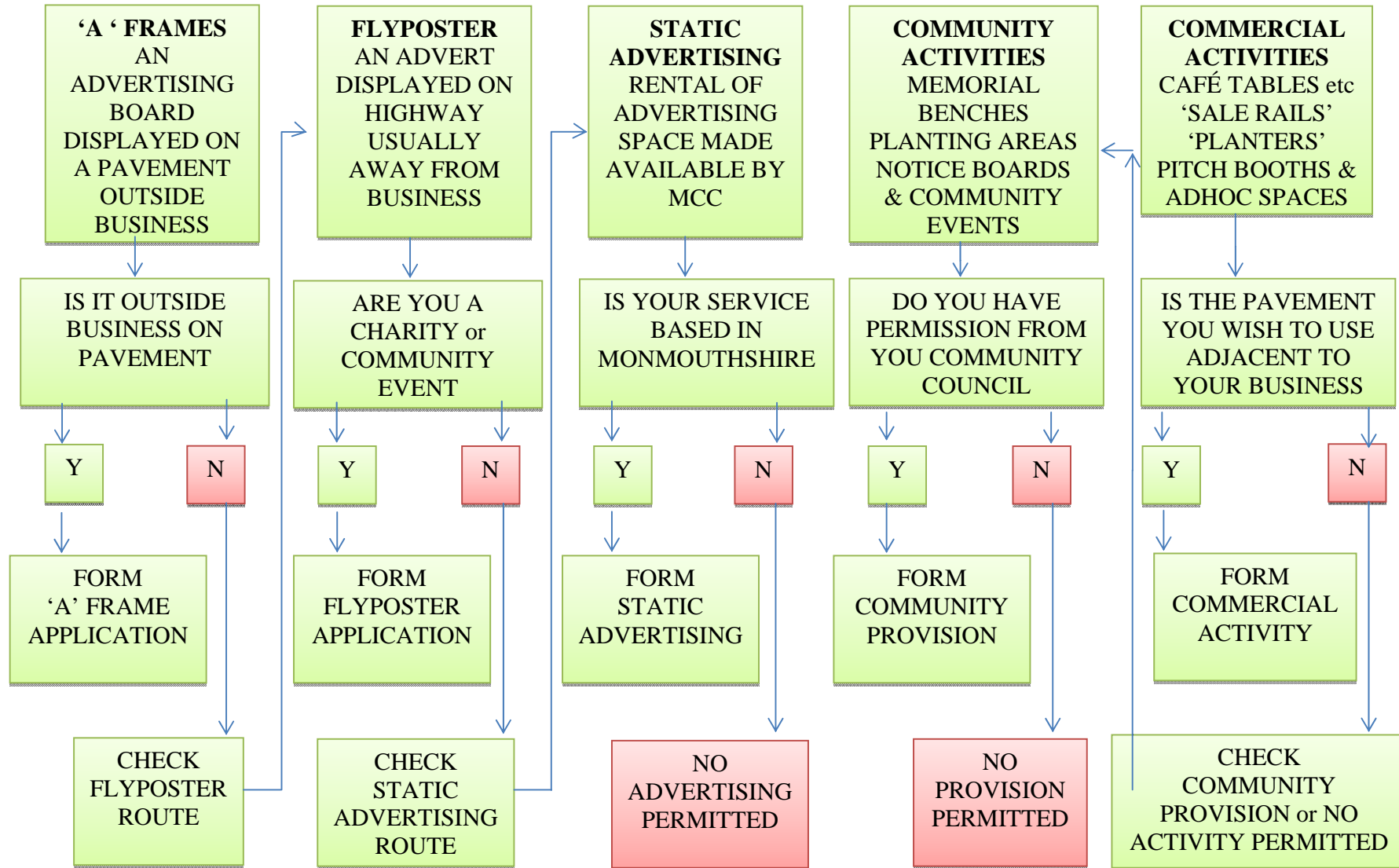
Notes:

Mayrise = Highways enquiry system

HED = Highways Enquiry Desk
 OSS = One Stop Shop

MANAGEMENT OF COMMERCIAL OBSTRUCTION ON THE PUBLIC HIGHWAY

1:1 : NEW OVERALL FLOW



MANAGEMENT OF COMMERCIAL OBSTRUCTION ON THE PUBLIC HIGHWAY

APPENDIX 1 part 2

1.1 OBJECTIVE :

Provision of a Management of Commercial Obstruction on the Highway Policy. This would cover the various occasions when a Business wants to use the Public Highway for reason of benefit to that company. We currently licence and charge scaffold and skip hire companies for use of the Highway space. This review seeks to bring a consistency to the policy, both within MCC processes and the wider Local Authority community.

2.1 CURRENT SITUATION

Enforcement action taken by Highways Operation's Department forms a significant element of their work. This enforcement, usually against business and people, who are aware of the MCC's current policies, could be developed into a system that is more readily available, encompassing all private activity on the Public Highway. The policy will effectively control apparatus in the highway and will recover the cost associated with enforcement.

This policy is based on the following premise :-

1. It is not unreasonable that the beneficiaries of service requests made to MCC should pay for the cost associated with those requests, especially when a failure to comply, with The Highway Act 1980, would normally lead to enforcement action being taken. (e.g. a service request highlighting the need to fill a pothole is different from one requesting the opportunity to place scaffold or advertising on the highway).
2. An interest by Companies to use the public Highway as a site to benefit their business is evident throughout MCC (e.g. 'A' boards and Coffee tables). This benefit, usually through advertising or by the direct use of the Public Highway as a premise from which to sell goods or to supply a service, needs to be expanded. However, this benefit can conflict with MCC's statutory Duty to '.... assert and protect the rights of the public to the use and enjoyment of any highway....', Highway Act 1980 : Section 130, and needs to be managed effectively

3.1 CONCLUSION :-

By managing and licencing access to the Public highway by Companies who benefit from its use MCC can help, through charges, to encourage vibrancy to the street scene in an area that is an accepted component of some retail business. Introduction of charges for requests and licences, in line with a number of other Authorities, MCC can be seen to be proactive and fair in its management of the Highway space. Consistency needs to be achieved by further consultation with business and interested forums. The proposal for fees (table 1) was derived through a small survey of other Authorities approach to this problem.

Table 1	A BOARD	SEATING / DISPLAYS	ADVERTS / BANNERS	'PITCH' one off
MCC PROPOSAL	£40 first application £40 renewal	SEATING / SALE RAILS / DISPLAYS. First application will always be £125. The annual renewal will be based on area occupied Use Sqm rates : 0 to 6 = £120 6 to 12 =£240 12 to 18 = £360 Larger areas not permitted	Continue with similar policy where by only charities are allowed to advertise and are not charged.	£75 first application £50 subsequent
Yearly rental 70% take up	288 x 70% x £40 = £8094	31 x 70% x £240 = £5208		MCC STREET TRADING POLICY DEALS WITH

4.1 INDEX

1.1	:	Objectives
2.1	:	Current Situation
3.1	:	Conclusion
4.1	:	Index
5.1	:	Background
6.1	:	Data and Evidence
7.1	:	Process for Flyposter, old and new
8.1	:	Process for 'A' Frame, old and new
9.1	:	New Overall Flow

3 MANAGEMENT OF COMMERCIAL OBSTRUCTION ON THE HIGHWAY REPORT

5.1 BACKGROUND :-

The prevalence of A boards, flyposting and seating areas throughout Monmouthshire appears to exceed 544 units (70 poster applications per year / 288 A boards present in Dec 2012 / 31 seating areas at 6 seats each (guestimate)).

The 544 units suggests a need and willingness to display or use the Public Highway, by business. The potential for a financial reward, for the business is made after some initial investment in the form of :-

1. Manufacture of flyposter, banners measuring 10 feet by 3 feet on occasions
2. Manufacture of A boards, varying from simply chalk boards to aluminium frames
3. Manufacture of seating areas, tables, chairs and barriers
4. Investment in benches and trees for community and memorial reasons

It should not be considered unreasonable to formalise an approval process for each of the above installations. A one off yearly fee for each A frame / each flyposter application (up to 12 signs) / each seat (0.5metre square). A fixed charge based on cost of facilitating and enforcement could be arrived at (circa £50 to £100 per application / year). A take up rate of 70% would deliver an income of around £25k per annum. Enforcement / management currently exceeds £17k per annum and is a continual drain on the Highway resources. These costs would reasonably be expected to reduce on time and actual fines / enforcement incomes will initially rise before falling off.

Memorial tribute in the form of planting and benches etc. providing they are backed by the community will only be subject to the first year's approval charge, as would the community council.

Sources of approval that require bringing into process and flows:

1. Flyposter : Flow 7.1
2. A frames : Flow 8.1
3. Table and chairs : No flow exists
4. Adhoc furniture, plants, sale rails etc. : No flow exists
5. Community / Memorial, benches and plantings etc. : No flow exists
6. Sale pitches, outside of official markets : No flow exists
7. Static Advertising provided by MCC, report dealt with elsewhere
8. Overall Process : Flow 9.1

Interested parties. Consultation / notification required

1. Head of Operations
2. Head of Highways and Flood Management
3. Head of Public Health and Culture
4. Head of Legal Services
5. MCC income / planning
6. County Councillors
7. Community Councils
8. OSS Managers
9. Business Forums

4 MANAGEMENT OF COMMERCIAL OBSTRUCTION ON THE HIGHWAY REPORT

6.1 DATA and EVIDENCE

1. OPINION

The Opinion of Stakeholders has been sort through a small survey of the Public. This was done by asking a set of questions of people through OSS, calls and street corners. The sample consisted of 121 people who wished to express their opinion. The raw date is included in point 5 below.

CANVASSING : A BOARD : SOME CONCLUSIONS

There appears to be a solid support to allow the continuation of advertising with 'A boards' (*'SIGNS ENCOURAGE BUSINESS AND GIVE CONTINENTAL FEEL' – 'ONE SMALL BOARD OUTSIDE SHOP IS FINE'*), a solid feeling that safety, with rules that are followed, should be implemented by MCC. MCC have a number of Duties including removal of any obstruction and assert and to protect the rights of the public to the use and enjoyment of any highway. A significant, but small number of people do feel that their needs are not being protected (*'SIGNS CAN BE A DANGER TO VISUALLY IMPAIRED PEOPLE SO BETER TO PLACE THEM AGAINST' – 'CREATING OBSTACLES WHICH IS UNFAIR TO VISUALLY IMPAIRED'*). There is a willingness to see a small charge, although not an overwhelming one, but it can be seen against a backdrop that a number of those who felt no fees should be made (*'ENOUGH RATES PAID SHOULD NOT PAY MORE'*) also feel no rules should be set and not fines if the law is broken should be enforced. This is not a reasoned response and could result in proliferation of hazards (*'SHOULD ONLY BE ALLOWED OUTSIDE A SHOP, IF NO RULES WE WILL HAVE SIGNS ETC EVERYWHERE'*).

A mandate exists to allow the continuation of 'A Board' use, but in a controlled way.

In order to protect the stakeholders rights and the Duties of MCC, given the financial pressure being imposed on the authority we are seeking support to adopt this policy in full. This would include an administration fee of £40 per year.

CANVASSING : CAFÉ AREA / DISPLAY AREA: SOME CONCLUSIONS

There appears to be a solid support to allow the continuation and expansion of Café areas (*'CAFÉ SOCIETY IS GOOD', – 'THEY DO ADD VIBRANCY' – 'LOVELY TO SEE SEATS/TABLES IN CAFÉ AREAS.'*), a solid feeling that safety, with rules that are followed, should be implemented by MCC. MCC have a number of Duties including removal of any obstruction and assert and to protect the rights of the public to the use and enjoyment of any highway. A significant, but small number of people do feel that their needs are not being protected (*'ONLY ALLOW IF THEY DO NOT CAUSE OBSTRUCTION, – 'ENOUGH ROOM IS LEFT FOR PEDESTRIANS, PUSHCHAIRS, WHEELCHAIRS ETC' – 'SOME SECTIONS OF FOOTWAY TOO NARROW BUT GOODS ARE PLACED'*). There is a willingness to see a small charge, although not an overwhelming one, but it can be seen against a backdrop that a number of those who felt no fees should be made (*'LEAVE SMALL BUSINESSES ALONE' – 'IS IT ANOTHER WAY TO SQUEEZE MONEY OUT OF SMALL BUSINESSES'*) also feel no rules should be set and no fines if the law is broken should be made. This is not a reasoned response and could result in proliferation of hazards (*'IT IS A QUESTION OF DEGREE, ONLY ALLOW IF THEY DO NOT CAUSE OBSTRUCTION' – 'ONLY WHEN THEY DO NOT HINDER PEDESTRIANS'*).

The results suggests a mandate exists to allow the continuation of Café Areas and Display areas to continue and the expansion of the Café Society would encourage vibrancy and new business could be supported by all

In order to protect the stakeholders rights and the Duties of MCC, given the financial pressure being imposed on the authority, we are seeking support to adopt this policy in full. This would include a One Off approval fee of £125 on successful application / agreement. And an ongoing Annual licence based on the area occupied : less than 6m² = £120 or 6m² to less than 12m² = £240 or 12m² to 18m² = £360

5 MANAGEMENT OF COMMERCIAL OBSTRUCTION ON THE HIGHWAY REPORT

2. ENFORCEMENT AND PERMISSION COST

ENFORCEMENT COST : first / second / third stage typical

Administration : first contact @ £10?	10
Administration : support and processing 60 mins @ £20 per hour	20
Supervisor : 3 stage communication by letter 45 mins each @ £35 per hour	26
Highway Operatives : 2 men and truck collect / store depot 60 mins @ £50 per hour	50
Operations Staff : chat + data collection for legal, 120 mins @ £30 per hour	60
	166 +legal

86 complaints in 12/13 therefore potential resources allocation worth £14,276 + legal fees (86 occs @ £146) was made. Enforcement would need to be more rigorous or faith in system would be lost.

APPLICATION COST : typical Flyposter

Administration : first contact @ £10?	10
Administration : support and processing 30 mins @ £20 per hour	10
Operation's staff : 30 mins each @ £35 per hour	17.5

82 applications in 12/13, therefore potential resource allocation worth £3,075 (82 occs @ £37.5) was made. Applications would increase and yearly renewals would need significant input.

6 MANAGEMENT OF COMMERCIAL OBSTRUCTION ON THE HIGHWAY REPORT

3. FEE COMPARISON WITH OTHER LOCAL AUTHORITIES

	A BOARD	SEATING	ADVERTS / BANNERS	'PITCH' one off
NORTH SOMERSET CC	N/A	Initial fee £56 per table Upto 5 tables £56 per yr 5 to 10 tables £112 per yr	N/A	NO EVIDENCE
GLOUCESTER CITY C	£50 per yr	NO EVIDENCE	N/A	£20-£25 per day
DEVON CC		Initial £200 £85 renewal	N/A	NO EVIDENCE
TAMWORTH BC	£95 plan fee £25 licence £50 per yr	N/A	N/A	NO EVIDENCE
TEST VALLEY BC	N/A	£199 renewable each year	N/A	N/A
AVERAGE	£85 first yr £50 renewal	Based on 3 tables, 6 chairs or 6 Sqm approx.. £189 first year £113 renewal		
MCC PROPOSAL	£40 first application £40 renewal	SEATING / SALE RAILS / MISALANEUS. Use Sqm rates : 0 to 6 = £125 / £120 6 to 12 = £125 / £240 12 to 18 = £125 / £360 Larger areas not permitted	Continue with similar policy where by only charities are allowed to advertise and are not charged.	£75 first application £50 subsequent

4. EVIDENCE OF SCALE AND LOCATION OR BUSINESS NEEDS

Table 1			
A BOARD AND FLPOSTER COMMUNICATION : 1/12/11 TO 1/12/12			
	TOTALS	APPLICATIONS	COMPLAINTS
POSTER APPLICATIONS VIA ALL SOURCES	86	86	
POSTER / A BOARD COMPLAINTS VIA LETTER & EMAIL	52		82
A BOARD COMPLAINTS VIA CALLS & WALK UPS	16		
POSTER COMPLAINTS VIA CALLS & WALK UPS	14		

Table 2				
A BOARD, FLYPOSTER, SEATING AND MISCELANIOUS ACTIVITY : DECEMBER 2012				
	A BOARDS	FLYPOSTERS	SEATING AREAS	MISC
MONMOUTH	60	3	5	10
USK	20	0	3	8
ABERGAVENNY	90	3	14	10
CHEPSTOW	88	0	6	9
CALDICOT	17	0	1	1
MAGOR	13	0	2	3
TOTAL	288	6	31	41
Misc : planters and sale rails etc				

7 MANAGEMENT OF COMMERCIAL OBSTRUCTION ON THE HIGHWAY REPORT

5 CANVASSING SUMMARY

<u>CANVASSING : A BOARD SUMMARY</u>			
A Boards : A sign placed on the Public Highway, usually small triangular stands that are bright and colourful that advertise a shop / business	YES	NO	?
1. Do you find the signs helpful and informative?	88 nos 73 %	26 nos 22 %	6 nos 5 %
2. Do you find these signs a hindrance when visiting your town or village amenities?	26 nos 22 %	87 nos 73 %	6 nos 5 %
3. Have you ever, or know someone who has, tripped, bumped, knocked or had to squeeze past a sign and so be put at risk?	31 nos 26 %	85 nos 71 %	3 nos 3 %
4. MCC have a Duty to maintain unobstructed access to the Highway, do you think signs should be allowed on the public Pedestrian area or footway?	65 nos 54 %	46 nos 39 %	8 nos 7 %
5. MCC's duty to maintain unobstructed access to the Highway means that it could be liable if a claim is made against a business. Should Businesses comply with safety guidelines?	106 nos 88 %	10 nos 8 %	4 nos 4 %
6. Should businesses be fined if they continually hinder your access to the highway / footway and so break the law?	88 nos 74 %	23 nos 19 %	8 nos 7 %
7. No rates, fees or licences are paid by a business to use the Public highway for their private purpose, do you believe they should be licenced and pay a small fee to place items on the Public Highway?	69 nos 58 %	42 nos 35 %	8 nos 7 %
<p>Comments :</p> <p>SOME AREAS ARE FINE, BUT HIGHWAY SHOULD BE KEPT CLEAR AT ALL TIMES — WARNINGS SHOULD BE ISSUED BEFORE FINES — SHOULD NOT BE ALLOWED AT ALL — IF THERE IS ROOM FOR A BOARD TO BE DISPLAYED WITHOUT HINDERING PEDESTRIANS THEY ADD TO ATMOSPHERE AND VIBRANCY — IF LOCATION ALLOWS SAFELY — ENOUGH RATES PAID SHOULD NOT PAY MORE — SIGNS OKAY OF PAVEMENT IS LARGE ENOUGH WITHOUT RESTRICTING WAY — SIGNS ENCOURAGE BUSINESS AND GIVE CONTINENTAL FEEL, THEY ARE OKAY SO LONG AS THEY LEAVE SPACE — CANNOT BELIEVE THIS IS A VIABLE POINT OF DEBATE, WE ARE A NATION OF SHOPKEEPERS — SIGNS CAN BE A DANGER TO VISUALLY IMPAIRED PEOPLE SO BETER TO PLACE THEM AGAINST WALLS — 'A' BOARDS ARE ADVERTISING, THEY HAVE TO PAY TO ADVERTISE IN PAPERS ETC. SO WHY NOT PAY TO ADVERTISE ON THE STRET — SIGNS FOR SHOPS ARE FINE, SHOULD BE LICENCED BUT FEELS THEY PAY ENOUGH — ONLY ALLOWED IF THEY DO NOT CAUSE AN OBSTRUCTION — SHOULD FOLLOW RULES — DEPENDING WHERE THAY ARE PLACED CAN BE A NUISANCE — DEPENDS IF PEOPLE CAN GET AROUND — HELPFUL SO LONG AS NOT IN ANYONES WAY — NO PROBLEM SO LONG AS SPACE IS LEFT TO ALLOW PEDESTRIANS TO PASS — SHOULD ONLY BE ALLOWED OUTSIDE A SHOP, IF NO RULES WE WILL HAVE SIGNS ETC EVERYWHERE — SHOULD NOT BE ALLOWED — BOARDS HAVEMULTIPLIED IN SOME AREAS CREATING OBSTACLES WHICH IS UNFAIR TO VISUALLY IMPAIRED — ONE SMALL BOARD OUTSIDE SHOP IS FINE</p> <p align="center">Sample size 121, some chose not to answer all questions</p>			

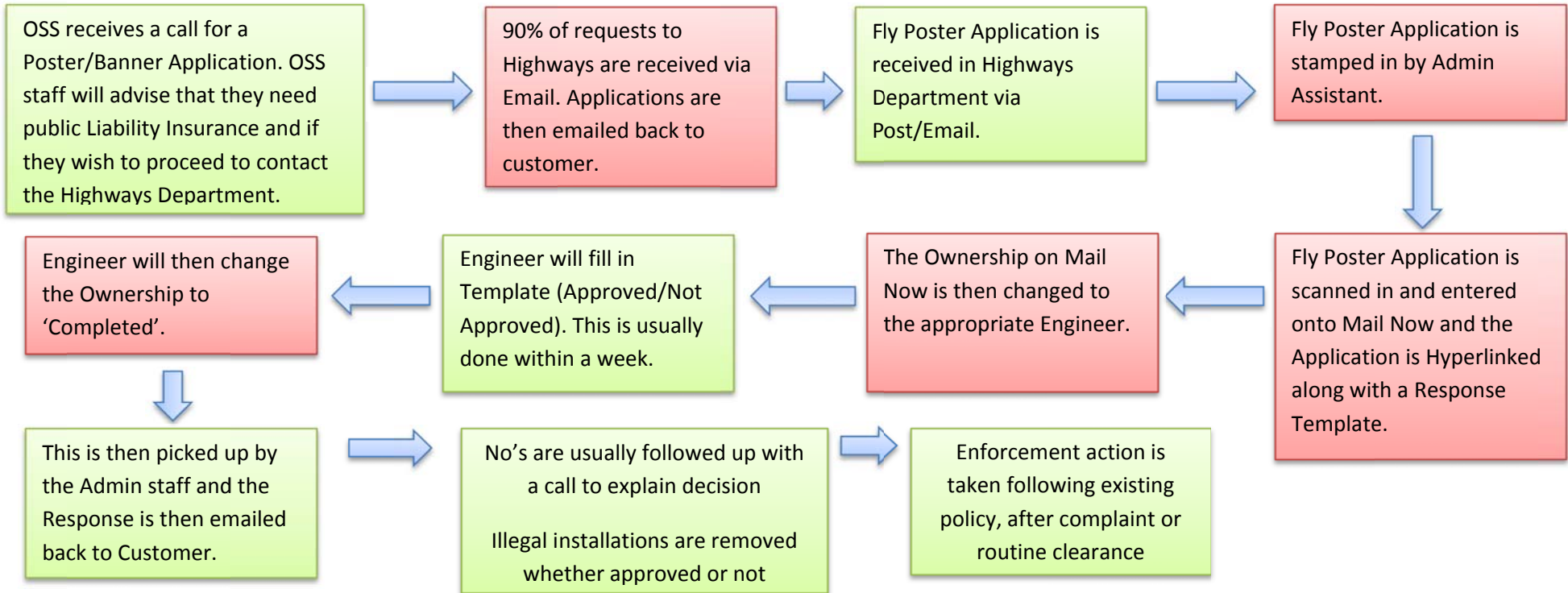
8 MANAGEMENT OF COMMERCIAL OBSTRUCTION ON THE HIGHWAY REPORT

<u>CANVASSING : CAFÉ AREA / DISPLAY AREA SUMMARY</u>			
Café area / Displays : A table or chair placed on the Public Highway or shelves, boxes and items for sale placed on the Public Highway	YES	NO	?
1. Do you find these areas pleasurable when visiting your town or village amenities?	95 nos 79 %	20 nos 17 %	5 nos 4 %
2. Do you find these areas a hindrance when visiting your town or village amenities?	19 nos 16 %	94 nos 79 %	6 nos 5 %
3. Have you ever, or know someone who has, tripped, bumped, knocked or had to squeeze past these areas and so put at risk?	24 nos 20 %	93 nos 78 %	2 nos 2 %
4. MCC have a Duty to maintain unobstructed access to the Highway, do you think seating / sale areas etc. should be allowed on the public pedestrian area or footway?	70 nos 59 %	40 nos 33 %	9 nos 8 %
5. MCC's duty to maintain unobstructed access to the Highway means that it could be liable if a claim is made against a business. Should Businesses comply with national guideline?	105 nos 87 %	9 nos 8 %	6 nos 5 %
6. Should businesses be fined if they continually hinder the access to the highway and so break the law?	92 nos 77 %	16 nos 13 %	12 nos 10 %
7. No rates, fees or licences are paid for by a business to use the Public highway for their private purpose, do you believe they should be licenced and pay a small fee to place items on the Public Highway?	70 nos 58 %	44 nos 37 %	6 nos 5 %
<p>Comments:</p> <p>KEEP ACCESS CLEAR AT ALL TIMES — SHOULD HAVE MORE PUBLIC SEATING — SHOULD NOT REDUCE TO LESS THAN TWO BUGGIES OR MOBILITY SCOOTER, PEDESTRIANS SHOULD NOT BE FORCED IN TO TH EROAD — MORE SEATINGFOR DISABLED — WARNING BEFORE A FINE — THEY SHOULD NOT BE ALLOWEED AT ALL, FINE IF ENCROACH — AS LONG AS TABLES AND CHAIRS ARE I A REASONABLY LARGE AREA THEY DO ADD VIBRANCY — APPROPRIATE SIGNAGE AND OUTSIDE TABLE AND CHAIRS CAN ADD TO VIBRANCY — SO LONG AS CARE IS TAKEN IN PLACING ITEMS IT SHOULD BE ALLOWED — TABLES AND CHAIRS BEEN PLACED FOR YEARS, SOME SECTIONS OF FOOTWAY TOO NARROW BUT GOODS ARE PLACED—ONLY WHEN THEY DO NOT HINDER PEDESTRIANS—CAFÉ SOCIETY IS GOOD, A SMALL LICENSE FEE COULD BE CHARGED AS ADMIN FOR COMPLIANCE — ROOM FOR BUGGY AND MOBILITY SCOOTER — GOOD TO SEE LOCAL BUSINESS FLOURISHING AND BEING MORE INVITING, DO NOT PUNISH THEM WITH MORE COSTS — CAFÉ AND PUBS ARE GENERATING BUSINESS FOR THE AREA AND WOULD REDUCE IF SEATING ETC. WERE NOT AVAILABLE — ROOM FOR PEDESTRIANS — LICENSE BUT NOT FEES — IT IS A QUESTION OF DEGREE, ONLY ALLOW IF THEY DO NOT CAUSE OBSTRUCTION — IF THEY ATTRACT BUSINESS THEN YES — IS IT ANOTHER WAY TO SQUEEZE MONEY OUT OF SMALL BUSINESSES — PUBLIC TRIP UP END OF!..., LEAVE SMALL BUSINESSES ALONE — SO LONG AS ENOUGH ROOM IS LEFT FOR PEDESTRIANS, PUSHCHAIRS, WHEELCHAIRS ETC. — IF CAUSING HINDERANCE THEN SHOULD NOT BE ALLOWED — LOVELY TO SEE SEATS/TABLES IN CAFÉ AREAS.</p> <p style="text-align: center;">Sample size 121, some chose not to answer all questions</p>			

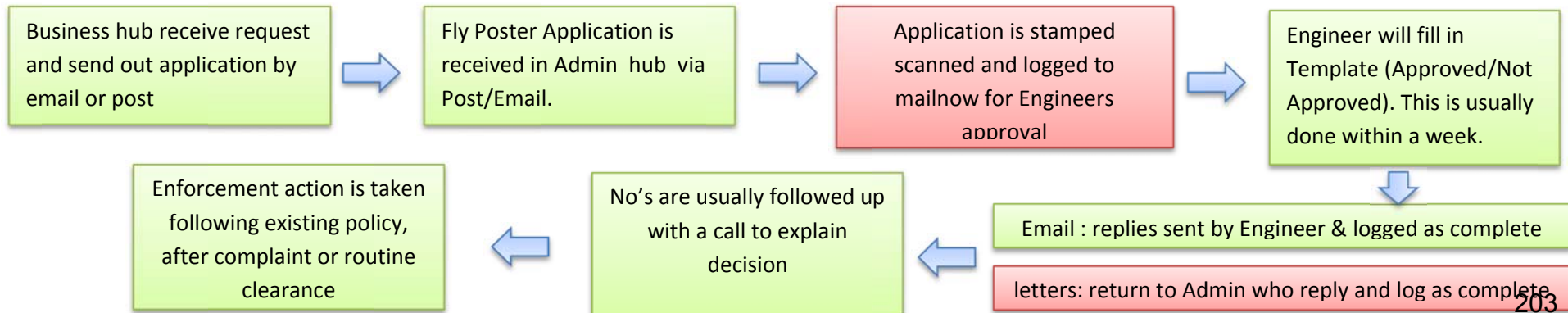
9 MANAGEMENT OF COMMERCIAL OBSTRUCTION ON THE HIGHWAY REPORT

7.1 PROCESS FOR FLYPOSTER : 86 applications 12/11 to 12/13

OLD



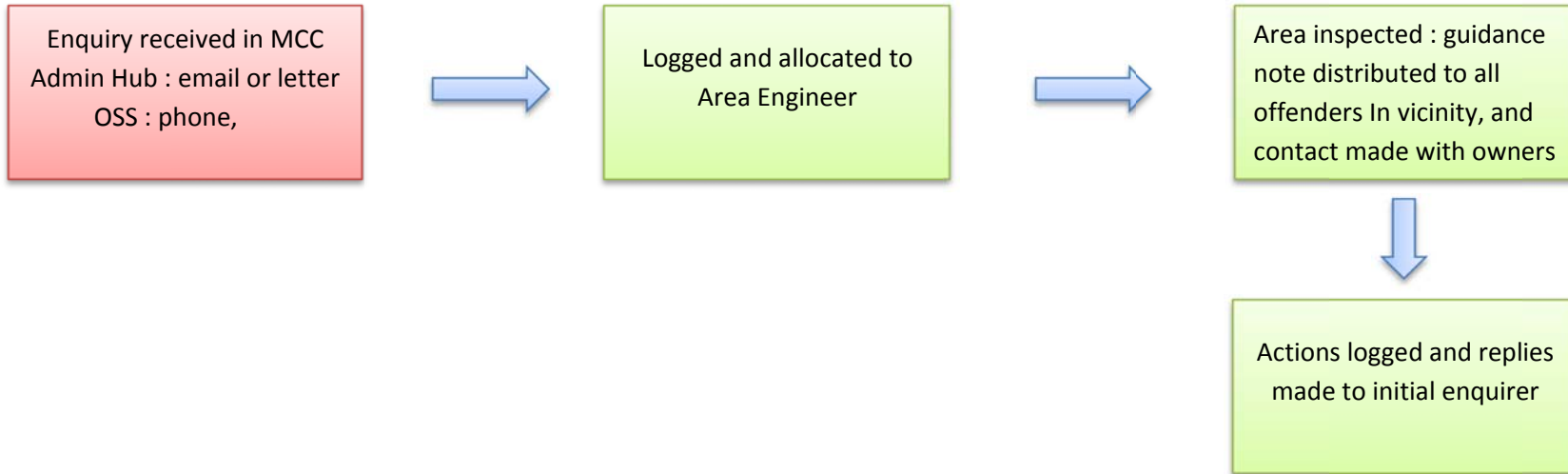
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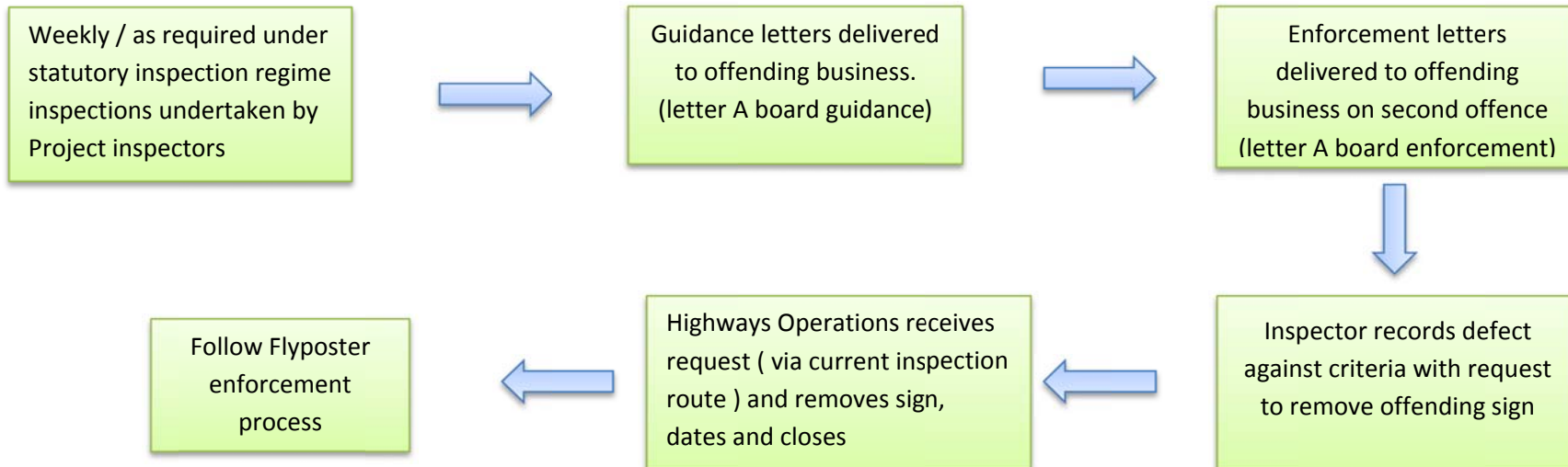
10 MANAGEMENT OF COMMERCIAL OBSTRUCTION ON THE HIGHWAY REPORT

8.1 PROCESS FOR A FRAMES : circa 41 complaints 12/11 to 12/13

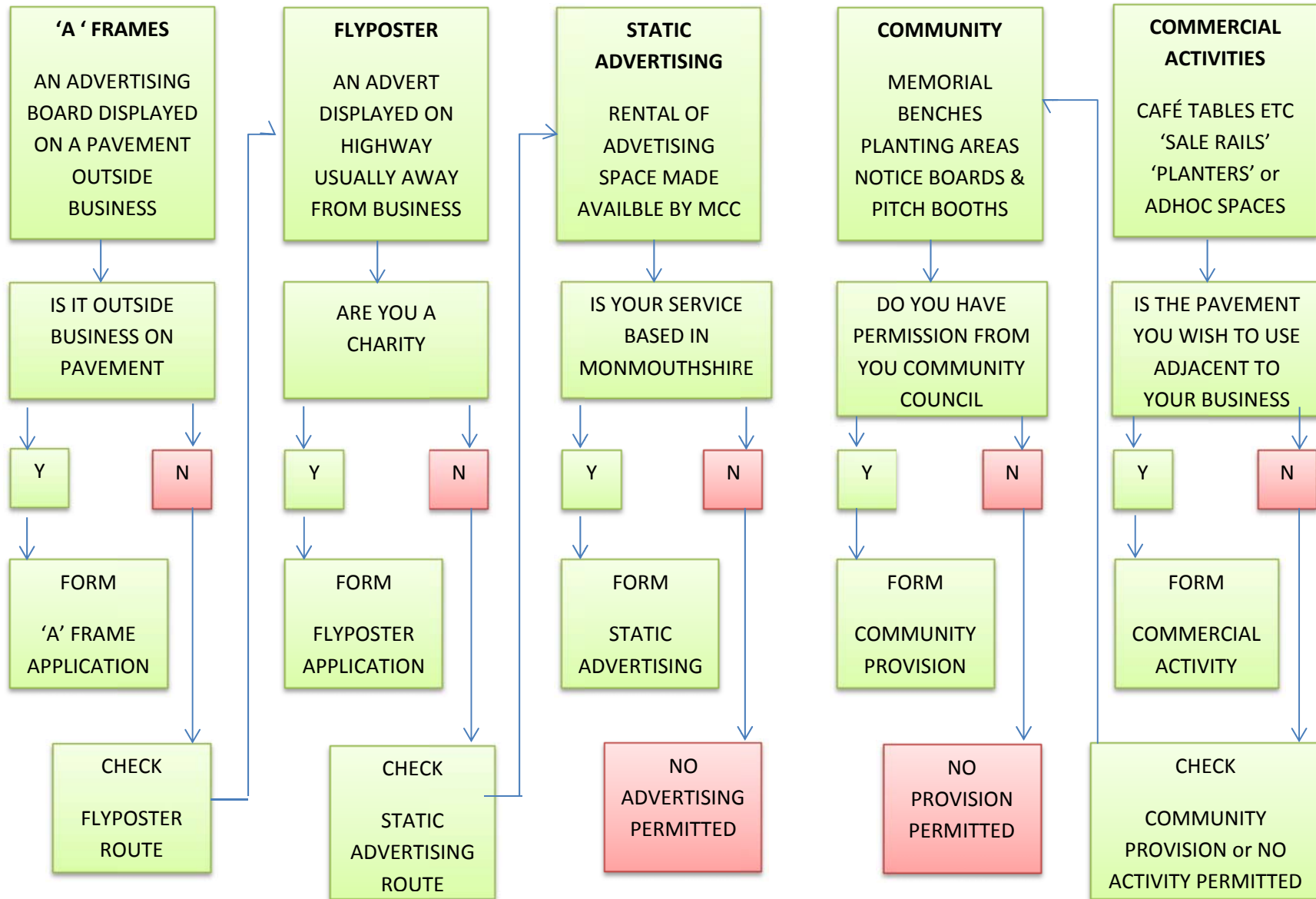
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NEW



9.1 : NEW OVERALL FLOW



MONMOUTHSHIRE COUNTY COUNCIL

A BOARD POLICY - (Version 1) CHARGE

1. Introduction

1.1 'A Board' advertising, apart from being an illegal activity, can degrade the local 'street scene' and can contribute to an impression of urban decay. Monmouthshire County Council would therefore aim to reduce damaging 'A board' displays throughout the county, and to control inappropriate 'A board' displays through education and enforcement.

1.2. What is an A Board?

An A Board is defined a free standing advertising board, usually a two sided A frame located within the Public Highway. They usually advertise a business immediately adjacent.

1.3 The problems of using A Boards

Apart from being illegal, MCC have requirement to maintain a clear and unobstructed highway (Highway Act 1980, Section 132)

'A Board' Displays can have a detrimental effect on the public's use of pedestrian areas of our County. They can be the subject of third party claims, for which MCC may be the most likely defender.

1.4 Legislation

- (i) Under section 224 of the Town and Country Planning act 1990 it is an offence for any person to display an advertisement in contravention of the regulations. The relevant legislation is contained in the Town and Country Planning (Control of Advertisements) Regulations 1992. Any person contravening the legislation is liable on summary conviction to a fine, currently not exceeding £2500, recently increased under the provision of the Anti-Social Behaviour Act 2003. In the case of a continuing offence, there is £250 for each day on which the offence continues after conviction.
- (ii) Under section 132 of the Highway Act 1980 it is an offence for any person to paint, inscribe or affix any picture, letter, or sign on the surface of a Highway, any tree, or structure without the consent of the Highway Authority. If guilty of an offence the person can be liable to a fine of up to £1000, in the case of a second offence up to £2500.

2. Methods of Prevention

The Council aims to prevent 'A Board' displays through a number of methods.

2.1 Highways activity

The Authority's Highways division has an existing policy that covers their activities around controlling 'A Board' displays and advertising on their property. These are –

- a. 'Control of Goods Displayed on the Public Highway' policy, adopted and effective from 1 April 2002. This covers aspects such as displaying of goods and advertising hoardings on public footways. The intention is to ensure a consistent approach, to ensure Highways Superintendents are clear when endeavouring to determine whether an obstruction is acceptable or not. This policy covers issues such as obstruction, for example where 'A board' displays may cause an obstacle for people with disabilities (including the visually impaired) and people with pushchairs to negotiate. There is also reference here to the Council not adopting a rigid ban on street advertising. The policy refers to 'trader's livelihoods could be damaged by the imposition of a rigid ban. Some displays are considered to add colour and vibrancy to the street scene of our towns and are an accepted component of some retail businesses'.

It should be noted the policy was agreed following extensive consultation with the Town Councils covering Abergavenny, Monmouth, Chepstow, Caldicot and Usk, their respective Chambers of Commerce and CAIR (Monmouthshire Disablement association). Each trader potentially affected by the policy received a letter and background information prior to 1 April 2002.

- b. 'Tourism signing' policy, adopted and effective from 19 May 2006. This policy sets about making it easier for visitors to find facilities and attractions, thereby enhancing the local economy, notably in the run up to the Ryder Cup in 2010. It encourages the removal of illegal and shabby signs, through a grant scheme to replace with better standard and legal signage. It also encourages the removal of too many signs in certain locations.

Consultees included 260 tourism businesses across the County, all Community and Town Councils, and the Monmouthshire Tourism Alliance.

2.2 Planning activity

The Planning Enforcement team have no specific policy regarding dealing with 'A board' display, since it is usually restricted to the Public Highway.

A 'Planning Enforcement Policy' was approved by Council on 13th September, 2007 which reflects the national 'enforcement concordant principles' - see 2.4 below

2.3 Environmental Health activity

Environmental Health have no involvement with 'A Board' display, most complaints going to Highways for investigation

2.4 General

This Authority is also signed up to the 'Enforcement Concordat' which lays down national principles of good enforcement. This includes reference to being open about our approach to enforcement, being helpful, proportionate and consistent. The Authority awaits further guidance from the newly formed Local Better Regulation Office regarding a new 'compliance code' which will outline similar enforcement principles.

3. Our Approach

3.1 This Authority recognises the desire for 'A Board' display. It does not seek a 'zero tolerance' approach, recognising the difficulties this would present to local business. To provide guidance to the public, businesses, charities and other event organisers, a guidance letter has been produced. A copy of the Guidance is provided as Attachment 5 at the end of this policy document.

3.2 Any complaints regarding 'A Board' display will in the first instance be recorded at our One Stop Shops. A 'process map' outlining the procedure for dealing with 'A Board' Displays is provided in Attachment 1. Staff at the OSS's will be updated to reflect recent changes in both legislation and personnel (notably in Highways). Highways Inspectors would be the first point of reference for any 'A Board' complaints, referring to colleagues in other teams where the situation demands – as outlined in Section 2 above. The 'one point of reference' will allow the Authority to measure numbers of complaints, any trends, and our effectiveness.

3.3 It is the view of Officers in Highways, Planning and Environmental Health, that they deal with their elements of existing legislation, due to professional and competency issues. Thus Project Inspectors will determine compliance with the Highways Act provisions, Planning with Town & Country Planning Act etc. However, that does not preclude better joint working, with improved communication between the three teams. So, for example, Environmental Health have two Environmental Wardens who, if instructed, can remove fly posters on street furniture while out on the district. Similarly they could contact Planning for any breaches they see during their routine activities.

3.4 It is recognised that much of the 'A Board' advertising in Monmouthshire tends to be restricted to the main urban pedestrianised areas but not limited to. (Abergavenny, Caldicot, Chepstow, Magor, Monmouth, Usk and Tintern) . Highway Superintendents will be charged with their removal, once Projects Inspectors have identified offenders and followed process. Business' benefiting from 'A Boards' that do not comply will be warned of the consequences by letter. Repeat offenders will be referred to our Legal Services Section by a Planning Enforcement officer, with a view to prosecute.

Our staged approach to action will be by way of staged letters. These are provided in Attachments 2, 3 and 4. In appropriate circumstances, names and addresses will be traced from telephone numbers advertised on 'A Boards'.

3.5 Highways staff, in the interests of clarity, will adopt the following prescribed approach:

Permitted temporary posting -

Approved organisations are permitted to erect signs on street furniture on a temporary basis, provided the signs:

- do not cause offence
- do not cause a traffic or pedestrian hazard or safety issue in any way
- do not damage hardware by their presence
- are of presentable quality and not excessive in number
- are removed by the organisations concerned

Approved Organisations

The list of approved organisations, determined by the Highways Section, will be strictly limited. Initially it will include:

Adjacent Business'.
Blood Transfusion Service
Polling Stations

The Head of Highways may extend the list of approved organisations. Applicants will be expected to demonstrate that they have no other reasonable way of spreading their message.

The following organisations are expressly not permitted to erect signs:

Business' advertising other than their business

- 3.6 Approved organisations who fail to observe the Council's conditions may have enforcement action taken and may risk prosecution.
- 3.7 To assist organisations and businesses determine what may be acceptable, and what specifically is not, a guidance leaflet is available - Attachment 5.

4. Outcomes

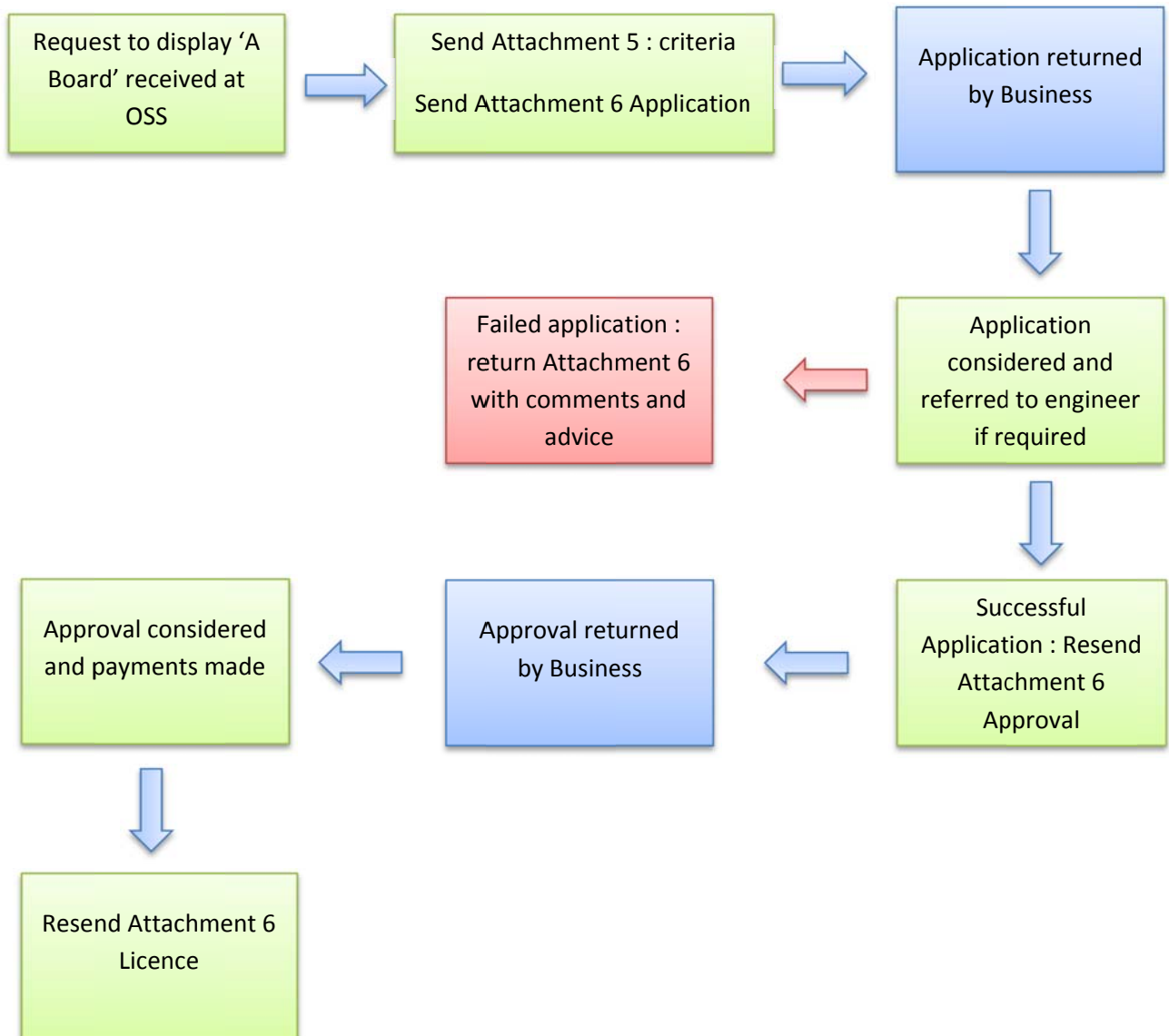
- 4.1 The outcome sought is to ensure a quick and effective response to 'A board' advertising that may be considered a risk. By consistent recording of incidents, working together better with early intervention, problems associated with fly posting will be reduced.
- 4.2 Officers involved with the policy will ensure all relevant Officers, including One Stop Shop staff, are aware of the content of this policy and monitor compliances, to update their procedures and provide some training.
- 4.3 The policy will be reviewed every 12 months to determine whether it assists in reducing non-compliance in Monmouthshire.

5. Report Contributors

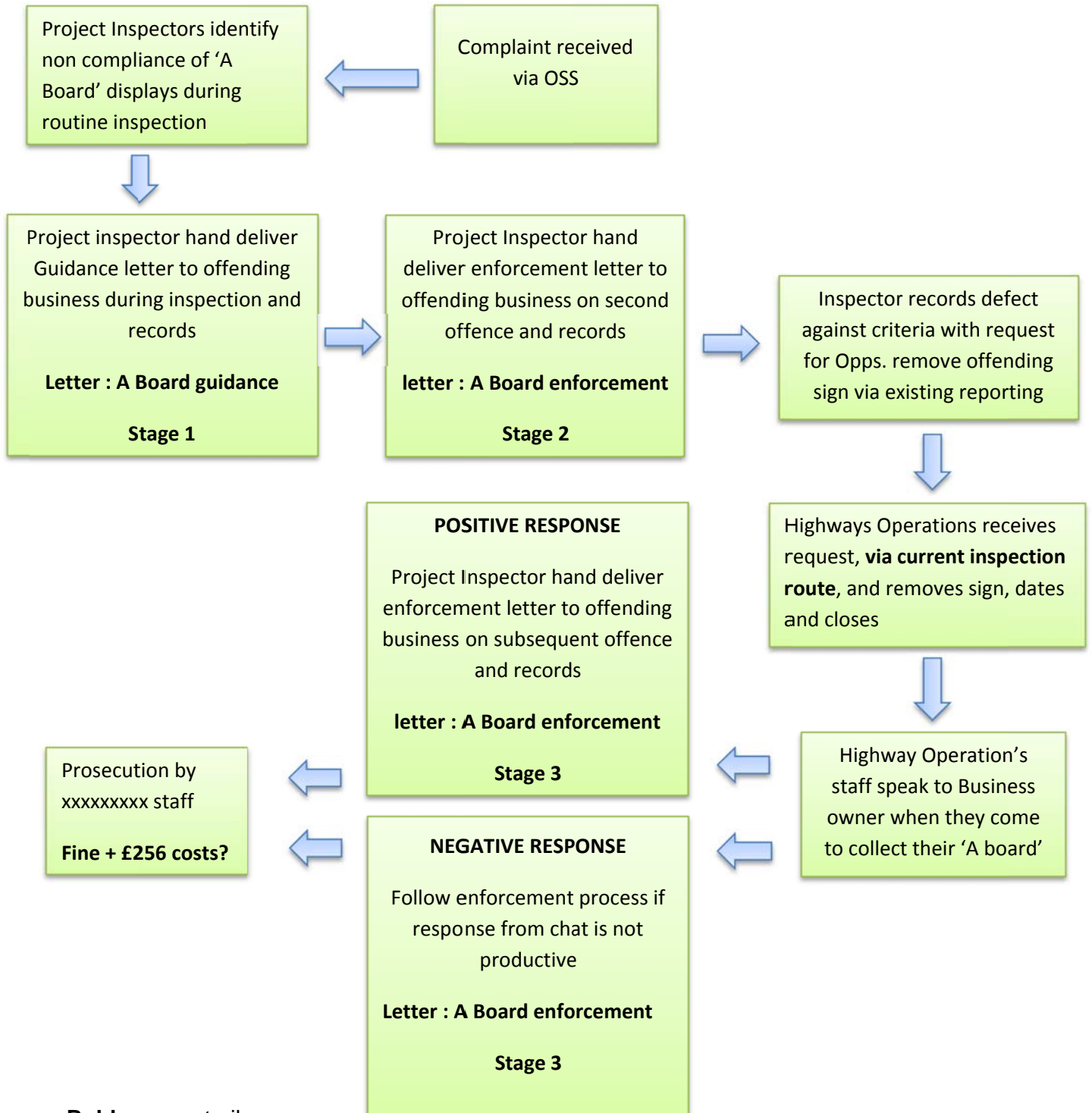
6. Report Authors –

Attachment 1

LICENCE FLOW



ENFORCEMENT FLOW



Bold = paper trail
Oss = one stop shop / call centre

Attachment 2

The person dealing with this matter is:

Highway Enquiry Desk

Tel.No./Ffôn: 01633 644725

Fax/Ffacs: 01633 644725

Email/Ebost:

Dear Sir/Madam

RE:- CONTROL OF GOODS DISPLAYED ON THE PUBLIC HIGHWAY : ‘ A BOARD’ DISPLAYS ‘A BOARD’ GUIDANCE : FIRST STAGE ENFORCEMENT

It has been recorded that an ‘A Board’ Display, identifying your business, has been positioned on the Public Highway that fails to comply with the Council Policy.

The Council has introduced guidance to control the placement of goods and advertising hoardings on town pavements. It recognises that a limited amount of street advertising and display gives colour and vibrancy to the street scene and adds to the character and atmosphere of our towns and villages, but it also has a statutory duty under the Highways Act (section 149) to maintain the footways primarily for the unhindered passage of pedestrians.

In an effort to acknowledge these conflicting interests the Council has adopted a policy to allow traders to display goods and advertising hoardings on street footways on the understanding that they comply with the following criteria, viz;

- i) The obstruction does not encroach onto the footway by more than 1 metre from the shop frontage.
- ii) That the residual unobstructed footway width is not less than 1.5 metres or the footway width, whichever is the lesser. The footway width is deemed to be measured from the back of footway to the kerb line or the dished channel, whichever is the lesser.
- iii) That ‘A’ frame boards are secured, on all four sides, so that they do not collapse if they are hit.
- iv) That all placements in the footway shall be painted white or shall have a horizontal white band at least 3 inches wide across its width in order to render them visible to visually impaired persons.
- v) Where footways have less than 1.8 metres unobstructed width no displays will be permitted.
- vi) Exceptions by agreement may be considered subject to maintaining a minimum access width in pedestrianised areas or limited vehicular access areas.
- vii) That traders provide evidence, when requested, of Public Liability Insurance cover to the minimum value of £5,000,000 indemnifying the County Council against third party claims for damage or personal injury as a result of an accident involving an obstruction in the highway.

Cont’d/2.....

The above criteria have been established following widespread consultation with the Chambers of Trade and Commerce for the main towns, CAIR (Monmouthshire Disablement Association) and the Town Councils.

Although it will be still possible for the Council to prosecute for an obstruction in the highway under powers within the Highways Act 1980 (section 149), it would not be in the spirit of the agreement to do so for an obstruction which is placed within the criteria outlined above although it would be desirable to prosecute any trader who refuses to comply.

It is hoped that this policy will require very little policing and that traders will abide by the criteria in the knowledge that every endeavour has been made to strike a fair balance between the needs of traders to advertise their wares and the rights of pedestrians to have safe and unhindered passage of the pavements.

This policy came into effect on the 1 April 2002 but if in the meantime you would like to discuss this matter or to meet a Highway Inspector to agree the location of apparatus fronting your premises then please contact the Highway Enquiry Desk on 01633 644700.

The Council wishes to pursue this matter in a spirit of co-operation, but will reserve the right to prosecute if the obstructions in the highway extend beyond the agreed limits or cause a danger or hazard to other users.

Your co-operation in complying with Council 'A Board' policy will be appreciated.

Yours faithfully

Glyn Edmunds
Highway and Waste Manager
Regeneration, Environment & Resources Directorate

Attachment 3

The person dealing with this matter is:

Highway Enquiry Desk

Tel.No./Ffôn: 01633 644725

Fax/Ffacs: 01633 644725

Email/Ebost:

Dear Sir/Madam

RE:- CONTROL OF GOODS DISPLAYED ON THE PUBLIC HIGHWAY : ‘A BOARD’ DISPLAYS

‘A BOARD’ GUIDANCE : SECOND STAGE ENFORCEMENT

I am writing to advise you that an ‘A Board’ Display, identifying your business, has again been positioned on the Public Highway and that it fails to comply with the Council Policy. I must remind you that it is an offence under section 149 of the Highways Act 1980 to erect such an object on the Council’s equipment without meeting the criteria outlined in the guidance. No permission has been given for this sign to be erected, so it is therefore being removed by the Council regardless of its location in the near future.

The sign will be available for collection from a nearby storage depot. Your co-operation in refraining from business advertising in this way will be appreciated, as we prefer such matters not to escalate to a prosecution. Court action is not in the interests of either party, and the courts generally favour the local authority in such cases.

You should be aware that it is the policy of the Council to prosecute people who carry out repeat ‘A Board’ displaying that is not in compliance with the policy, and no further warnings will be issued to you on this matter.

You should request the guidance and seek permission to place an ‘A Board’ through the an application procedure that is available, by calling your local One Stop Shop or calling 01633 644725 please.

Yours faithfully

Glyn Edmunds
Highway and Waste Manager
Regeneration, Environment & Resources Directorate

Attachment 4

The person dealing with this matter is:

Highway Enquiry Desk

Tel.No./Ffôn: 01633 644725

Fax/Ffacs: 01633 644725

Email/Ebost:

Dear Sir/Madam

**RE:- CONTROL OF GOODS DISPLAYED ON THE PUBLIC HIGHWAY : ‘A BOARD’
DISPLAYS**

‘A BOARD’ GUIDANCE : STAGE 3 ENFORCEMENT

I am writing to advise you that an ‘A Board’ display, identifying your business, has again been positioned on the Public Highway and that it fails to comply with the Council Policy. I have reminded you in the past that it is an offence under section 149 of the Highways Act 1980 to erect such an object on the Council’s equipment without consent. No permission has been given for this sign to be erected, so it is therefore being removed again by the Council.

The sign will be available for collection from a nearby storage depot.

I am passing the matter to the Council’s solicitors, who will now instigate legal proceedings. Our costs will be recovered through the courts.

Yours faithfully

Glyn Edmunds
Highway and Waste Manager
Regeneration, Environment & Resources Directorate

Attachment 5

The person dealing with this matter is:

Highway Enquiry Desk

Tel.No./Ffôn: 01633 644725

Fax/Ffacs: 01633 644725

Email/Ebost:

Dear Sir/Madam

RE:- CONTROL OF GOODS DISPLAYED ON THE PUBLIC HIGHWAY : ‘A BOARD’ DISPLAYS ‘A BOARD’ GUIDANCE

The Council has introduced guidance to control the placement of goods and advertising ‘A Boards’ on town pavements. It recognises that a limited amount of street advertising and display gives colour and vibrancy to the street scene and adds to the character and atmosphere of our towns and villages, but it also has a statutory duty under the Highways Act (section 149)to maintain the footways primarily for the unhindered passage of pedestrians.

In an effort to acknowledge these conflicting interests the Council has adopted a policy to allow traders to display goods and advertising hoardings on street footways on the understanding that they comply with the following criteria, viz;

- i) The obstruction does not encroach onto the footway by more than 1 metre from the shop frontage.
- ii) The dimensions of the board should not exceed H.900mm : W.450mm : D.300mm approximately
- iii) That the residual unobstructed footway width is not less than 1.5 metres or the footway width, whichever is the lesser. The footway width is deemed to be measured from the back of footway to the kerb line channel or the dished channel, whichever is the lesser.
- iv) That ‘A’ frame boards are secured, on all four sides, so that they do not collapse if they are hit.
- v) That all sign placed in the footway shall be painted white or shall have a horizontal white band at least 3 inches wide across its width in order to render them visible to visually impaired persons.
- vi) Where footways have less than 1.8 metres unobstructed width no displays will be permitted.
- vii) Exceptions by agreement may be considered subject to maintaining a minimum access width in pedestrianised areas or limited vehicular access areas.
- viii) That traders provide evidence, when requested, of Public Liability Insurance cover to the minimum value of £6,000,000 indemnifying the County Council against third party claims for damage or personal injury as a result of an accident involving an obstruction in the highway.

Cont’d/2.....

The above criteria have been established following widespread consultation with the Chambers of Trade and Commerce for the main towns, CAIR (Monmouthshire Disablement Association) and the Town Councils.

Although it will be still possible for the Council to prosecute for an obstruction in the highway under powers within the Highways Act 1980 (section 149), it would not be in the spirit of the agreement to do so for an obstruction which is placed within the criteria outlined above although it would be desirable to prosecute any trader who refuses to comply.

It is hoped that this policy will require very little policing and that traders will abide by the criteria in the knowledge that every endeavour has been made to strike a fair balance between the needs of traders to advertise their wares and the rights of pedestrians to have safe and unhindered passage of the pavements.

The Council wishes to pursue this matter in a spirit of co-operation, but will reserve the right to prosecute if the obstructions in the highway extend beyond the agreed limits or cause a danger or hazard to other users.

Your co-operation in complying with Council 'A Board' policy will be appreciated.

Yours faithfully

Glyn Edmunds
Highway and Waste Manager
Regeneration, Environment & Resources Directorate



Attachment 6

APPLICATION : COMMERCIAL OBSTRUCTION IN THE HIGHWAY LICENCE
TYPE A : 'A' FRAME ADVERTISING
Subject to section 132 of the Highway Act 1980
Section 50 of the New Roads and Street Works Act 1991 permits and Licence

Agreement by both parties, to this arrangement, will require the payment of a single approval fee & a Licence fee for up to and including 12 months, by the applicant to Monmouthshire County Council
These fees are : on successful application a £40 administration fee including a First year Licence fee of £40 : a further £40 for each 12 month (or part of) licence extension

'A Board' organisations are reminded that permission granted is subject to the full posting policy of Monmouthshire County Council. (copies available on request.) In particular, (a) the obstruction does not encroach onto the footway by more than 1 metre from the shop frontage, (b) the residual unobstructed footway width is not less than 1.5 metres or the footway width, whichever is the lesser. The footway width is deemed to be measured from the back of footway to the kerb line channel, or the ditched channel, whichever is the lesser, (c) the 'A' frame boards are secured, on all four sides, so that they do not collapse if they are hit, (d) the sign placed in the footway shall be painted white or shall have a horizontal white band at least 3 inches wide across its width in order to render them visible to visually impaired persons, (e) Where footways have less than 1.8 metres unobstructed width no displays will be permitted, (f) exceptions by agreement may be considered subject to maintaining a minimum access width in pedestrianised areas or limited vehicular access areas, (g) cause offence, (h) cause a traffic hazard or safety issue, (i) One 'A board' is permitted per business and will only be considered for outside premises, if the criteria can be achieved.

Completed by Applicant :I wish to apply for permission to display an 'A Board' on the Highway

My organisation.....

Responsible representative :.....Signature :.....

Email Address :.....Tel No. :.....

Postal Address :.....

Public liability insurers :.....Policy expiry date :.....

Size of 'A board : A=..... W=..... B=.....

'A Board ' : Is it either white or containing a 3 inch band of white on all sides

Is the 'A Board' outside your business

Details of location :...sketch and notes...

.....
.....
.....
.....

Official use : The Permission :

Given : please refer to Attachment 5 detailing criteria : resend agreement attachment 6 & 5

Refused : please give reasons in comments send attachment 5 with comments

Referred to Area Engineer for comments :

Comments

.....
.....
.....
.....

Signed : _____ Date : _____

Completed by Applicant:To be completed by the responsible Person, of the business, on successful agreement to place an ‘A Board’ on the highway.

Please return, with payments, to allow the issue of a Licence. You will be contacted prior to the completion of the Licence period to renew at you request. Please note that any sign not displayed as guidance and or that is not Licenced will be removed and the Policy enforced.

Please find enclosed Payments as prescribed below. I understand that (a) I will need to ensure that I comply with the Guidance and in particular (b) I will ensure that my Public Liability Insurance is maintained and my Business will remain covered, and Monmouthshire County Council will be indemnified for the whole duration of the Licence, (c) I will ensure the ‘A board’ does not cause a traffic hazard or safety issue.

Please call 01633 644725 to arrange payment

£40 application and approval fee, payment per Business and or per premise

£40 Licence fee, up to and including one calendar year for subsequent years

Date Licence to commence :.....

I understand that this document will form the :Licence only when signed and dated below by Officer of Monmouthshire County Council.

Signed : Responsible representative : (As application above).....

Signature :.....Date :.....

Official use : The Licence :

Payments received : Licence Agreed : Licence sent

Signed : _____ Date : _____
Licence to place and display ‘A Board’ as above agreement until, **DATE**.....

MONMOUTHSHIRE COUNTY COUNCIL

FLY POSTING POLICY

1. Introduction

1.1 Fly posting, apart from being an illegal activity, can degrade the local 'street scene' and can contribute to an impression of urban decay. Monmouthshire County Council would therefore aim to reduce fly posting throughout the county, and to control inappropriate fly posting and advertising through education and enforcement.

1.2. What is fly posting?

Fly posting is defined as 'the display of advertising material on buildings and street furniture without the consent of the owner'. Fly posting can be divided into three categories –

- (i) Advertises primarily for local events, for example advertising bands playing in pubs, car boot sales and fairs, and personal events, typically birthdays. They appear attached to lampposts, railings and street furniture, or pasted on equipment or buildings.
- (ii) Posters advertising products of large organisations and put up by professional poster companies.
- (iii) Posters displayed by pressure groups or political bodies, put up ad hoc and sporadically.

1.3 The problems of fly posting

Apart from being illegal, fly posting is also unfair on those companies who choose to advertise legitimately. It also puts an additional cost on the Authority and other landowners, who are required to remove fly posters from their street furniture, walls, etc.

Fly posting has a detrimental effect on the local environmental quality of our County. It can lead to an increase in local residents fear of crime, and act as a disincentive to new businesses setting up.

1.4 Legislation

- (i) Under section 224 of the Town and Country Planning act 1990 it is an offence for any person to display an advertisement in contravention of the regulations. The relevant legislation is contained in the Town and Country Planning (Control of Advertisements) Regulations 1992. Any person contravening the legislation is liable on summary conviction to a fine, currently not exceeding £2500, recently increased under the provision of the Anti-Social Behaviour Act 2003. In the case of a continuing offence, there is £250 for each day on which the offence continues after conviction.
- (ii) Under section 132 of the Highway Act 1980 it is an offence for any person to paint, inscribe or affix any picture, letter, or sign on the surface of a Highway, any tree, or structure without the consent of the Highway Authority. If guilty of an offence the person can be liable to a fine of up to £1000, in the case of a second offence up to £2500.
- (iii) Sections 48 – 52 of the Anti-Social Behaviour Act 2003, as amended by the Clean Neighbourhoods and Environment Act 2005, enable the Authority to serve a 'defacement removal notice' on the owners, occupiers, operators (such as telecommunication companies) of 'relevant surfaces' whose property is defaced with graffiti and/or any fly posters.

2. Methods of Prevention

The Council aims to prevent fly posting through a number of methods.

2.1 Highways activity

The Authority's Highways division has two existing policies that cover their activities around controlling fly posters and advertising on their property. These are –

- a. 'Control of Goods Displayed on the Public Highway' policy, adopted and effective from 1 April 2002. This covers aspects such as displaying of goods and advertising hoardings on public footways. The intention is to ensure a consistent approach, to ensure Highways Superintendents are clear when endeavouring to determine whether an obstruction is acceptable or not. This policy covers issues such as obstruction, for example where 'A boards' may cause an obstacle for people with disabilities (including the visually impaired) and people with pushchairs to negotiate. There is also reference here to the Council not adopting a rigid ban on street advertising. The policy refers to 'trader's livelihoods could be damaged by the imposition of a rigid ban. Some displays are considered to add colour and vibrancy to the street scene of our towns and are an accepted component of some retail businesses'.

It should be noted the policy was agreed following extensive consultation with the Town Councils covering Abergavenny, Monmouth, Chepstow, Caldicot and Usk, their respective Chambers of Commerce and CAIR (Monmouthshire Disablement association). Each trader potentially affected by the policy received a letter and background information prior to 1 April 2002.

- b. 'Tourism signing' policy, adopted and effective from 19 May 2006. This policy sets about making it easier for visitors to find facilities and attractions, thereby enhancing the local economy, notably in the run up to the Ryder Cup in 2010. It encourages the removal of illegal and shabby signs, through a grant scheme to replace with better standard and legal signage. It also encourages the removal of too many signs in certain locations.

Consultees included 260 tourism businesses across the County, all Community and Town Councils, and the Monmouthshire Tourism Alliance.

2.2 Planning activity

The Planning Enforcement team have no specific policy regarding dealing with illegal advertising and fly posting, but deal with all complaints received. They report currently dealing with approximately 20 cases per year, such as trailers advertising on the side of the highway on private land, and large banners hanging off buildings. The Planning Enforcement Manager is now a member of the 'Unlawful Advertising & Fly posting Database' group which allows all Councils around the country to share information regarding successful prosecutions, which can then be used after conviction to increase persistent offenders fines.

A 'Planning Enforcement Policy' was approved by Council on 13th September, 2007 which reflects the national 'enforcement concordant principles' - see 2.4 below

2.3 Environmental Health activity

Environmental Health rarely have involvement with fly posting, most complaints going to Highways and Planning for investigation. Where there was a persistent problem, e.g. pasted advertising on telecommunication boxes, or on a privately owned building, then they could intervene to ensure the property owner or occupier removes the poster.

2.4 General

This Authority is also signed up to the 'Enforcement Concordat' which lays down national principles of good enforcement. This includes reference to being open about our approach to enforcement, being helpful, proportionate and consistent. The Authority awaits further guidance from the newly formed Local Better Regulation Office regarding a new 'compliance code' which will outline similar enforcement principles.

3. Our Approach

3.1 This Authority recognises the need for certain temporary signage, for example for village fetes, charitable events, 'Give Blood', temporary road safety awareness signs, etc. It does not therefore seek a 'zero tolerance' approach, recognising the difficulties this would present to charitable groups, statutory bodies and others. To provide guidance to the public, businesses, charities and other event organisers, a leaflet has been produced. A copy of the leaflet is provided as Attachment 5 at the end of this policy document.

3.2 Any complaints regarding fly posting will in the first instance be recorded at our One Stop Shops. A 'process map' outlining the procedure for dealing with fly posters is provided in Attachment 1. Staff at the OSS's will be updated to reflect recent changes in both legislation and personnel (notably in Highways). Highways would be the first point of reference for any fly posting complaints, referring to colleagues in other teams where the situation demands – as outlined in Section 2 above. The 'one point of reference' will allow the Authority to measure numbers of complaints, any trends, and our effectiveness.

3.3 It is the view of Officers in Highways, Planning and Environmental Health, that they deal with their elements of existing legislation, due to professional and competency issues. Thus Highway Engineers will determine compliance with the Highways Act provisions, Planning with Town & Country Planning Act etc. However, that does not preclude better joint working, with improved communication between the three teams. So, for example, Environmental Health have two Environmental Wardens who, if instructed, can remove fly posters on street furniture while out on the district. Similarly they could contact Planning for any breaches they see during their routine activities. It is the intention to provide a quicker response to illegal fly posting.

3.4 It is recognised that much of the fly posting in Monmouthshire tends to be small, often A3 or A4 size adverts on railings and lamp posts. Highway Superintendents will be charged with the removal of all but a small number of permitted signs. Businesses or organisers benefiting from unapproved fly posters will be warned of the consequences by letter. Repeat offenders will be referred to our Legal Services Section by a Planning Enforcement officer, with a view to prosecute.

Our staged approach to action will be by way of staged letters. These are provided in Attachments 2, 3 and 4. In appropriate circumstances, names and addresses will be traced from telephone numbers advertised on posters.

- 3.5 Highways staff, in the interests of clarity, will adopt the following prescribed approach:

Permitted temporary posting -

Approved organisations are permitted to erect signs on street furniture on a temporary basis, provided the signs:

- do not cause offence
- do not cause a traffic or pedestrian hazard or safety issue in any way
- do not damage hardware by their presence
- are of presentable quality and not excessive in number
- are present for no more than 15 days
- are removed by the organisations concerned
- are erected no further than 3 miles from the activity publicised
- general list of criteria, as attachment 5, standard permission but may change with local conditions

Approved Organisations

The list of approved organisations, determined by the Highways Section, will be strictly limited. Initially it will include:

The AA & the RAC

Blood Transfusion Service

Registered Charities, who have applied for blanket permission

Legitimate not-for-profit advertisers approved from time to time to provide public information. (*note : this could allow for the church fete or council car boot sale*)

The Head of Highways may extend the list of approved organisations, by written permit in exceptional circumstances. Applicants will be expected to demonstrate that they have no other reasonable way of spreading their message. Regard will also be made to the 'main interest' of the advert, when determining applications. High impact events may require special consideration

The following organisations are expressly not permitted to erect signs:

Advertisers for commercial benefit (*note : This could eliminate the pubs etc who legally flypost but they link event to a charity as a workaround*)

Party political organisations

- 3.6 Approved organisations who fail to observe the Council's conditions may have their permit withdrawn and may risk prosecution.
- 3.7 To assist organisations and businesses determine what may be acceptable, and what specifically is not, a guidance leaflet is available - Attachment 5.
- 3.8 New provisions under the Clean Neighbourhood and Environment Act 2005, that came into force in March 2007, are shared with Planning Enforcement. This covers the aspect described in section 1.4 (iii) above. If there was repeat defacement in a particular location, (for example, persistent pasted posters on end wall to a corner shop), this would then be referred to the local Community Safety Action Team, for them to consider multi-agency intervention.
- 3.9 In addition to our enforcement options outlined above, Monmouthshire County Council will also consider any notable practice from other Local Authorities. For example, certain city Authorities have had success with the use of 'cancelled'

stickers, deterring organisers of band performances particularly. Paragraph 2.2 above also referred to our participation in the 'Unlawful Advertising & Fly Posting database' which shares information and best practice.

4. Outcomes

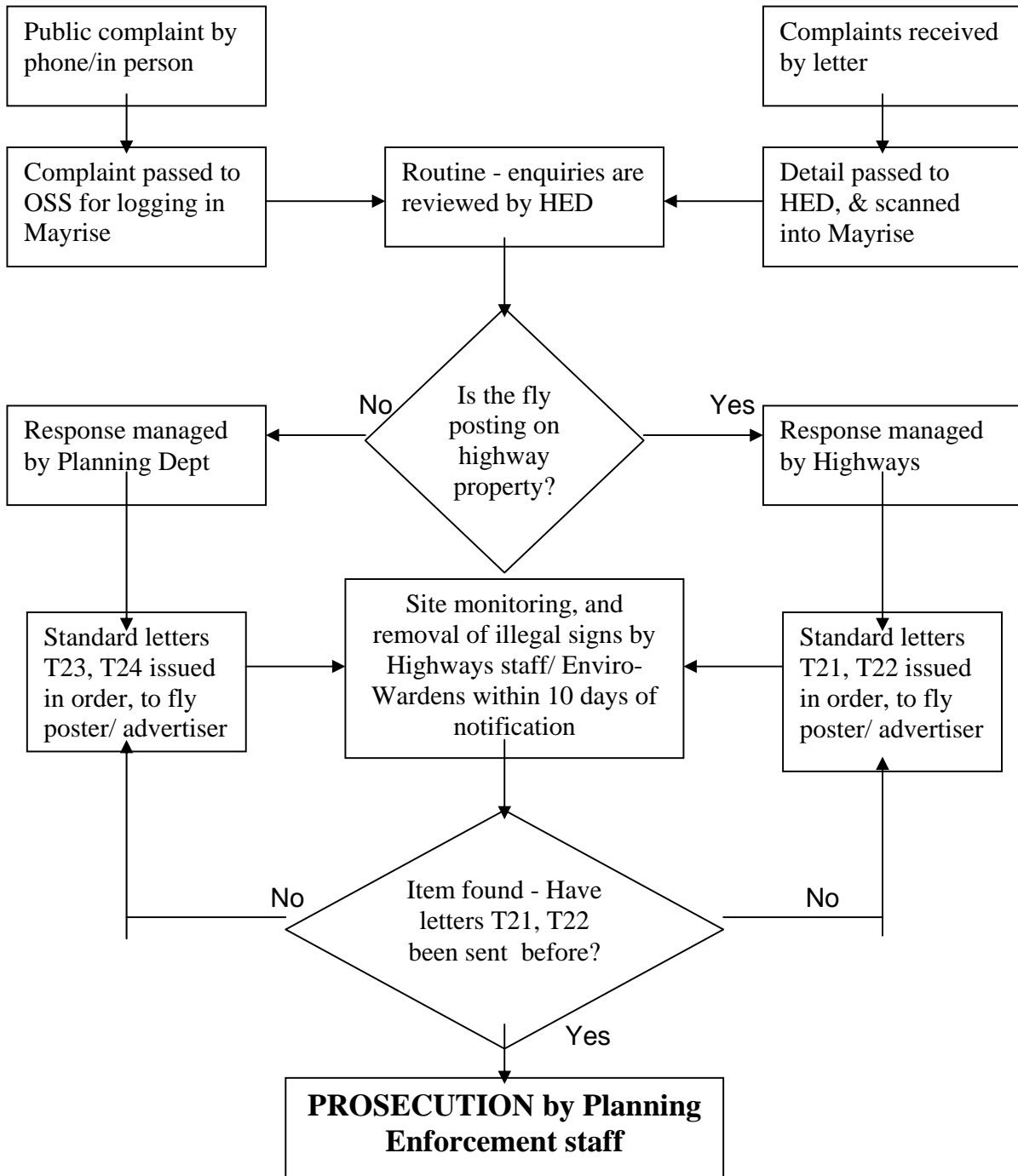
- 4.1 The outcome sought is to ensure a quick and effective response to illegal fly posters. By consistent recording of incidents, working together better with early intervention, problems associated with fly posting will be reduced.
- 4.2 Officers involved with the policy will ensure all relevant Officers, including One Stop Shop staff, are aware of the content of this policy and monitor compliances, to update their procedures and provide some training.
- 4.3 The policy will be reviewed every 12 months to determine whether it assists in reducing fly posting in Monmouthshire.

5. Report Contributors

6. Report Authors –

FLYPOSTINGPOLICY

Process Flowchart for Fly posting complaints



Notes:

Mayrise = Highways enquiry system

HED = Highways Enquiry Desk
 OSS = One Stop Shop

The person dealing with this matter is:

Highway Enquiry Desk

Tel.No./Ffôn: 01633 644725

Fax/Ffacs: 01633 644725

Email/Ebost:

Our Ref:/Ein Cyf: HED/ **T21**

Your Ref: Eich Cyf:

Date/Dyddiad :

Dear Sir/Madam

I am writing to advise you that a sign bearing your identity has been found illegally placed on street furniture in Monmouthshire. It is an offence under section 132 of the Highways Act 1980 to erect such an object on the Council's equipment. No permission has been given for this sign to be erected, so it is therefore being removed by the Council.

Your co-operation in refraining from this fly posting activity will be appreciated.

Yours faithfully

Glyn Edmunds
Highway and Waste Manager
Regeneration, Environment & Resources Directorate

The person dealing with this matter is:

Highway Enquiry Desk

Tel.No./Ffôn: 01633 644725

Fax/Ffacs: 01633 644725

Email/Ebost:

Our Ref./Ein Cyf: HED/**T22**

Your Ref: Eich Cyf:

Date/Dyddiad : 8 October 2014

Dear Sir/Madam

I am writing to advise you that a sign bearing your identity has again been found illegally placed on street furniture or structures in Monmouthshire. I must remind you that it is an offence under section 132 of the Highways Act 1980 to erect such an object on the Council's equipment without consent. No permission has been given for this sign to be erected, so it is therefore being removed again by the Council.

Your co-operation in refraining from the activity will be appreciated, as we prefer such matters not to escalate to a prosecution. Court action is not in the interests of either party, and the courts generally favour the local authority in such cases.

You should be aware that it is the policy of the Council to prosecute people who carry out repeat fly posting activities, and no further warnings will be issued to you on this matter.

Yours faithfully

Glyn Edmunds
Highway and Waste Manager
Regeneration, Environment & Resources Directorate

The person dealing with this matter is:

Highway Enquiry Desk

Tel.No./Ffôn: 01633 644725

Fax/Ffacs: 01633 644725

Email/Ebost:

Our Ref:/Ein Cyf: HED/**T23**

Your Ref: Eich Cyf:

Date/Dyddiad : 8 October 2014

Dear Sir/Madam

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I am passing the matter to the Council's solicitors, who will now instigate legal proceedings. Our costs will be recovered through the courts.

Yours faithfully

Glyn Edmunds
Highway and Waste Manager
Regeneration, Environment & Resources Directorate

The person dealing with this matter is:
Highway Enquiry Desk
Tel.No./Ffôn: 01633 644725
Fax/Ffacs: 01633 644725
Email/Ebost:
Our Ref:/Ein Cyf: HED/**T23**
Your Ref: Eich Cyf:
Date/Dyddiad : 8 October 2014

Dear Sir/Madam

Thank you for your recent request.

Permission to position signs at the locations described is given. The following criteria should be met:-

- Posters not to be fixed at or near junctions where they can distract drivers (shall need to be 30 metres or more from a junction)
- Posters not to be fixed at or near roundabouts where they can distract drivers (shall need to be 30 metres or more from a roundabout)
- Posters not to be fixed to pedestrian guardrails / furniture at crossing points
- Should be fixed on straight sections of road away from junctions if drivers are the target of sign.
- Can be attached to street lights or timber post and rail fence
- We cannot approve fixing to BT or Electric poles; these companies have been known to prosecute fly posting companies
- We cannot approve fixing to private fences or property.
- All posters to be removed soon after last event
- Soft fixings to be used with loose ends removed

Signs that are legal have received permission and are installed in accordance with the criteria above. All other signs are illegal, either because they were not given permission or have been erected incorrectly.



**APPLICATION : COMMERCIAL OBSTRUCTION IN THE HIGHWAY LICENCE
TYPE B : FIX A POSTER TO HIGHWAY FURNITURE**
Subject to section 132 of the Highway Act 1980

Posting organisations are reminded that permission granted is subject to the full posting policy of Monmouthshire County Council. (copies available on request.) In particular, posters and signs must not a) cause offence, b) cause a traffic hazard or safety issue, c) damage street furniture by their presence, or d) compromise safety if fixed street furniture. They must be of accepted quality and size. Poster cannot be erected more than 15 days before an event, and must be removed immediately afterwards. An event to which the application applies must occur within the boundaries of Monmouthshire.

I wish to apply for permission to erect a poster(s) fixed to highways furniture in Monmouthshire

My organisation.....

Responsible representative :.....Signature :.....

Email Address :.....Tel No. :.....

Postal Address :.....

Are you a charity : You are not allowed to advertise, seek support of
Community Council or permission refused

Charity Nos.:.....

Event(s) promoted :.....

Public liability insurers :.....Policy expiry date :.....

Size of poster(s) :.....Total number of posters :.....
.....

Event dates(s) :.....Will there be repeat events :.....

Signs to be fixed to :.....

Location(s) :.....
.....

Official use : Permission :

Given : please refer to Attachment 5 detailing criteria : send attachment 5 with comments

Refused : please give reasons in comments : send attachment 5 with comments

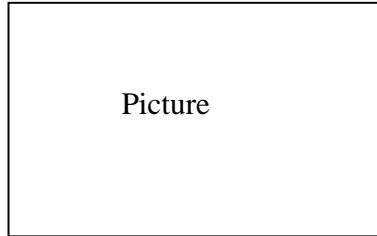
Referred to Area Engineer for comments :

Comments :.....
.....
.....

Signed :

Date :

Background



Monmouthshire County Council welcomes the promotion of voluntary activities taking place in its towns and in the countryside. This improves the range of activities on offer to citizens, and adds to the character of the area.

We need to balance the benefits with the need for a safe, clean and welcoming place for residents and visitors.

The Council has developed a fly-posting policy to reflect this balance. It shows how we manage the use of the public highway for the display of temporary posters.

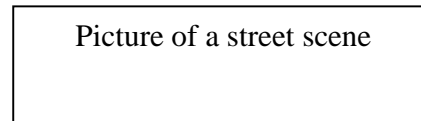
This leaflet outlines the main parts of the policy and the limitations which apply to the erection of posters advertising events in Monmouthshire.

Generally, we prefer organisations not to advertise using signs on or near our roads. Such signs tend to generate a cluttered street scene and detract from highway safety, giving the impression of a neglected environment.

However, community groups, registered charities and not-for-profit organisations may be allowed to advertise on the public highway, subject to certain terms, a summary of which is found in this leaflet.

The Environment

We all want a better environment. We want it to be safe, clean, neat and well organised. That means a level of “good housekeeping” in our streets and verges. Strictly controlling the display of advertising material in public places helps to create areas we can be proud of, in which people can travel, shop and relax with comfort.



Fly-posting

“Fly-posting” is the unauthorised display of advertising signs, posters and stickers in public places. It can make our streets look uninviting to visitors and shoppers. Old and damaged signs can cause a hazard to road users and make our environment unsightly.

Fly-posting gives an unfair advantage to those who trade from it. Clearing up after illegal fly-posting also costs money. This money is better spent on other functions.

We do not want unauthorised fly-posting on our roads, signs and structures. But we will permit a limited number of signs for a short while to help promote community events.

Action

The Council will act in the interest of its citizens. Our highway staff will act on any complaints about fly-posting. We will remove any unauthorised signs from our roads. Records are kept of these actions. Persistent offenders will be prosecuted.

The Advertisers

So, who can advertise on Monmouthshire’s roads? Applications from the following types of organisation will be considered:

- Registered charities
- Non-commercial organisations
- Public bodies

Advertisers such as developers, traders and party-political groups are not allowed to post notices on the highway.

The Conditions

Posters on our roads must be:

- licensed by our Head of Highways
- of presentable quality
- erected for no longer than 15 days
- less than 3 miles from the event
- generally fewer than 20 posters per event
- removed within 24 hours of the event ending

Posters must not:

- Cause offence
- Cause a hazard to traffic or pedestrians
- Cause damage to street furniture

Recurring events may only advertise on the event day. Those not meeting our terms risk losing the future right to advertise, or in extreme cases, may be prosecuted.

Who to contact

Call in at the one stop shop for an application form, or phone one of our 4 One-Stop Shops, or email: highways@monmouthshire.gov.uk to apply.

The Law – (the small print)

It is illegal to display any advertisement without first getting the permission of the site owner, or a person who has legal powers to grant that permission. The Council has powers to grant permission.

The Highways Act 1980

Under section 132 of the Highway Act 1980 it is an offence for any person to paint, inscribe or affix any picture, letter, or sign on the surface of a Highway, any tree, or structure without the consent of the Highway Authority. If guilty of an offence the person can be liable to a fine of up to £1000, in the case of a second offence up to £2500.

Town and Country Planning Act 1990

Under section 224 of the Town and Country Planning act 1990 it is an offence for any person to display an advertisement in contravention of the regulations. The relevant legislation is contained in the Town and Country Planning (Control of Advertisements) Regulations 1992. Any person contravening the legislation is liable on summary conviction to a fine, currently not exceeding £2500, recently increased under the provision of the Anti-Social Behaviour Act 2003. In the case of a continuing offence, there is £250 added for each day on which the offence continues after conviction.

Anti-social behaviour act 2003

Sections 48 – 52 of the Anti-Social Behaviour Act 2003, as amended by the Clean Neighbourhoods and Environment Act 2005, enable the Authority to serve a ‘defacement removal notice’ on the owners, occupiers, operators (such as telecommunication companies) of ‘relevant surfaces’ whose property is defaced with graffiti and/or any fly posters.

How you can help

We want to know about illegal fly-posting. Our One-Stop-Shops located in, Monmouth, Chepstow, Caldicot and Abergavenny will be pleased to hear from you. You can call in or phone these numbers:

Monmouth: 01600 - 775200

(Whitecross Street)

Chepstow: 01291 - 635700

(Steep Street)

Caldicot: 01291 - 426400

(Woodstock Way)

Abergavenny: 01873 - 735800

(Cross Street)

Or email us at:

highways@monmouthshire.gov.uk

Tell us exactly when and where you saw the problem and the name of the organisation or the event advertised, and we will do the rest.

We will treat your approach confidentially, and will aim to remove unauthorised signs quickly and safely.

If you think a sign does not meet our strict guidelines, it is probably illegal. Help us to make Monmouthshire a better place for our citizens and visitors.

Report that Fly-poster!

*A guide to using posters
in public places*

*Canllawiau ar gyfer defnyddio
posteri mewn mannau cyhoeddus*

MONMOUTHSHIRE COUNTY COUNCIL

COMMERCIAL PROVISION POLICY

1. Introduction

1.1 Commercial activities can help form part of a vibrant street scene. This policy aims to help coordinate, reduce the risks involved and provide a system that can be managed and readily understood. The policy makes provision for an annual licencing fee, and a one off licence charge to cover the administration costs.

1.2. What is a Commercial Provision?

Commercial Provisions' are defined as, for profit, business or non-charitable organisation's activities provided to improve the business and contribute to Highway Street scene. They can include the following activities, or activities of a similar nature.:-

- (i) Café Tables and chairs
- (ii) Tables and benches
- (iii) Sale rails, sale displays, furniture and items of a temporary nature
- (iv) The provision and licensing of street markets will remain with Area Services Officers who currently organise and charge market stall holders for their events

1.3 The problems of Commercial Provision

These provisions, because they are unmanaged, create unnecessary risks and hazards to highway users. A single system aimed at approving and registering these provisions will allow Monmouthshire County Council to ensure its duty to 'assert and protect the rights of the public to the use and enjoyment of any highway'. The agreement, which would include a plan and notes to confirm approval will further improve Monmouthshire County Council's management of the risk.

1.4 Legislation

- (i) Under section 130 of the Highway Act 1980 (1) it is the Duty of the highway authority to assert and protect the rights of the public to the use and enjoyment of any highway for which they are the highway authority, including any roadside waste which forms part of the it.
- (ii) Under section 149 of the Highway Act 1980 (1) if anything is so deposited on a highway as to constitute a nuisance, the highway authority for the highway may by notice require the person who deposited it there to remove it forthwith.....
- (iii) Under section 149 of the Highway Act 1980 (2) if the highway authority for any highway have reasonable grounds for considering –
 - a. That anything unlawfully deposited on the highway constitutes a danger.....to the users of the highway, and
 - b. That the thing in question ought to be removed without the delay involved in giving notice.....Under this section, the authority may remove the thing forthwith
- (iv) Under section 115F of the Highway Act 1980. The power to impose conditions on permissions under section 115E, a council may grant a permission under section 115E above upon such conditions as they think fit,

including conditions requiring the payment to the council of such reasonable charges as they may determine

2. Methods of Prevention

The Council aims to prevent illegal Commercial Provision at source. Applications are normally made to Monmouthshire County Council at an early stage and by guiding applicants through this process will provide the prevention method. By circulating the new policy to all businesses / business forums, either at consultation or implementation stage it will again provide a degree of prevention.

2.1 Highway activity

The Highway Operations Department have a high activity in this area. Intervention through education with written and oral guidance have only limited success.

2.2 General

This Authority is committed to helping and engaging the community when requested. No formal approach exists and applications are treated on personal experience and not through official guidance.

3. Our Approach

3.1 This Authority recognises the need, and the desire, for Local Community provision. It does not therefore seek a 'zero tolerance' approach, recognising the difficulties this would present to charitable and community groups, Business, statutory bodies and others.

3.2 Any complaints regarding commercial provision will in the first instance be recorded at our One Stop Shops. A 'process map' outlining the procedure for dealing with commercial provision is provided in Attachment 1. Staff at the OSS's will be updated to reflect recent changes in both legislation and personnel (notably in Highways). Highways would be the first point of reference for any commercial provision complaints, referring to colleagues in other teams where the situation demands – as outlined in Section 2 above. The 'one point of reference' will allow the Authority to measure numbers of complaints, any trends, and our effectiveness.

3.3 It is the view of Officers in Highways that they deal with their elements of existing legislation, because of their professional and competent approach. This policy will allow Highway Engineers to manage and determine compliance with the Highways Act provisions with more confidence. Better joint working, with improved communication, between those teams who maintain open spaces will help ensure acceptance throughout the organisation. For example, a provision request made to the Highway Department on a Public Right of Way can be relayed to Countryside directly with an understanding that they will manage any provision.

3.4 Retrospective applications will be pursued.

3.5 Highways staff, in the interests of clarity, will adopt the following prescribed approach:

Any Organisations are permitted to apply under this provision, provided they :-

- do not cause offence
- do not cause a traffic or pedestrian hazard or safety issue in any way
- do not damage hardware by their presence
- are of presentable and safe in quality
- are maintained, where stipulated in the agreement, by the organisations concerned
- adequate free passage for pedestrians and vehicles is maintained

The following organisations are expressly not permitted to erect signs:

- Party political organisations
- Companies with no fixed address
- Companies that do not comply with this policy in any way
- From time to time any company, business or organisation that may be deemed or their display may be deemed inappropriate for any reason

3.6 Approved organisations who fail to observe the Council's conditions may have their permit withdrawn and may risk prosecution.

4. Outcomes

4.1 The outcome sought is to ensure a quick and effective response to requests. By consistent recording of requests and successful applications, working together better with early intervention, resolution and enforcement of problems will limit the current confusion.

4.2 Officers involved with the policy will ensure all relevant Officers, including One Stop Shop staff, are aware of the content of this policy and monitor compliances, to update their procedures and provide some training.

4.3 The policy will be reviewed every 12 months to determine whether it assists in reducing fly posting in Monmouthshire.

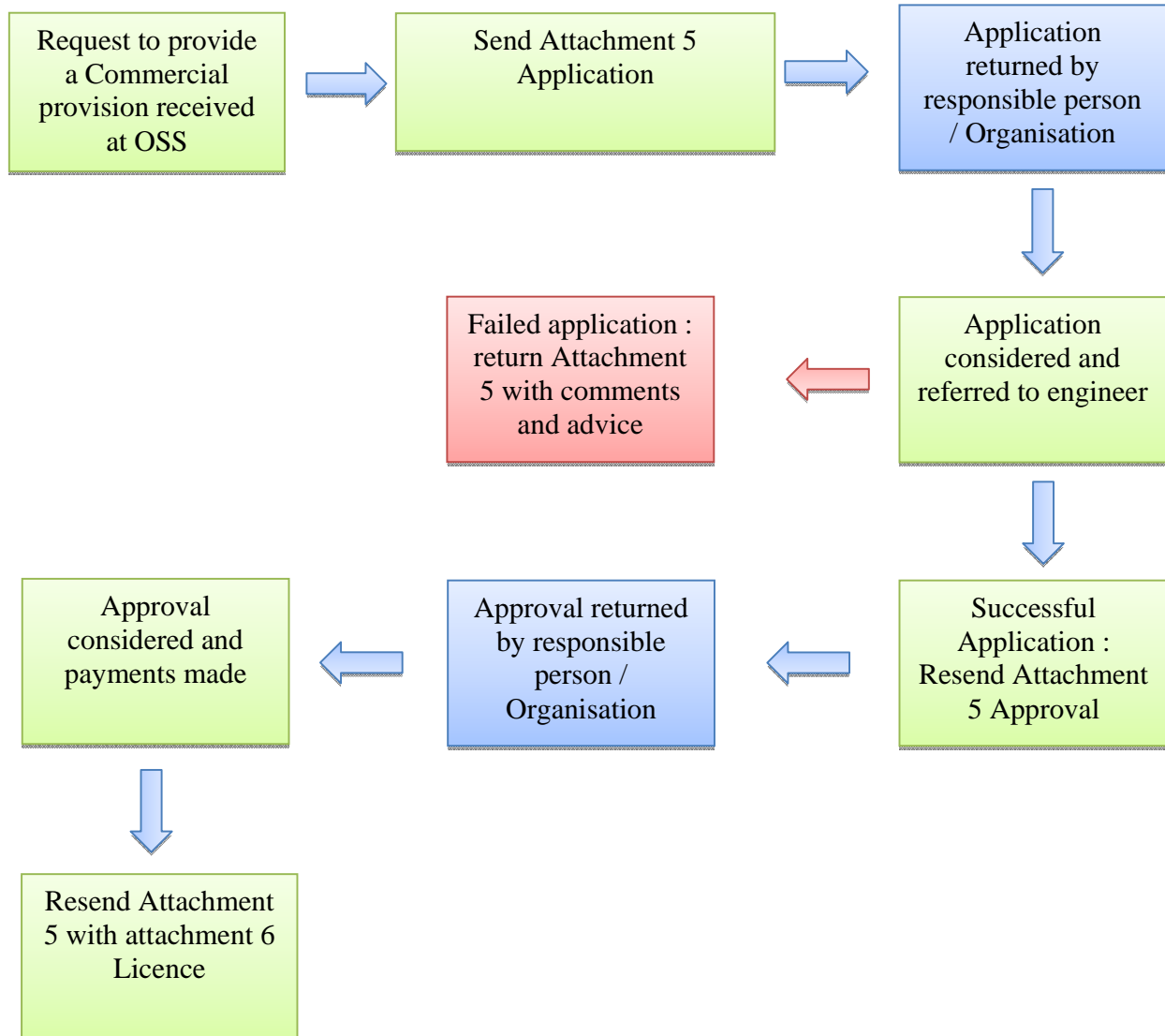
5. Report Contributors

6. Report Authors –

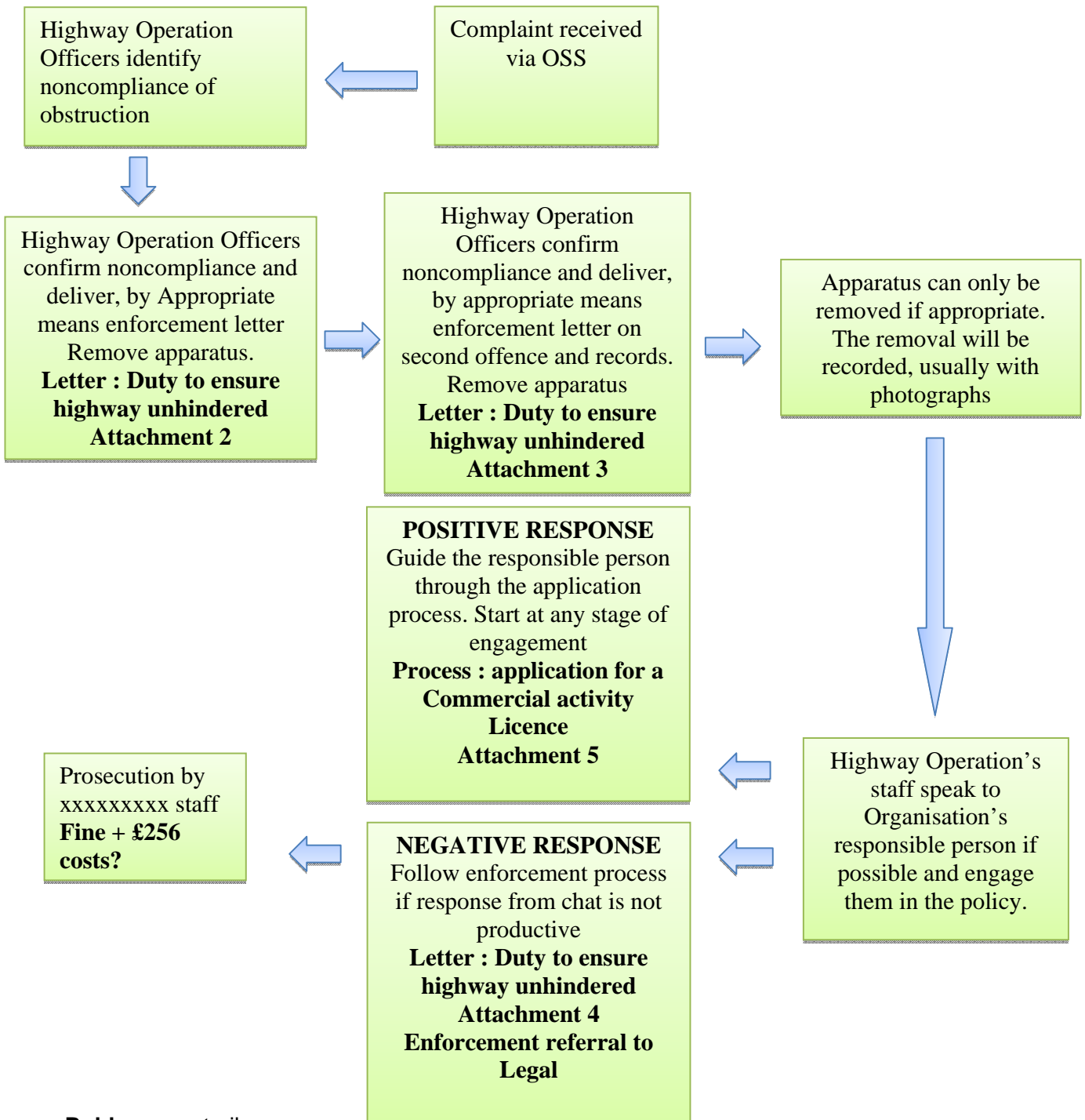
Monmouthshire County Council, Highways Operations

Attachment 1

LICENCE FLOW



ENFORCEMENT FLOW



Bold = paper trail
Oss = one stop shop / call centre

The person dealing with this matter is:

Highway Enquiry Desk

Tel.No./Ffôn: 01633 644725

Fax/Ffacs: 01633 644725

Email/Ebost:

Our Ref./Ein Cyf: HED/ **T21**

Your Ref: Eich Cyf:

Date/Dyddiad :

Dear Sir/Madam

Highway Act 1980 Section 130 : Duty to ensure Highway is unhindered

I am writing to advise you that apparatus, we believe belongs to you or bears your identity has been found illegally placed on Highway in Monmouthshire. It is an offence under section 149 of the Highways Act 1980 to erect such an object on the highway. No permission has been given for this apparatus to be placed on the highway, so it is therefore being removed by the Council.

Monmouthshire County Council have a policy that allows organisations, who meet the local needs, to install apparatus in the Highway. Some fees are required to do so but should you wish to make an application please do so by contacting your local One Stop Shop or calling 01633 644725.

Yours faithfully

Glyn Edmunds

Highway and Waste Manager

Regeneration, Environment & Resources Directorate

The person dealing with this matter is:
Highway Enquiry Desk
Tel.No./Ffôn: 01633 644725
Fax/Ffacs: 01633 644725
Email/Ebost:

Our Ref./Ein Cyf: HED/**T22**
Your Ref: Eich Cyf:
Date/Dyddiad : 8 October 2014

Dear Sir/Madam

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I am writing to advise you that apparatus, we believe belongs to you or bears your identity has been found illegally placed on Highway in Monmouthshire. I must remind you that it is an offence under section 149 of the Highways Act 1980 to erect such an object on the highway without consent. No permission has been given for this apparatus to be erected, so it is therefore being removed again by the Council.

Your co-operation in refraining from the activity will be appreciated, as we prefer such matters not to escalate to a prosecution. Court action is not in the interests of either party, and the courts generally favour the local authority in such cases.

You should be aware that it is the policy of the Council to prosecute people who repeatedly obstruct the highway. No further warnings will be issued to you on this matter.

Monmouthshire County Council have a policy that allows organisations, who meet the local needs, to install apparatus in the Highway. Some fees are required to do so. You should ensure, if you wish to persist with these obstructions, to make an application please do so by contacting your local One Stop Shop or calling 01633 644725.

Yours faithfully

Glyn Edmunds
Highway and Waste Manager
Regeneration, Environment & Resources Directorate

The person dealing with this matter is:

Highway Enquiry Desk

Tel.No./Ffôn: 01633 644725

Fax/Ffacs: 01633 644725

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I am passing the matter to the Council's solicitors, who will now instigate legal proceedings. Our costs will be recovered through the courts.

Yours faithfully

Glyn Edmunds
Highway and Waste Manager
Regeneration, Environment & Resources Directorate



**APPLICATION : COMMERCIAL OBSTRUCTION IN THE HIGHWAY LICENCE
TYPE E : COMMERCIAL ACTIVITY PROVISION IN HIGHWAY
Subject to section 115F of the Highway Act 1980**

Agreement by both parties, to this arrangement, will require the payment of a one off approval fee and an annual licence fee to Monmouthshire County Council
These fees are : One Off approval fee of £125 on successful application / agreement. Annual licence : less than 6m2 = £120 or 6m2 to less than 12m2 = £240 or 12m2 to 18m2 = £360.

Organisations are reminded that permission granted is subject to the full policy of Monmouthshire County Council. (copies available on request.) In particular, all proposed activity must not a) cause offence, b) Cause a traffic hazard or safety issue, c) damage street furniture by their presence, d) compromise safety if a permanent feature. A project must be of accepted quality and be appropriate, or f) Will remove the provision immediately on the request of a Police officer, a member of the Emergency services or an Officer of Monmouthshire County Council.

I wish to apply for permission to use the Public Highway in Monmouthshire

My organisation.....

Responsible representative :.....Signature :.....

Email Address :.....Tel No. :.....

Postal Address :.....

Is the proposal adjacent to your premises : No you may not be able to use the public highway, unless safe. continue with application

Yes continue with application

Proposal : Supply detail drawings / plans / specification as required

.....

.....

.....

.....

Public liability insurers :.....Policy expiry date :.....

Duration :.....

Is this a permanent feature :.....

Location : Please supply detail plan and design as required for clarity.....

.....

.....

.....



Official use : Permission : Reference :

Given : please refer to Attachment 5 detailing criteria : Yes send attachment 5 with comments

Refused : please give reasons in comments : Yes send attachment 5 with comments

Referred to Area Engineer for comments : Yes No

Area approved from plan Less than 6m2 £120 annual fee 6m2 to less than 12m2 £240 annual fee 12m2 to 18m2 £360 annual fee

Comments / Stipulations to licence : ..include drawings and specifications that will form agreement.....

Signed Engineer : Date :

Completed by Applicant: To be completed by the responsible Person, of the business, on successful agreement to undertake the Commercial Provision.

Please return, with payments, to allow the issue of a Licence.. Please note that the comment / stipulations made above will form part of the licence. Failure to comply with the Licence will require the removal of the provision.

Please find enclosed Payments as prescribed below. I understand that (a) I will need to ensure that I comply with the Guidance, employ a suitable a management regime, and in particular (b) I will ensure that my Public Liability Insurance is maintained and my Organisation will remain covered, and Monmouthshire County Council will be indemnified for the whole duration of the Licence, (c) I will ensure the Provision does not cause a hazard or safety issue. Please call 01633 644725 to arrange payment

£125 application and approval fee, one off payment per application

£..... licence fee as detailed above and appropriate to below, e.g. :-

- (v) Café Tables and chairs
(vi) Tables and benches
(vii) Sale rails, sale displays, furniture and items of a temporary nature
(viii) The provision and licensing of street markets will remain with Area Services Officers who currently organise and charge market stall holders for their events

Date Licence to commence :

I understand that this document will form the Licence only when signed and dated below by Officer of Monmouthshire County Council. The licence will be displayed in a prominent place accessible by the Public and Monmouthshire County Council Officers and within sight of the Commercial provision.

Signed : Responsible representative : (As application above).....

Signature :Date :



LICENCE FOR COMMERCIAL ACTIVITY SECTION 115F

Reference :

Official use : The Licence in force when : This document and applicable stipulation / drawings received and

Approval fees paid

Licence Agreed

PLAN

Signed : _____ Date : _____
Licence to place Provision within the Area defined above and agreement until,
DATE.....

Should you wish to enquire, or have concerns, about the provision detailed in the agreement above please contact Monmouthshire County Council via your local One Stop Shop or Highways@monmouthshire.gov.uk

MONMOUTHSHIRE COUNTY COUNCIL

STATIC ADVERTISING POLICY– Rental of advertising space made available by Monmouthshire County Council

1. Introduction

1.1 Advertising on and around the Public Highway can degrade the local 'street scene' and can contribute to an impression of urban decay. There is an on-going concern regarding illegal advertising signs positioned throughout the County. There is a need to control advertising signs through education and enforcement, in a consistent and safe method in Monmouthshire.

1.2 What is Static Advertising

Static Advertising is the new provision of sites adjacent to the Carriageway that can be made available for the advertisement of Local Business. These sites would typically consist of a single or double sign face, fixed to two posts that display an advert for a company. Initially they will be located in verges along sections of straight roads that will be installed by Monmouthshire County Council.

1.3 The problems associated with Static Advertising in the form of advertising signs on the Public Highway?

Monmouthshire County Council's Flyposter Policy currently covers this area and is not suitable for purpose. It causes confusion for Business who see Charitable and Community events being allowed to install displays. These businesses want to, but cannot, find any opportunity to advertise in public areas. This policy will enable a company to advertise legitimately while maintaining a standard, and it will allow revenue to be gathered through management in a proactive way.

1.4 Legislation

- (i) Under section 130 of the Highway Act 1980 (1) it is the Duty of the highway authority to assert and protect the rights of the public to the use and enjoyment of any highway for which they are the highway authority, including any roadside waste which forms part of the it.
- (ii) Under section 132 of the Highways Act 1980 (1) A person who, without either the consent of the highway authority for the highway in question or an authorisation given by or under enactment or reasonable excuse, paints or otherwise inscribes or affixes any picture, letter, sign or other

mark upon the surface of a highway or upon any tree, structure or works on or in a highway is guilty of an offence and liable to a fine, increasing on a second or subsequent conviction.

- (iii) Under section 149 of the Highway Act 1980 (2) if the highway authority for any highway have reasonable grounds for considering –
 - a. That anything unlawfully deposited on the highway constitutes a danger.....to the users of the highway, and
 - b. That the thing in question ought to be removed without the delay involved in giving notice..... Under this section, the authority may remove the thing forthwith.

2. Methods of Prevention

The Council aims to prevent infringement, and so protect legitimate Business, by enforcing the removal of any Commercial advert on the Public Highway that is placed without lawful authority or excuse.

2.1 Highways activity

The Authority's Highways division has an existing policy that covers their activities around controlling related advertising. Fly posters and advertising on their property.

'Control of Goods Displayed on the Public Highway' policy, adopted and effective from 1 April 2002. This covers aspects such as displaying of goods and advertising hoardings on public footways. The intention is to ensure a consistent approach, to ensure Highways Officers are clear when endeavouring to determine whether an obstruction is acceptable or not. This policy covers issues such as obstruction, for example where 'A boards' may cause an obstacle for people with disabilities (including the visually impaired) and people with pushchairs to negotiate. There is also reference here to the Council not adopting a rigid ban on street advertising. The policy refers to 'trader's livelihoods could be damaged by the imposition of a rigid ban. Some displays are considered to add colour and vibrancy to the street scene of our towns and are an accepted component of some retail businesses'.

It should be noted the policy was agreed following extensive consultation with the Town Councils covering Abergavenny, Monmouth, Chepstow, Caldicot and Usk, their respective Chambers of Commerce and CAIR (Monmouthshire Disablement association). Each trader potentially affected by the policy received a letter and background information prior to 1 April 2002.

It should be noted that this existing Fly Poster policy only allows enforcement against a business and not legitimate access to advertising opportunities.

2.2 Planning activity

The Planning Enforcement team have no specific policy regarding dealing with illegal / legal advertising and fly posting, but deal with all complaints received. Planning consent for such signs would not be sort since the signs will be 'Highway' signs in the Highway.

Advertising by companies away from the Highway or where Monmouthshire County Council makes no provision, under this policy, will dealt with under the normal Planning mechanism.

2.3 General

This Authority is also signed up to the 'Enforcement Concordat' which lays down national principles of good enforcement. This includes reference to being open about our approach to enforcement, being helpful, proportionate and consistent. The Authority awaits further guidance from the newly formed Local Better Regulation Office regarding a new 'compliance code' which will outline similar enforcement principles.

Highway undertake regular, low level, enforcement against those who obstruct the public highway for Commercial benefit. This would typically be unauthorised advertising signs erected in and around the public highway such as on verges, highway fences and street furniture. This enforcement is carried out under the Highway Act 1980 section 132 and 149, it currently exceeds 80 occasions a year and continues to be a drain on resources. This aspect will be dealt with under the 'Fly Poster' policy.

3. Our Approach

- 3.1 This Authority recognises and supports the need and indeed the desire of Business to use the public Highway as opportunity to increase revenue through sales and advertising. However the Authority must adopt and manage a robust policy to ensure that the public and the Authority have adequate safeguards. This policy would cover the various occasions when a Business wants to use the Public Highway for reason of benefit to that company, effectively controlling static advertising signs near the highway.
- 3.2 In return for the use of this opportunity a Business will pay MCC a 'Static advertising' fee. This fee will be in the form of a 12 or 24 month agreement. Attachment 3 shows typical contract
- 3.3 in order to maximise the revenue from each opportunity, to reduce MCC's resource requirement and to provide a central contact, a partnership agreement with an experienced company, that can provide the correct focus, will be sort. Attachment 2 shows process.
- 3.4 Any complaints / enquires regarding Static Advertising on the Highway will in the first instance be recorded at our One Stop Shops. Highways would be the first point of reference for any Static Advertising on the highway complaints, referring to colleagues in other teams where the situation demands – as

outlined in Section 2 above. The 'one point of reference' will allow the Authority to measure numbers of complaints, any trends, and our effectiveness.

- 3.5 Unapproved Static Advertisements will be removed by the Highways Operations Department and the business/organiser warned of the consequences by letter. Repeat offenders will be referred to our Legal Services Section by a Planning Enforcement officer, with a view to prosecute. This process is outlined under the current Fly Poster Policy. Our staged approach to action will be by way of the staged letters. Attachment 1.
- 3.6 Highways staff, in the interest of safety and clarity, will consider each site individually when determining its suitability for advertising signage. However, it is possible to set certain criterion that is relevant to all highway verge site locations, which must be followed regarding each advertising sign:
- The sign must include minimal information, and be pre-approved by MCC. Information may include company logo, name, web site, address, along with basic information regarding the business.
 - The sign must be at least 600mm from the carriageway edge, this increasing to 1200mm on high-speed roads.
 - Signs must not be installed at or near junctions where they can distract drivers (signs must be at least 30m from a junction)
 - Signs must not be installed at or near roundabouts where they can distract drivers (signs must be at least 30m from a roundabout)
 - Signs must be installed on straight sections of road, away from bends and where visibility sight lines are required height restrictions allow a maximum sign height of 1050mm above the carriageway
 - Signs must be installed on Monmouthshire County Council Highway adopted and maintainable land
 - Signs must be installed by MCC Highways trained operatives to ensure compliance with all Health and Safety requirements (sign face alterations maybe carried out by an approved company business or sign manufacturer subject to MCC approval)
 - If on installation, a sign becomes continually damaged (by any means such as vandalism, vehicle damage etc), then the site may be deemed inappropriate and the contract discontinued
 - MCC operatives will carry out any routine maintenance of the signs such as cleaning.

- Sign post sites must only contain 2 signs (one sign facing in each direction), this will ensure only small amounts of information are available to road users, so as not to cause a distraction.

3.7 Approved Advertising

We will not accept advertising of a racial, religious or political nature or any advertising which may be construed as offering services of a sexual nature. We will not accept advertisements from gambling organisations, manufacturers of tobacco or alcohol products. We will not permit advertising which we may reasonably consider to be objectionable. All advertisements will strictly adhere to the British Code of Advertising Standards Authority or any code of advertising practice that may supersede the same. Where advertisers are unsure or in doubt about the policy, they may seek guidance from Monmouthshire County Council Highways Operations Department.

- 3.8 To assist organisations and businesses determine what may be acceptable, and what specifically is not, a guidance leaflet is available - Attachment 5.

4. Outcomes

- 4.1 The outcome sought is to ensure adequate opportunities exist, for the business need, to access good quality, local and affordable advertising methods. Quick and effective response to illegal obstructions. By consistent recording of incidents, working together better with early intervention, problems associated with unauthorised advertising will be reduced.
- 4.2 Officers involved with the policy will ensure all relevant Officers, including One Stop Shop staff, are aware of the content of this policy and monitor compliances, to update their procedures and provide some training on the concept of Static Advertising.
- 4.3 The policy will be reviewed after 12 months to ensure that the Static Advertising scheme is running effectively, and identify any necessary amendments.

5. Report Contributors

Steve Lane, Ryan Pritchard, Roger Hoggins

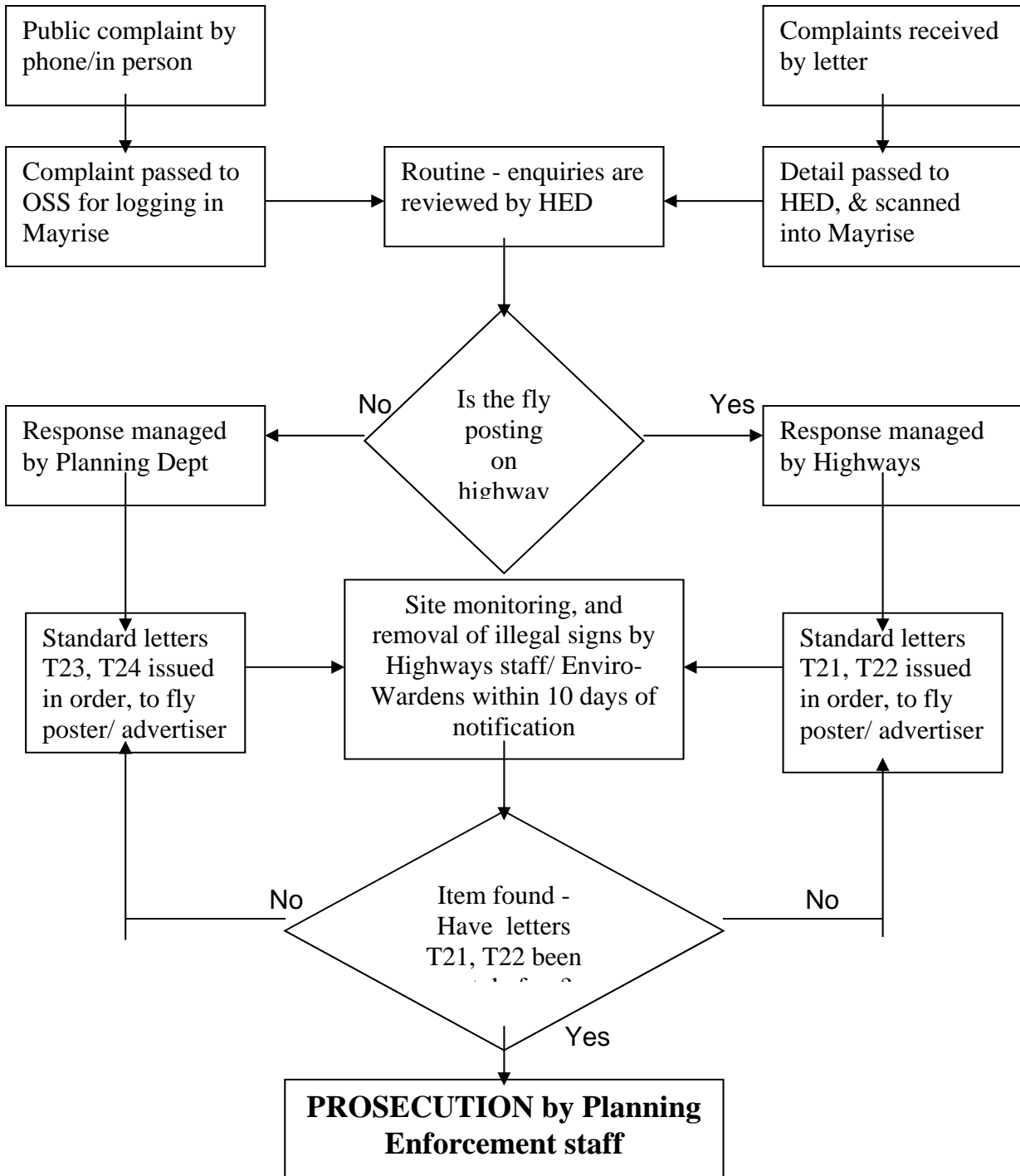
6. Report Authors –

Steve Lane, Ryan Pritchard

ATTACHMENT 1

Enforcement process as Fly Poster Policy

Process Flowchart for Static advertising / Fly posting complaints



Notes:

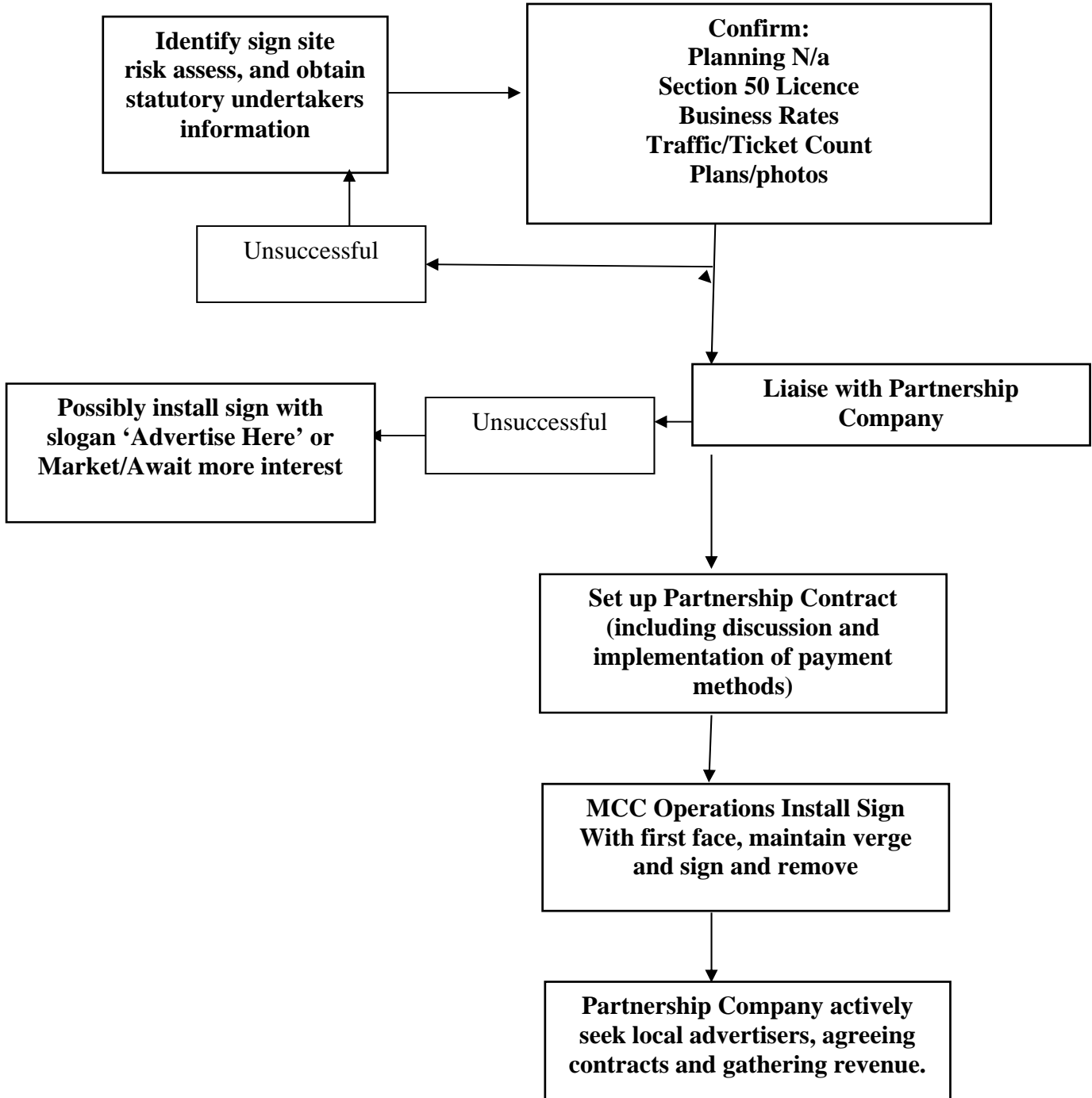
Mayrise = Highways enquiry system

HED = Highways Enquiry Desk

OSS = One Stop Shop

ATTACHMENT 2

Flow Chart showing procedure for Advertising sign management:



APPENDIX 3

Typical contract between Partnership and advertiser



Advertising Sign Agreement

THIS LICENCE is made on the (date) _____ **BETWEEN Monmouthshire County Council** of County Hall Democratic Centre, Rhadyr, Llanbadoc, Usk NP15 1GA ("the Council" or "the Licensor") and

[Name of Advertising Company] _____ of

[address of Advertising Company] _____ ("the Licensee") of the other part

IT IS AGREED:

1. (1) In consideration of the Licence Fee hereinafter mentioned the Council in pursuance of Section 50 of the New Roads and Street Works Act 1991 permits and licences the Licensee subject to the conditions of this Licence to retain the apparatus detailed in the Schedule ("the Advertising Signs") at the location specified in the Schedule.

(2) This Licence shall commence on [date] _____ i.e. the day the sign/signs are installed at the specified location and shall continue for a period of three years thereafter unless terminated earlier in accordance with the terms of this Licence. For the avoidance of doubt, this license is granted for a minimum period of one year (see 2.6).

(3) For the avoidance of doubt nothing contained in this Licence shall authorise the Licensee to use the airspace around within and above the Advertising Sign/Signs or to place any other advertising material equipment or other fixtures and fittings to or on the Sign/Signs or the site location.

2. The Licensee and the Council agree that the following conditions apply to this Licence:-

2.1 Payment of Licence Fee and Outgoings

The Licensee agrees to pay in each year of the Licence the Licence Fee of £ _____ plus VAT. A 20% non-refundable deposit to be paid at time of signing the License agreement, the remaining balance payable on the date of commencement of the License or in equal monthly instalments, the first instalment / payment being due 1 month from the date of commencement of the License .

2.2 Damaged Advertising Signs

In the event that the Sign/Signs become damaged by traffic accidents or are vandalised, the Council will arrange for replacement of the Advertising Signs on the first two occasions during the contract period. After this, at the Council's discretion, the license may be terminated as this site would be deemed unsuitable for roundabout sponsorship. (see 2.7.2)

2.3 Change of details for Advertising Signs

In the event of the Licensee changing its name or logo, the Licensee can apply in writing to the Council for consent for a new Advertising Sign reflecting the revised details. The change of Advertising Signs will be subject to such reasonable conditions as the Council may impose and a further fee will be payable.

2.5 Installation of Advertising Signs

Any installation and maintenance of Advertising Sign/Signs required under this Licence will be carried out by the Council, unless otherwise agreed by the Council.

2.6 Termination by the Licensee

If the Licensee no longer wishes to retain the Advertising Sign/Signs in place or wishes to terminate this Licence, the Licensee must give no less than three months written notice to the Council. This notice period is a statutory requirement and the Council cannot accept a shorter notice period.

Termination at any time throughout the period of this Licence will mean that the Licence Fee in respect of that year is still payable and if already paid will not be refunded. However, the Licensee will not be required to pay the Licence Fees due in respect of subsequent years.

2.7 Termination by the Council

2.7.1 The Council may by no less than 7 days notice in writing served on the Licensee terminate this Licence if:-

- a) the Licensee fails to comply with any provision of this Licence or the relevant part of the New Roads and Street Works Act 1991, or
- b) the Council is or becomes aware that the Licensee has parted with / sold its interest in the Sign/Signs.
- c) the Licensee is in circumstances which entitle the Court or a creditor to appoint, or have appointed a, receiver, manager, or administrative receiver, or which entitle the Court to make a winding-up order.
- d) the Licensee is in arrears for 14 days with any payment due under the terms of this license.

In the event of the Licence being terminated as above, the Licensee shall not be entitled to any refund of the Licence Fee paid. The Licensee will be required to pay any arrears of any payments due under this license which have not been paid in full.

2.7.2 The Council may by no less than 7 days notice in writing served on the Licensee terminate this Licence if the Council considers that the withdrawal of the Licence is necessary for the purpose of the exercise of their functions as a street authority or is otherwise necessary in the best interests of the Council.

2.8 Removal of Advertising Signs

Where this Licence is terminated or expires, the Council will remove the Advertising Sign/Signs to which this Licence relates. In the interests of safety, removal of the Advertising Sign/Signs by the Licensee is not permitted. Once removed, the Advertising Sign/Signs will be retained by the Council.

2.9 Assignment of the Licence

Assignment of the Licence by the Licensee is not permitted. If the Licensee does not wish to continue with the Advertising Sign/Signs, then notification to terminate this Licence must be given to the Council under the provisions of clause 2.6.

2.10 Statutory Obligations

The Licensee is required to comply with the requirements of Section 50 and Schedule 3 of the New Roads and Street Works Act 1991 in relation to this Licence.

2.12 Variations

Variations to this Licence will only be effective if in writing and signed by both the Council and the Licensee. However, extensions to the time period of this Licence to reflect any periods when the Advertising Sign/Signs are being replaced under the provisions of clause 2.2 shall be valid if in writing and signed on behalf of the Council. All such extensions shall be at the discretion of the Council. For the avoidance of doubt, unless otherwise expressly agreed in writing between the Licensee and the Council, no further Licence Fee shall be payable in respect of such extensions to the Licence period.

2.13 Service of Notices

Any notice under this Licence and any request for consent or approval may be served personally or by letter addressed in the case of the Council to the Council's Head of Highways and Waste, Regeneration and Culture, Monmouthshire County Council, County Hall Democratic Centre, Rhadyr, Llanbadoc, Usk NP15 1GA (or such other address as the Council may notify to the Licensee) and in the case of the Licensee at their registered office or place or business. Any notice so given by letter shall be deemed to have been served three business days after the same shall have been posted

3. PROVIDED ALWAYS and it is hereby agreed that:-

3.1 This Licence shall not operate as any consent or authority other than pursuant to Section 50 of the New Roads and Street Works Act 1991.

3.2 Any reference herein to any legislative provision shall be deemed to include a reference to any subordinate legislation rule order relative thereto and any statutory modification or re-enactment for the time being in force.

IN WITNESS thereof this Licence is executed the day and year first before written

Signed for and on behalf of Monmouthshire County Council

by: _____

PRINT _____

Date _____

Signed for and on behalf of

[name of advertising company] _____

by: _____

PRINT _____

Date _____

SCHEDULE

"The Advertising Signs"

An Advertising Sign/Signs displaying the Monmouthshire County Council Logo, web address and the Licensee's agreed inclusions will be installed at the following location:

_____ as shown for the

purposes of identification illustrated on the attached plan.

STATIC ADVERTISING SIGNS-
APPENDIX 1 part 1
ON MONMOUTHSHIRE COUNTY COUNCIL ADOPTED HIGHWAY VERGES AND
OTHER PRIME LOCATIONS

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Appendix 1 - Example sign face

Appendix 2 – Possible sign agreement

Appendix 3 – Example of one of the Possible Static Advertising Sign Locations and site photos for Chepstow

Executive Summary

The reports focus is the provision and erection of advertising signs displayed on the Monmouthshire County Council Adopted Highway and prime locations such as near pay stations within the car parks. The initial study concentrates on the Chepstow area of Monmouthshire as a sample location, exploring possible sites and detailing information regarding possible generation of revenue based on the concept and its findings.

The report demonstrates that the concept is viable, with the Policy effectively controlling static advertising signs near the highway and recover the cost associated with enforcement. A total of 40 possible sign locations at 13 different sites have been identified in and around key areas of Chepstow. Supplementary information concerning the scheme is contained within the Appendix.

The report conclusions are:

1. There is interest from a number of businesses on initial discussions concerning the scheme; St Pierre Hotel and Country Club are a primary interest. The scheme concept is at a stage of which a trial, at Chepstow can be initialised in the short term to develop the model.
2. The report has confirmed that the scheme could generate income for the authority to offset other highway section costs such as enforcement. Income rates for a 3 year contract period based on 40% occupancy are: Year 1 = £5k, Year 2 = £15k and Year 3 = £15k, giving a full contract income of £35k over the 3 years **(Each year a £2k contingency fund is taken out to cover issues such as replacement signs)**.
3. There are costs associated with the scheme, to the Authority which includes business rates, installation of the signs, and Planning Consent where applicable. Certain costs differ each year as some allocations are not required. A breakdown of the sign values of 40% occupancy (16 signs sponsored) and its beneficiaries are shown in the tables below:

The table below shows the breakdown of £20,330 first year INCOME:

Allocated to	Value to each sign	Total value for 16 signs	Beneficiary
Sign manufacture	£185.00	£2960.00	Blitzmedia
Sign Installation	£150.00	£2,400.00	MCC Operations
Planning Consent	£330.00	£5,280.00	MCC Planning
Business Rates	£150.00	£2,400.00	MCC Rates
SURPLUS	£425.63	£6,810.00	MCC

			Operations
--	--	--	------------

The table below shows the breakdown of £20,330 second year INCOME:

Allocated to	Value to each sign	Total value for 16 signs	Beneficiary
Sign manufacture	£0	£0	N/A
Sign Installation	£0	£0	N/A
Planning Consent	£0	£0	N/A
Business Rates	£150.00	£2,400.00	MCC Rates
SURPLUS	£425.63	£17,450.00	MCC Operations

The table below shows the breakdown of £20,330 third year INCOME:

Allocated to	Value to each sign	Total value for 16 signs	Beneficiary
Sign manufacture	£0	£0	N/A
Sign Installation	£0	£0	N/A
Planning Consent	£0	£0	N/A
Business Rates	£150.00	£2,400.00	MCC Rates
SURPLUS	£425.63	£17,450.00	MCC Operations

There are also 2 important aspects to consider concerning the scheme:

1. In relation to staffing time and costs, a significant allocation will be required, which will develop if the scheme moves throughout the whole county. It is difficult at this stage to exactly predict this allocation, however, it may be reasonable to assume that a full time post may be required within a few years time in order to manage the scheme and look at other alternatives in the future. This notion is supported in that Torfaen CBC has an officer responsible for their roundabout sign scheme, and to explore other similar avenues. Therefore, we can assume that in year 3 of the scheme, progression of the scheme will result in the need of allocation of a full time

officer with an estimated salary of Scp Pay Band F (25-29) giving a cost to the Authority of approximately £30k.

2. Further exploration is required in relation to VAT of the sign values, and the need to pay this rate on the income gathered from the signs. As VAT standard rate is 20%, this will reduce the surplus predicted. The author will further explore the need and impact of VAT on the scheme, although currently it must be assumed that 20% will be deducted as VAT.

1.1 Background

Advertising on and around the Public Highway is an ongoing issue for both the Highway Operations and Planning Departments of Monmouthshire County Council. In order to address this issue, and work with businesses in the process, the proposal is to allow some form of advertising under a scheme. This scheme will then produce a surplus for the Council.

The author has researched a number of different avenues that can be explored in terms of sponsorship methods that are being utilised by Councils throughout Britain, the main methods include:

- ROUNDABOUT SIGNING(inc floral beds)
- VEHICLES(recycling vehicles, lorries, vans, etc)
- STREET FURNITURE (dog bins, grit bins, benches etc)
- FLOWER PLANTERS
- LAMP POST BANNERS/FLAGS
- POSTER/BANNER SITES
- OTHER VARIATIONS: Gateway signage/features, refuse bags

It is clear that advertising is a vast area which may develop and expand into a number of the different areas if appropriate for MCC in the future. As a starting point for MCC this report will concentrate on the use of advertising signs, exploring aspects including costs, installation, legislation, planning, business rates etc.

As a trial location, the report will focus in and around Chepstow. The author has explored various signing options, some examples from one of MCC Operations main suppliers (Broxap) are shown below:



Display Board

PORTRAIT

These boards feature a mounting frame and a permanent display board to take graphics (supplied by others)...

[Learn More](#)

From: **£1,650.00**



Display Board

LANDSCAPE

Ideal for permanent graphics (supplied by others) such as tourist information...

[Learn More](#)

1. From: **£2,280.00**

Signage Columns



Standard Signage Column

BX 2410

This is produced by the addition of a steel bracket that holds a steel basket suspended on chains to create a hanging fe...

[Learn More](#)

From: **£750.00**



Stockport Column

BX 901-RT

Based on our most popular Manchester Bollard this column enhances any city centre....

1. From: **£675.00**

Although the above signs are appropriate for use within the 'old market style' towns of Monmouthshire, the prices show that they are very expensive options as the prices included are for purchasing standard options. Therefore it is advised to follow a more simple approach in terms of the signing, which will result in a more appealing venture for businesses as the sale prices will reflect this lower cost.

In order to produce this information the author has liaised closely with Torfaen County Borough Council and its advertising officer (Mrs Julia Miller) due to their experience and knowledge in running such schemes. Torfaen CBC operates an advertising scheme where they install the signs for businesses on many of the roundabouts throughout the county. However, as the report will highlight MCC will be considering signs for position solely on straight sections of road on the highway verge.

1.2 Cost of sign Manufacture

Blitzmedia (local company used by MCC) will charge approx. £185 for manufacture per sign including clips and posts. £75 extra if Blitz need to do the artwork for a sign.

1.3 Sign sizes

Above costing are for signs of 1200x600mm or 750x450mm, but size does not really matter as prices do not vary a great deal with size within reason. MCC envisage the signs to fall into parameters which vary depending on location e.g. rural (750x450) or urban (up to 1200x600), genre lay the size will be 750x450 but open to variation due to specific locations (e.g. a sign in a car park could be larger with more wording on than one on a 60mph road).

1.4 Outlay costs

Installation per sign approx. £150 (or less) – Carried out by MCC Highways Operations Operatives

Sign fabrication to include posts and fixings approximately £185.00. Blitzmedia will offer a design service to the business at an extra cost of £75.00 if artwork is required (this will not be included in estimates).

Planning consent = £330 (possible to pay per location rather than per sign). This fee is payable to MCC Planning Dept

Business rates are estimated at £150 per sign based of Torfaen's maximum roundabout sign rate (should be less as its based on price and MCC signs less). This sum is payable also to MCC.

A nominal fee of £30 can be added to each sign to cover the cost of maintenance (such as cleaning, broken brackets etc).

Total cost based on 1 sign at any 1 location is £845.00.

Total cost based on 2 signs at any 1 location is £680.00 (Planning consent shared)

Total cost based on 3 signs at any 1 location is £625.00.

Total cost based on 4 signs at any 1 location is £597.50.

As shown, the cost of a sign reduces if the number of signs at a location increases as the signs share the cost of Planning Consent. In addition, cost of MCC installation will also reduce in a similar way, although this is difficult to quantify so will not be accounted at present.

Blitzmedia charge £45 to change the sign face as just a sticker so cheap/easy to replace sponsor. If an existing sponsor wishes to change a sign face, MMC will provide details to the business in order to liaise with Blitzmedia as previously and possibly charge a % fee on each occasion (not accounted for in calculations as nominal).

In addition it may be included in the contract that we will wash the sign once a year, but costs are minimal on this to the Authority as operatives can do this when in the area, for example, gully emptying near sign.

2.1 MCC Planning and Legal Input

Initially, the author has made contact with MCC Legal and Planning, and there was some resistance to this type of advertising due to issues they have with advertising by businesses as Monmouthshire being a rural location and advertising leads to complaints by the public. A joint meeting was the next course of action to discuss concerns and our proposals, this giving us a chance to discuss specific locations and determine possibilities.

A meeting was conducted (12th Sept 2013) with Paula Clarke from MCC Planning to discuss concerns with advertising sign proposals and any requirements regarding Planning Permission. The meeting was considered a success as the Planning Department seem supportive of the idea and would like to work with us to ensure that signs that are erected without paying the relevant fee (Planning consent £330.00) and securing our authorisation are acted upon via continued enforcement.

Another major benefit that came from the meeting is that we may not be required to apply and pay the fees for planning consent as previously mentioned above. Paula produced the following information regarding the legislation concerning planning consent which suggests it is not required:

The following are the classes of advertisements, specified in Part 1 of Schedule 3 to the English and Welsh Regulations (in Scotland, Sch. 4), for which deemed consent is granted for their display. In the description that follows, the classes that are similar for England and Wales and Scotland are described under the one heading and the differences, where there are any, are indicated. Where different provisions are made for the two areas under the same class number, these are described separately under that number.

1. Functional advertisements of local authorities, statutory undertakers, and public transport undertakers, and, in England, Government Departments, and, in Scotland, community councils (in Scotland, Class I)

(a) An advertisement (in England, not exceeding 1.55 m²) displayed wholly for the purpose of announcement or direction in relation to any of the functions of a government department local authority or to the operation of a statutory undertaking, or a public transport undertaking, or a community council, which are reasonably required to be displayed for the safe or efficient performance of those functions, or operation of that undertaking, and cannot be displayed by virtue of any other specified class. Illumination of these advertisements is not permissible unless, in England and Wales, reasonably required for the purpose of the advertisement; in Scotland, only if it is needed for purposes of warning.

(b) An advertisement displayed by the appropriate planning authority on land in their area (in Scotland, on land in respect of which they are the planning authority).

In England and Wales, in an area of special control (see below), no advertisement of this class may be displayed for which the authority could not have granted express consent.

2. Miscellaneous advertisements relating to the premises (in Scotland, the land) on which they are displayed (in Scotland, Class II)

(a) An advertisement, not exceeding 0.3 m² (in Scotland, 0.2 m²) in area, for the purpose of identification, direction, or warning, with respect to the land or buildings

on which it is displayed. In England and Wales, illumination of such an advertisement is not permitted; in Scotland, illumination is permissible for purposes of warning.

A meeting took place with Mrs Pat Perkins from MCC Legal Department. Legal advice concerned ensuring that as Highways Engineers we assess the potential hazard such signs pose, and any risks are minimised and our insurer consulted on liability cover. A Section 50 Licence was also highlighted concerning the signs.

In relation to the Section 50 Licence, Paul Keeble from Traffic and Development agrees that this is an option and that a licence can be issued for the sites. Although there is a charge of £385.00 for a Section 50, Paul Keeble does not see any reason why this charge should be applied in this case i.e. there is no reason for MCC Highways to charge itself for an agreement with itself. Therefore, this fee will be ignored, unless further instruction is given via more senior officer/s.

2.2 Insurance Liability/Cover

On consultation with Martyn Woodford Principal Insurance Officer and Laurence Dawkins Health and Safety Manager in relation to the Advertising Sign Scheme, their views are as follows:

The key thing is that the legal advice that you have received re signage and division of responsibilities corresponds with the insurance implications. We will need to establish whose signs they are initially – I'm assuming the various businesses are simply hiring advertising space from us. If that is the case, Mon CC Public Liability Policy will cover any losses as a result of its negligence. The key to defending any potential claim is having documentary proof to back up the reasoning behind what we have done. In that respect, Risk Assessment and Guidelines should be well documented and readily available for us to provide to our insurers.

In relation to the comments, it is true that the signs are the property of MCC; therefore this satisfies the Public Liability Policy discussed. It is clearly important to risk assess and set guidelines in regard to the signs and the locations.

2.3 Traffic and Development Input

On consulting Graham Kinsella from MCC Traffic and Development concerning guidance on sign measurements in terms of visibility restrictions etc, Graham put forward the following statement:

“Normal highway signs should be 1.5m to underside of sign above carriageway level. But as the advertisement signs are not normal highway signs then this guidance would not be appropriate. Therefore each sign and location should be assessed on its individual merits and specify accordingly to ensure they do not pose a risk to road users in terms of visibility and the like.”

This highlights the fact that the sign sites must be considered and assessed, either for each individual site or as a blanket risk assessment to consider all sites.

2.4 Risk assessment

In terms of assessing and minimising the risks of accidents in relation to the signing being in place, it is difficult to cover all aspects of every site as locations may differ. It is therefore important to consider each site individually when determining its suitability for advertising signage. However, it is possible to set certain criterion that is relevant to all highway verge site locations, which must be followed regarding each advertising sign:

- The sign must include minimal information, and be pre-approved by MCC. Information may include company logo, name, web site, address, along with basic information regarding the business.
- The sign must be at least 600mm from the carriageway edge, this increasing to 1200mm on high-speed roads.
- Signs must not be installed at or near junctions where they can distract drivers (signs must be at least 60m from a junction)
- Signs must not be installed at or near roundabouts where they can distract drivers (signs must be at least 60m from a roundabout)
- Signs must be installed on straight sections of road, away from bends and where visibility sight lines are required height restrictions allow a maximum sign height of 1050mm above the carriageway
- Signs must be installed on Monmouthshire County Council Highway adopted and maintainable land
- Signs must be installed by MCC Highways trained operatives to ensure compliance with all Health and Safety requirements (sign face alterations maybe carried out by the business or Blitzmedia subject to MCC approval)
- If on installation, a sign becomes continually damaged (by any means such as vandalism, vehicle damage etc), then the site may be deemed inappropriate and the contract discontinued
- MCC operatives will carry out any routine maintenance of the signs such as cleaning.
- Sign post sites must only contain 2 signs (one sign facing in each direction), this will ensure only small amounts of information are available to road users, so as not to cause a distraction.

2.5 Business Rates

In terms of business rates for the signs/sign sites, specific information will be required relating to each location. All this information is currently not available due to the scheme not being in place, therefore, we can use assumed rates based on Torfaen CBC rate of £150.00. In theory (due to MCC charging less than Torfaen per sign) MCC business rates will be less than £150.00. Below shows information required on scheme start up:

From: Wheeler, Grant R [mailto:grant.r.wheeler@voa.gsi.gov.uk]
Sent: 21 August 2013 09:06
To: Morgan, Judith L.
Subject: RE: Business Rates Query

the simple answer is yes they are more than likely to be rateable. See Torfaen roundabout ad rights as a guide for size and value.

If Monmouth go ahead with the siting of the signs; don't send reports in straight away, as I will need lots of information in preparation and formulation of the values in advance:-

1. *The address/location of the advertising right*
2. *The name of the party advertising from the site*
3. *The level of annual payment*
4. *The standard terms of occupation (who is responsible for maintenance etc)*
5. *The length of the agreement*
6. *Date sited*
7. *Invoice address*
8. *Size of display board - any illumination or effects*

I will then inspect and assess where appropriate.

I hope this clarifies matters. I'm on leave from this afternoon for 2 weeks, if you have any immediate queries, Jean Homfray at this office has offered to assist otherwise you can contact me after 9th September!

Kind Regards

Grant

If the scheme becomes reality, then each location will be detailed in relation to its official/accurate business rate.

3.1 Approach of Businesses

A number of local businesses have been approached to determine interest and feedback regarding the project:

Curves – Curves fitness are a company based in Caldicot who regularly ‘fly post’ advertising within the county. The manager (Mr Simon Griffiths - sgriffuk@yahoo.com) has not yet responded to the enquiry. 22nd October update – response has been received from Mr Griffiths and he has expressed interest in the scheme in a request for more information to be emailed to him.

A Local Caldicot Estate Agent – this request originated via an enquiry from the newly formed Caldicot Town Team who had been approached by a local estate agent who wished to ‘sponsor’ Mitel roundabout. Information has been forwarded to the Caldicot Town Team detailing MCC advertising proposals concerning verges and awaiting reply from Estate agent and any other business the Team are aware of. The estate agents have expressed an interest in the scheme, and further contact will be sort.

St Peirre, A Marriott Hotel & Country Club – Ryan Pritchard/Steve Lane attended a meeting with St Pierre Hotel General Manager Mr Richard Lansberry 24th October 2013. The meeting was very successful, in that Mr Landsberry was impressed with our proposals and is keen to be a part of the scheme. Mr Landsberry understands the need for MCC to offer advertising opportunities such as this to businesses, but he emphasised that he would not support it for businesses outside Monmouthshire or competitors displaying advertisements near his premises. Figures were quoted of £1000 and £1500 per sign, depending on location, which Mr Landsberry accepted in principal as our estimates at present.

3.2 Traffic Counts and Car Park Ticket Sales

Traffic Counts are an important aspect of this scheme, which will provide evidence in terms of the traffic volumes at the proposed advertising sign locations. This will assist to determine values of given sites, and show more ‘premium’ locations where a higher traffic volume occurs allowing a higher rate to be charged (or lower of course).

On the locations based around the Chepstow sign locations in the trial, there are 5 Traffic Count Sites that have been identified:

Site 1 – A48 St Pierre

Site 2 – Off A466 into Thornwell

Site 3 - A466 nr Highbeech R/A

Site 4 – A466 nr Chepstow Racecourse

Site 5 – Welsh St nr junc A466

A company (Sky High-Count On Us) has been instructed to undertake these traffic counts, and installation is imminent, monitoring will run for 7 days (all week). Data will then be forwarded to MMC on completion (awaiting data).

There is previous data available carried out in April 2012 at the A48 nr Pwllmeyric which shows the 7 day average count to be approximately 7,000 vehicles. This location is considered to be a heavier trafficked road within Monmouthshire so such a location would attract a 'premium'.

In addition to the traffic count information, car park ticket sales records can be obtained from MCC Passenger Transport Unit (Amanda Perrin – who is responsible for car parks) and utilised to determine parameters for sign site 'values'.

Figures have been obtained for Year 2012/13 for the car parks in Chepstow which have been identified in the trial:

CAR PARK	ANNUAL TICKET SALES (2012/13)
Drill Hall	5,000
Nelson Street	185,000
Welsh Street	132,000
Castle Dell	22,000

Based on previous Traffic Count Information provided by Traffic and Development (this will be confirmed when the recent counts results are completed) and the car park ticket sales records, the following price parameters have been developed:

7 day average Traffic Count	Price Category
< 5,000 vehicles	1) Lower
> 5,000 vehicles	2) Higher
Annual Car park Ticket Sales	
< 50,000 tickets	1) Lower
> 50,000 tickets	2) Higher

3.3 Advertising Sign Values

As was discussed in the meeting with Richard Landsberry, the concept of this scheme is difficult to value in that it is not quantifiable really to a business (sign doesn't say how many people came through the businesses door due to the sign). Therefore, when determining the value of each sign face a number of aspects must be considered to ensure fair and accurate values are given:


- **Section 1.4 Outlay costs show an initial sign installation at a cost of £845.00.**
- **Enforcement** - surplus from the sale of the advertising signs will supplement the policing of illegal signs. Removal and enforcement of illegal advertising is currently a drain on Highways resources, therefore any additional funding is welcomed. An option worth considering is that as part of the enforcement, any illegal signs that are erected may warrant the Authority issuing fines to further increase this surplus.
- **Comparison of other Advertising** – below shows a breakdown of costs for advertising in 'Monmouthshire County Life' magazine, The 'Free Press' and the 'South Wales Argus'. The prices clearly show that for a business to advertise in any of the publications, costs would run into many thousands of pounds per annum.

Monmouthshire County life –

Monmouthshire County Life is a bimonthly, glossy magazine looking at all that is great about Monmouth. Packed with special editorial features and advertising, this aspirational lifestyle magazine is aimed at people who have the time and money to enjoy the very best that Monmouthshire has to offer.

We'll also have a focus on weddings, the great outdoors, gardens, crafts, Monmouthshire people.. We've continue with our **Eat Out Monmouthshire** platform looking at the fantastic array of restaurants, cafes, food producers, and chefs we have in the county. We will also look at Homes, Motors, Business along with our regular advertising platforms.

Online advertising...
Readers are now able to view **Monmouthshire County Life** in full online, just visit: www.monmouthshirecourtylife.co.uk
A variety of advertising opportunities exist to promote to targeted readers on this site, from only **£10 per month!**



Advertising rate for single insertions

Inside front; back cover, page 3	£787.50
All other A4 pages	£525.00
Half page	£262.50
Quarter page	£157.50
Eighth of a page	£105.00
<small>(25% series discount – minimum 4 inserts) (All rates exclude VAT)</small>	

Next edition is out...

Publication Date:
27th December 2013

Advertising Deadline:
6th December 2013
(Dates are subject change)

Advertising rates per publication:

Monmouth and Chepstow Free Press – Weekly: Paid for title

advertising rates are £3.50 per column cm(excluding the front or back pages which are £5.00 per column cm. For example:

Quarter page - £224+vat

Front Page advert – 8cm x 4 column - £160 - 8cm x 5 column - £200 and the 8cm x 9 column strap - £360

Half page - £500

South Wales Argus and Business Argus – Daily paid for title

Advertising rates are calculated at £7 per column cm for Run Of Paper Advertisements, therefore:

15cm x 3 column - £315
 Quarter page - £448
 Half page - £756 – includes a 25% discount
 Free Press, 5.3k copies purchased every week

Business Argus is our regular look at the Gwent business scene which is published in the **South Wales Argus** every **Tuesday**. we bring you an **eight-page supplement** packed with what's been going on in the local business community, opinion, comment, movers and shakers along with a selection of regular columns from the various sectors.

The **South Wales Argus** is the largest selling local newspaper in South East Wales. Long established as the leading newspaper throughout the area, this dominance is not only reflected in our daily sales and readership figures but through our high advertising response levels

Advertising rate for single insertions		Why Choose Business Update?	
Full Page	£2,016.00	Readers	51,727*
Half page	£1,008.00	Online Users	251,236* Monthly
Quarter page	£560.00		
10 x 2 (discount may be available)	£140.00 (All rates exclude VAT)		

- **Comparison with the Torfaen Roundabout Signs** - Torfaen charge per annum for roundabouts: £4k (main routes such as Cwmbran Drive), then £3k and £2k depending on location/vehicle usage. There is a location that they charge £1.5k for which is the lowest price due to its lower traffic flow.

On reflection of the above information, we can now revisit the price categories already identified and give each a value:

Price Category	Sign Value (charged to business per annum)
LOWER	£1,000
HIGHER	£1,500

There are 40 sign faces identified at the 13 locations (see appendix for location plans and photographs) at the trial location of Chepstow, some locations have multiple sign faces available, and these are shown in the table overleaf along with the sign values:

Sign Location	No. signs possible	Price Category	Max. location value per annum
Barclays railings	4	HIGHER	£6k
A466 hill approach to Chep Racecourse	4	HIGHER	£6k
O/S Chepstow Racecourse (A466)	4	HIGHER	£6k
A466 nr High beech R/A	4	HIGHER	£4k
Welsh St jct A466 nr Racecourse	4	LOWER	£6k
Off A48 junc M4 into Thronwell	4	LOWER	£4k
A48 Parkwall Hill nr St Pierre	4	HIGHER	£6k
A48 Mathern (between Haysgate and Baileys Hay)	4	HIGHER	£6k
Welsh St Car park	3	HIGHER	£4.5k
Nelson St Car park	2	HIGHER	£3k
Drill Hall Car park (Lower Church St)	1	LOWER	£1k
Castle Dell Carpark (Bridge St)	1	LOWER	£1k
Bus Station, Thomas St	1	LOWER	£1k
			£53.5k

4.1 Outlay, Income and Surplus in year 1

As the table shows, maximum value per annum equates to £53.5K, however we cannot assume that 100% occupancy of the signs. A reasonable occupancy value is deemed at 40%; therefore the report will base Outlay, Income and Surplus data on a 40% sale of the total sign faces. In addition, in order to promote multiple sales to a business, it is proposed that we offer a 'multi-buy' saving of 10% off subsequent signs purchased.

Therefore, we must assume that half of the signs will be multiple purchases:

$$£53.5k - 10\% = £50,825.$$

At 40% occupancy, 16 signs, the possible OUTLAY = £13,520 for the first year.

At 40% occupancy, 16 signs, the possible INCOME = £20,330 for the first year.

At 40% occupancy, 16 signs, the possible SURPLUS = £6,810 for the first year (however, it is advisable to maintain a contingency some of say £2k each year to cover any unforeseen issues such as replacement signs after damage etc).

The table below shows the breakdown of £20,330 first year INCOME:

Allocated to	Value to each sign	Total value for 16 signs	Beneficiary
Sign manufacture	£185.00	£2960.00	Blitzmedia
Sign Installation	£150.00	£2,400.00	MCC Operations
Planning Consent	£330.00	£5,280.00	MCC Planning
Business Rates	£150.00	£2,400.00	MCC Rates
SURPLUS	£425.63	£6,810.00	MCC Operations

Based on the 40% occupancy figures, initial outlay equates to £13,520.00, which is 75% of the first year income. Although surplus in first year may be considered low at £6.8k, the table clearly show that an additional total of £10,080.00 is in fact allocated to Monmouthshire County Council via the various channels detailed.

4.2 Outlay, Income and Surplus in 3 year contract term

In addition, based on a 3 year contract, in year 2 and 3 surplus figures will ultimately increase dramatically based on first year. This is based on a number of the allocations from the table above not being relevant as shown below:

The table below shows the breakdown of £20,330 second year INCOME:

Allocated to	Value to each sign	Total value for 16 signs	Beneficiary
Sign manufacture	£0	£0	N/A
Sign Installation	£0	£0	N/A
Planning Consent	£0	£0	N/A
Business Rates	£150.00	£2,400.00	MCC Rates
SURPLUS	£425.63	£17,450.00	MCC Operations

The table below shows the breakdown of £20,330 third year INCOME:

Allocated to	Value to each sign	Total value for 16 signs	Beneficiary
Sign manufacture	£0	£0	N/A
Sign Installation	£0	£0	N/A
Planning Consent	£0	£0	N/A
Business Rates	£150.00	£2,400.00	MCC Rates
SURPLUS	£425.63	£17,450.00	MCC Operations

As shown, year 2 and 3 surplus returns equate to over £17k in each year, on holding a £2k contingency some each year, a 3 year contract with give a total surplus of £5k + £15k + £15k = £35k.

In addition, if the same business' carry out into subsequent years, the £15k surplus continues each year. If a business terminates after 3 years then a new sign can be used (stickers manufactured by Blitzmedia to replace existing) for a cost of approx. £45 (+ installation which is minimal). With the infrastructure already in place, a new business sign on existing creates a larger surplus of course.

5.1 Conclusion

The report has explored the feasibility in relation to offering Advertising Signs to Private businesses within Monmouthshire, and its focus has been a trial concerning Chepstow to detail its findings. The report conclusions are:

- The report has confirmed that the scheme may result in an amount of surplus for the Authority, in addition to further income which includes business rates, installation of the signs, and Planning Consent where applicable. Surplus rates for a 3 year contract period based on 40% occupancy are: Year 1 = £5k, Year 2 = £15k and Year 3 = £15k, giving a full contract surplus of £35k over the 3 years.
- There is interest from a number of businesses on initial discussions concerning the scheme; St Pierre Hotel and Country Club are a primary interest. The scheme concept is at a stage of which a trial, at Chepstow can be initialised in the short term to develop the model.

5.2 Progression

It is important to note, a point raised by the St Pierre General Manager that the scheme does not promote animosity towards the Authority by allowing a competitor to advertise near another's business, for example the Celtic Manor outside St Pierre. This also demonstrates another point that the scheme should be concerned with promoting businesses within Monmouthshire only, again not to cause animosity.

The author has contacted MCC payments section and Sundry Debtors, and there is scope to process payments for the advertising, and this can be further progressed if/when the scheme/trial is confirmed to commence. In addition, Business rates can also be further confirmed.

In terms of progressing the scheme, the next course of action would be to start with St Pierre to get the trial at Chepstow started. They are a high profile business and this may generate more interest from other businesses as this was the case when Torfaen started the roundabout scheme. We can also install some other signs with the Authority details on with 'advertise here' type slogans.

Meetings can also be progressed with Curves and the estate agent who have both showed interest in the scheme. Another possible major local business to be approached is Chepstow Racecourse as a number of the sites are near the racecourse, and there are regular issues with there advertising activities concerning MCC Highways Operations and Planning Departments.

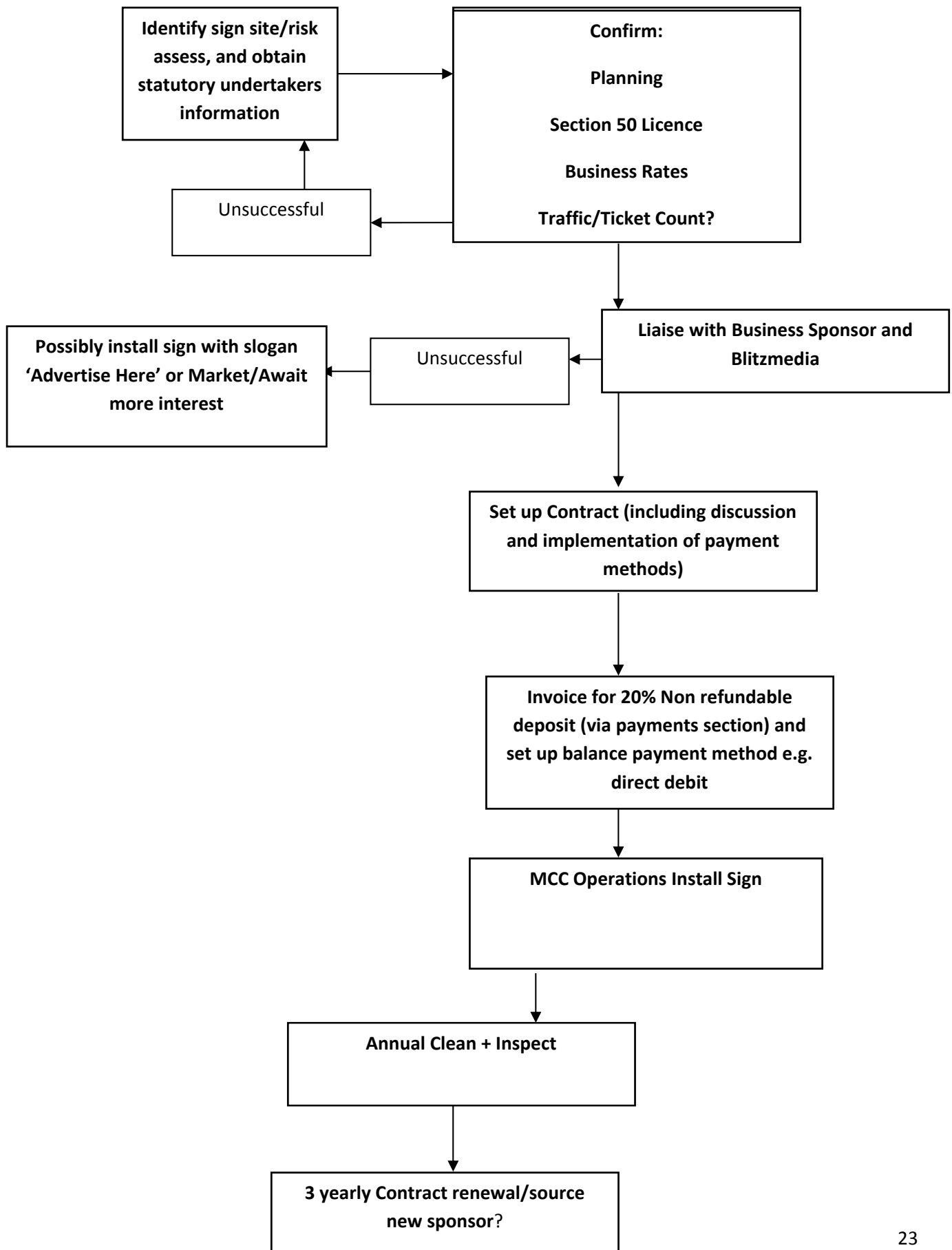
Other possible methods to market the scheme include referring the scheme to Area services Officer Alan Browne to market to business attendees at the Business Forums he attends regularly. Also in order to reach the wider Business community within Monmouthshire, an

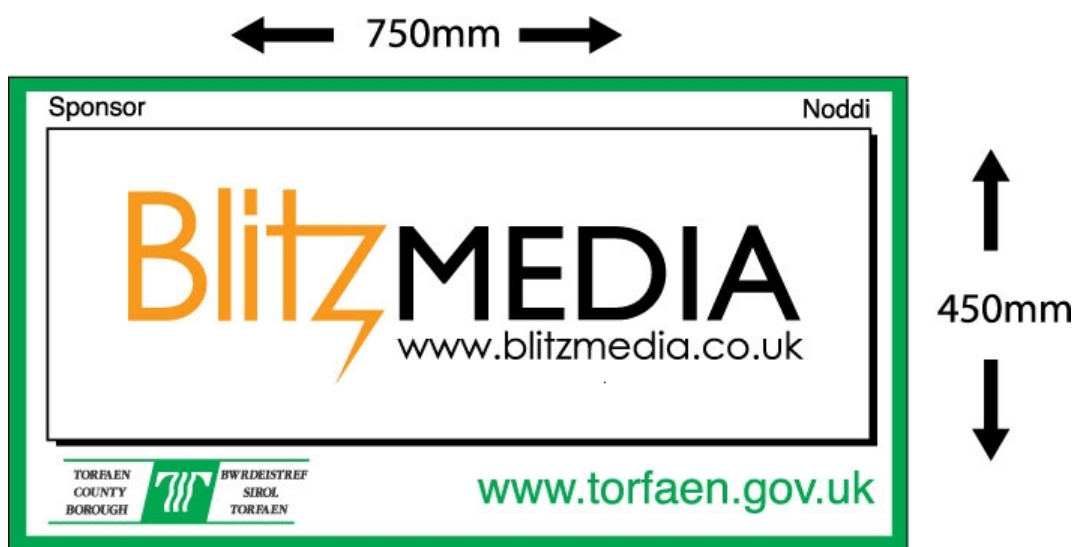
advert could be Included on annual business rate bills for the scheme– this way every business within Monmouthshire will be aware of the service when they receive their annual rate bill.

The following page shows a flow to describe the path of action shows the procedure involved in Advertising sign placement:

5.3 Flow Chart showing procedure for Advertising sign placement:

OPTION 1 MCC MANAGEMENT





Advertising Sign Agreement

THIS LICENCE is made on the (date) _____ **BETWEEN Monmouthshire County Council** of County Hall Democratic Centre, Rhadyr, Llanbadoc, Usk NP15 1GA ("the Council" or "the Licensor") and

[Name of Advertising Company] _____ of

[address of Advertising Company] _____ ("the Licensee") of the other part

IT IS AGREED:

1. (1) In consideration of the Licence Fee hereinafter mentioned the Council in pursuance of Section 50 of the New Roads and Street Works Act 1991 permits and licences the Licensee subject to the conditions of this Licence to retain the apparatus detailed in the Schedule ("the Advertising Signs") at the location specified in the Schedule.

(2) This Licence shall commence on [date] _____ i.e. the day the sign/signs are installed at the specified location and shall continue for a period of three years thereafter unless terminated earlier in accordance with the terms of this Licence. For the avoidance of doubt, this license is granted for a minimum period of one year (see 2.6).

(3) For the avoidance of doubt nothing contained in this Licence shall authorise the Licensee to use the airspace around within and above the Advertising Sign/Signs or to place any other advertising material equipment or other fixtures and fittings to or on the Sign/Signs or the site location.

2. The Licensee and the Council agree that the following conditions apply to this Licence:-

2.1 Payment of Licence Fee and Outgoings

The Licensee agrees to pay in each year of the Licence the Licence Fee of £_____ plus VAT. A 20% non-refundable deposit to be paid at time of signing the License agreement, the remaining balance payable on the date of commencement of the License or in equal monthly instalments, the first instalment / payment being due 1 month from the date of commencement of the License .

2.2 Damaged Advertising Signs

In the event that the Sign/Signs become damaged by traffic accidents or are vandalised, the Council will arrange for replacement of the Advertising Signs on the first two occasions during the contract period. After this, at the Council's discretion, the license may be terminated as this site would be deemed unsuitable for roundabout sponsorship. (see 2.7.2)

2.3 Change of details for Advertising Signs

In the event of the Licensee changing its name or logo, the Licensee can apply in writing to the Council for consent for a new Advertising Sign reflecting the revised details. The change of Advertising Signs will be subject to such reasonable conditions as the Council may impose and a further fee will be payable.

2.5 Installation of Advertising Signs

Any installation and maintenance of Advertising Sign/Signs required under this Licence will be carried out by the Council, unless otherwise agreed by the Council.

2.6 Termination by the Licensee

If the Licensee no longer wishes to retain the Advertising Sign/Signs in place or wishes to terminate this Licence, the Licensee must give no less than three months written notice to the Council. This notice period is a statutory requirement and the Council cannot accept a shorter notice period.

Termination at any time throughout the period of this Licence will mean that the Licence Fee in respect of that year is still payable and if already paid will not be refunded. However, the Licensee will not be required to pay the Licence Fees due in respect of subsequent years.

2.7 Termination by the Council

2.7.1 The Council may by no less than 7 days notice in writing served on the Licensee terminate this Licence if:-

a) the Licensee fails to comply with any provision of this Licence or the relevant part of the New Roads and Street Works Act 1991, or

b) the Council is or becomes aware that the Licensee has parted with / sold its interest in the Sign/Signs.

c) the Licensee is in circumstances which entitle the Court or a creditor to appoint, or have appointed a, receiver, manager, or administrative receiver, or which entitle the Court to make a winding-up order.

d) the Licensee is in arrears for 14 days with any payment due under the terms of this license.

In the event of the Licence being terminated as above, the Licensee shall not be entitled to any refund of the Licence Fee paid. The Licensee will be required to pay any arrears of any payments due under this license which have not been paid in full.

2.7.2 The Council may by no less than 7 days notice in writing served on the Licensee terminate this Licence if the Council considers that the withdrawal of the Licence is necessary for the purpose of the exercise of their functions as a street authority or is otherwise necessary in the best interests of the Council.

2.8 Removal of Advertising Signs

Where this Licence is terminated or expires, the Council will remove the Advertising Sign/Signs to which this Licence relates. In the interests of safety, removal of the Advertising Sign/Signs by the Licensee is not permitted. Once removed, the Advertising Sign/Signs will be retained by the Council.

2.9 Assignment of the Licence

Assignment of the Licence by the Licensee is not permitted. If the Licensee does not wish to continue with the Advertising Sign/Signs, then notification to terminate this Licence must be given to the Council under the provisions of clause 2.6.

2.10 Statutory Obligations

The Licensee is required to comply with the requirements of Section 50 and Schedule 3 of the New Roads and Street Works Act 1991 in relation to this Licence.

2.12 Variations

Variations to this Licence will only be effective if in writing and signed by both the Council and the Licensee. However, extensions to the time period of this Licence to reflect any periods when the Advertising Sign/Signs are being replaced under the provisions of clause 2.2 shall be valid if in writing and signed on behalf of the Council. All such extensions shall be at the discretion of the Council. For the avoidance of doubt, unless otherwise expressly agreed in writing between the Licensee and the Council, no further Licence Fee shall be payable in respect of such extensions to the Licence period.

2.13 Service of Notices

Any notice under this Licence and any request for consent or approval may be served personally or by letter addressed in the case of the Council to the Council's Head of Highways and Waste, Regeneration and Culture, Monmouthshire County Council, County Hall Democratic Centre, Rhadyr, Llanbadoc, Usk NP15 1GA (or such other address as the Council may notify to the Licensee) and in the case of the Licensee at their registered office or place or business. Any notice so given by letter shall be deemed to have been served three business days after the same shall have been posted.

3. PROVIDED ALWAYS and it is hereby agreed that:-

3.1 This Licence shall not operate as any consent or authority other than pursuant to Section 50 of the New Roads and Street Works Act 1991.

3.2 Any reference herein to any legislative provision shall be deemed to include a reference to any subordinate legislation rule order relative thereto and any statutory modification or re-enactment for the time being in force.

IN WITNESS thereof this Licence is executed the day and year first before written

Signed for and on behalf of Monmouthshire County Council

by: _____

PRINT _____

Date _____

Signed for and on behalf of
[name of advertising company] _____

by: _____

PRINT _____

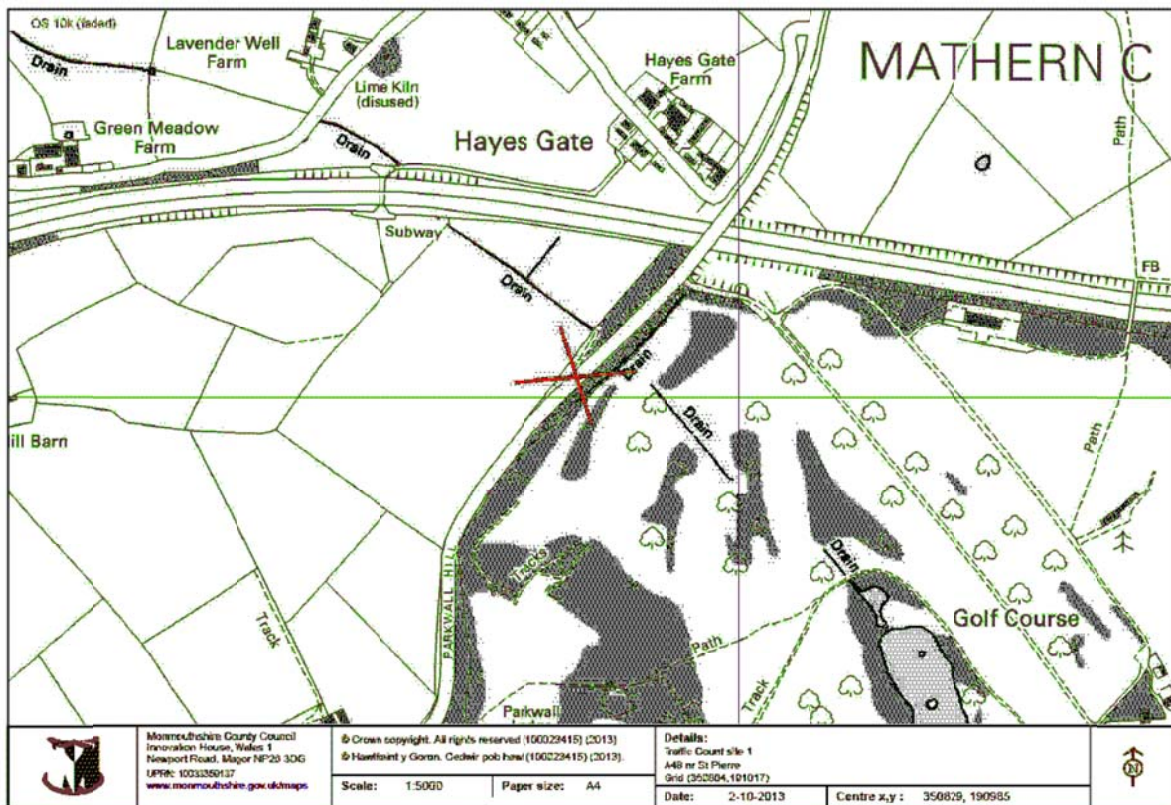
Date _____

SCHEDULE

"The Advertising Signs"

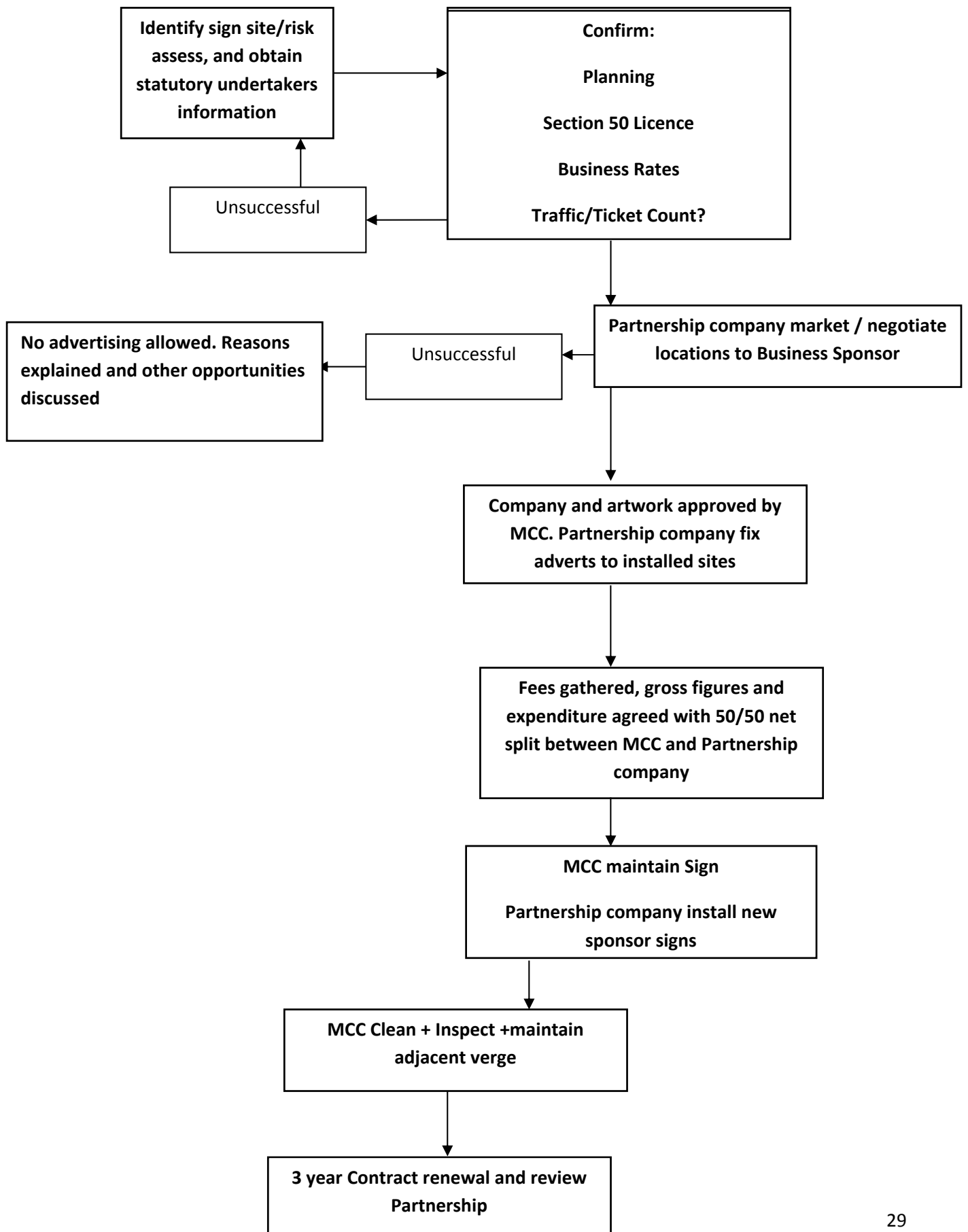
An Advertising Sign/Signs displaying the Monmouthshire County Council Logo, web address and the Licensee's agreed inclusions will be installed at the following location:

_____ as shown for the purposes of identification illustrated on the attached plan.





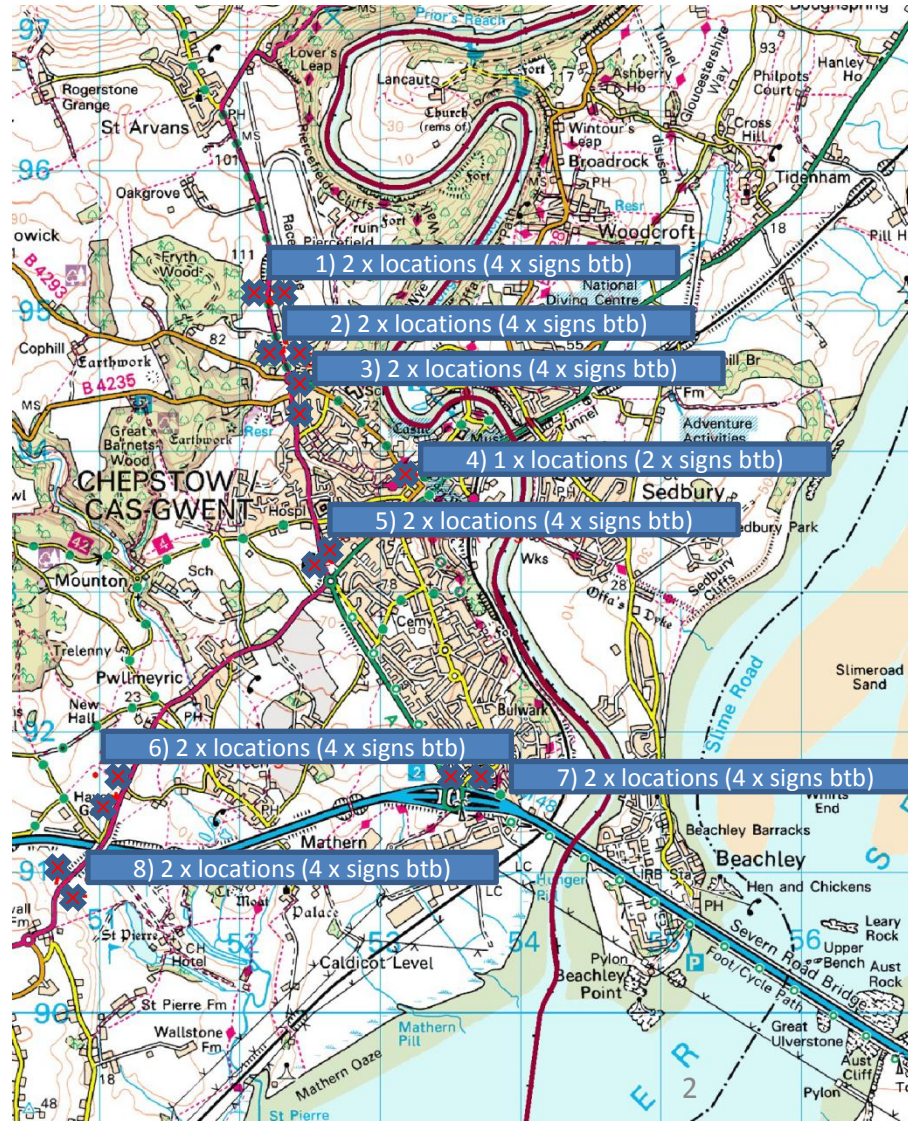
OPTION 2 PARTNERSHIP MANAGEMENT



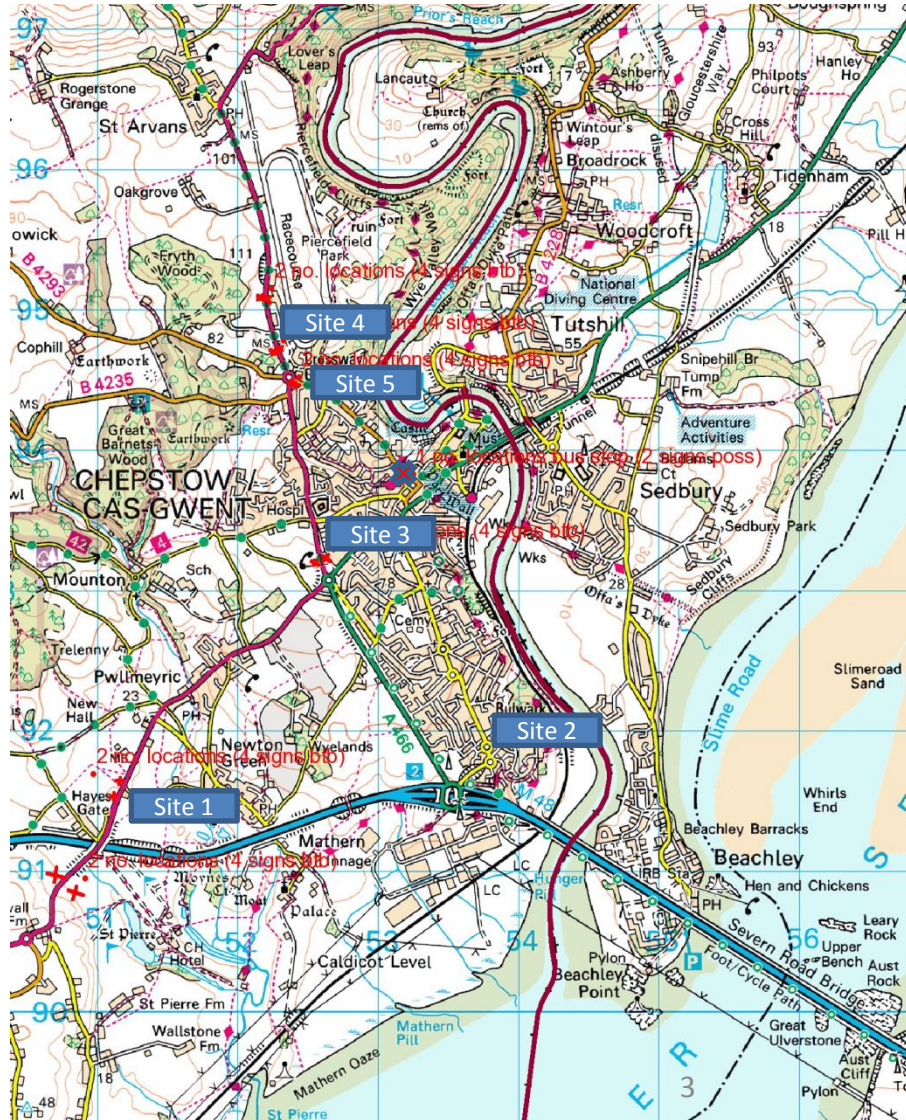
Monmouthshire County Council

Sponsorship Scheme 2014

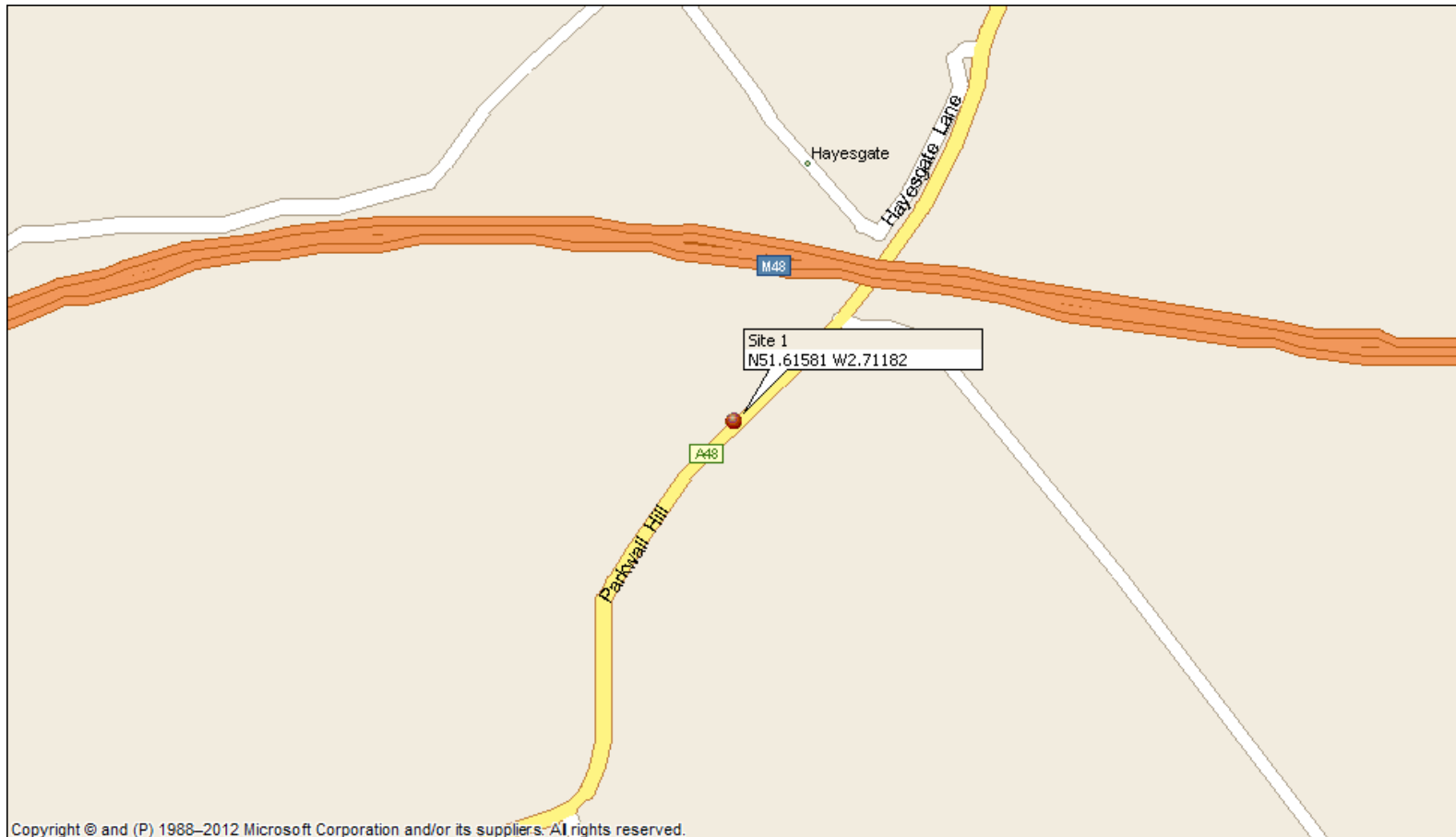
Chepstow Site Location Plan



Chepstow Traffic Flow Figures

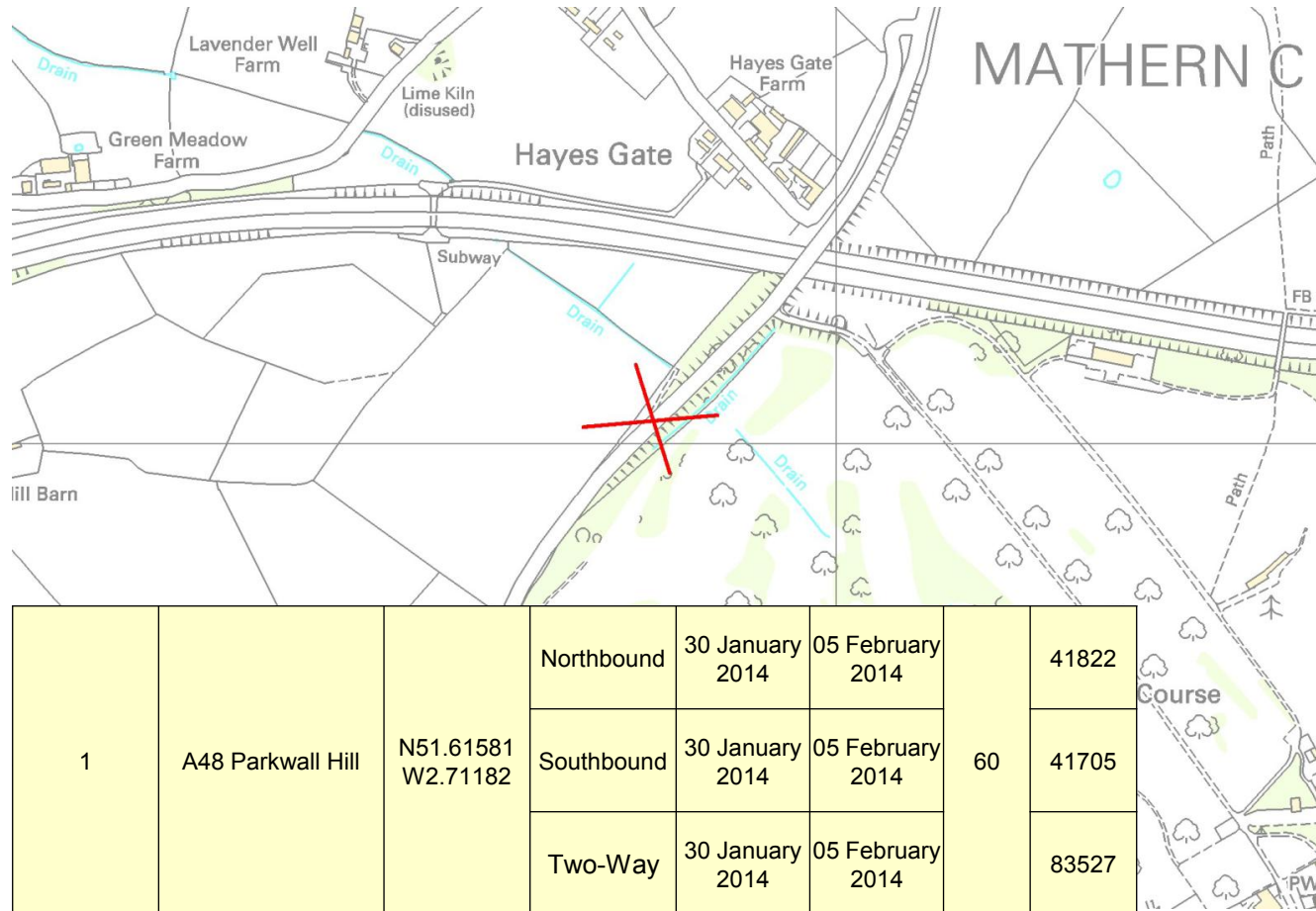


Site 1

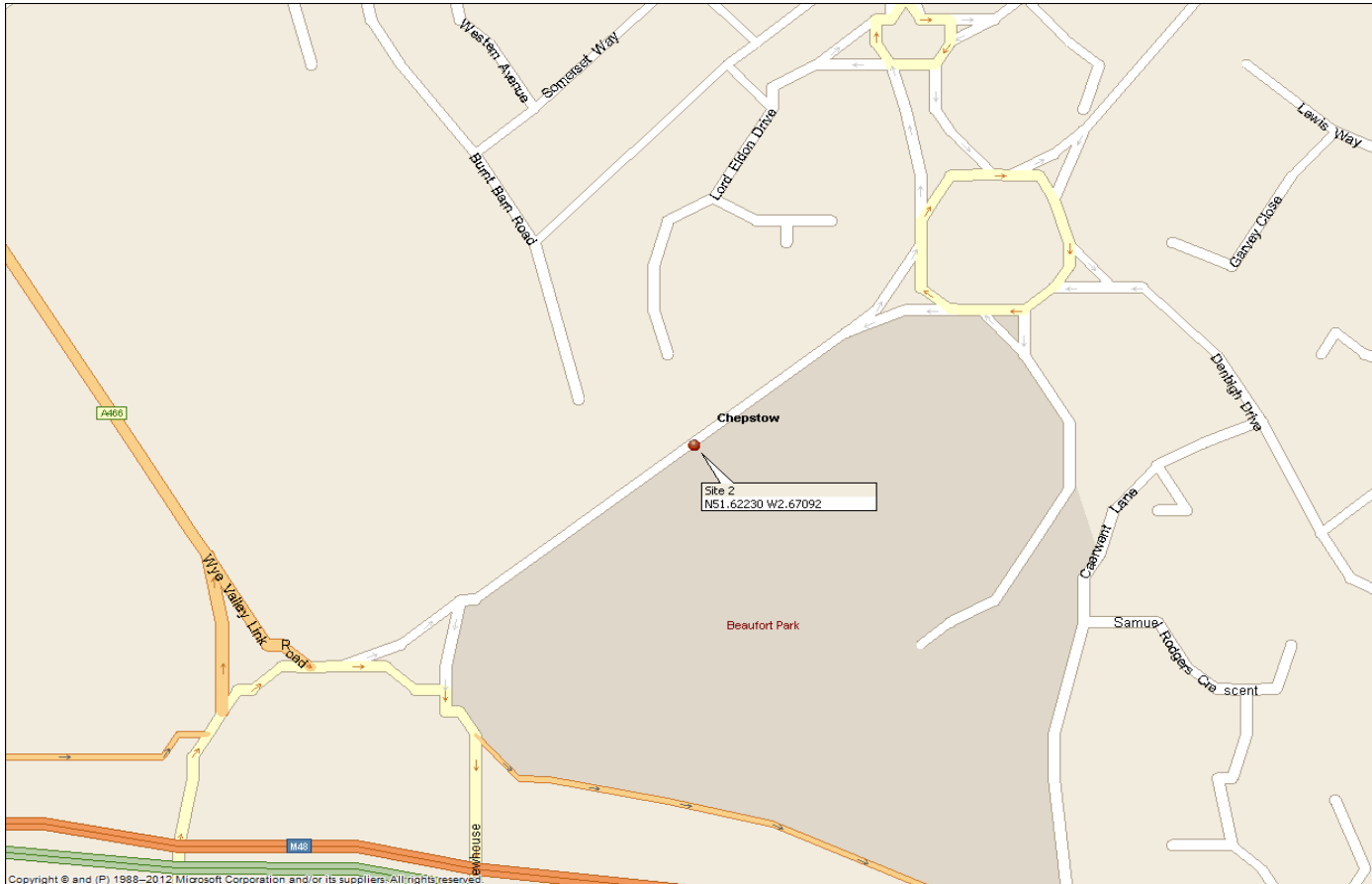


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Traffic Count Site 1



Site 2

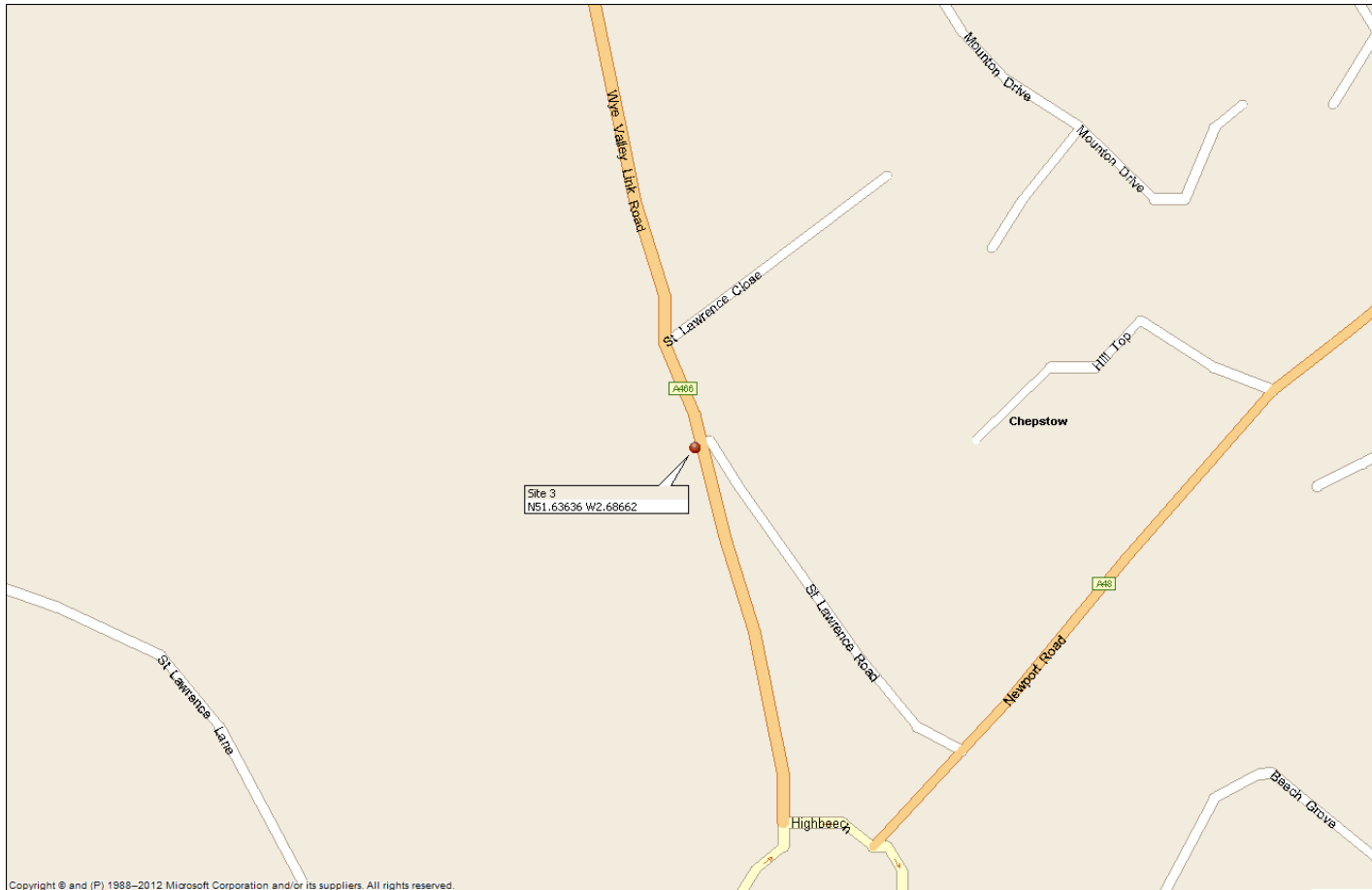


Traffic Count Site 2

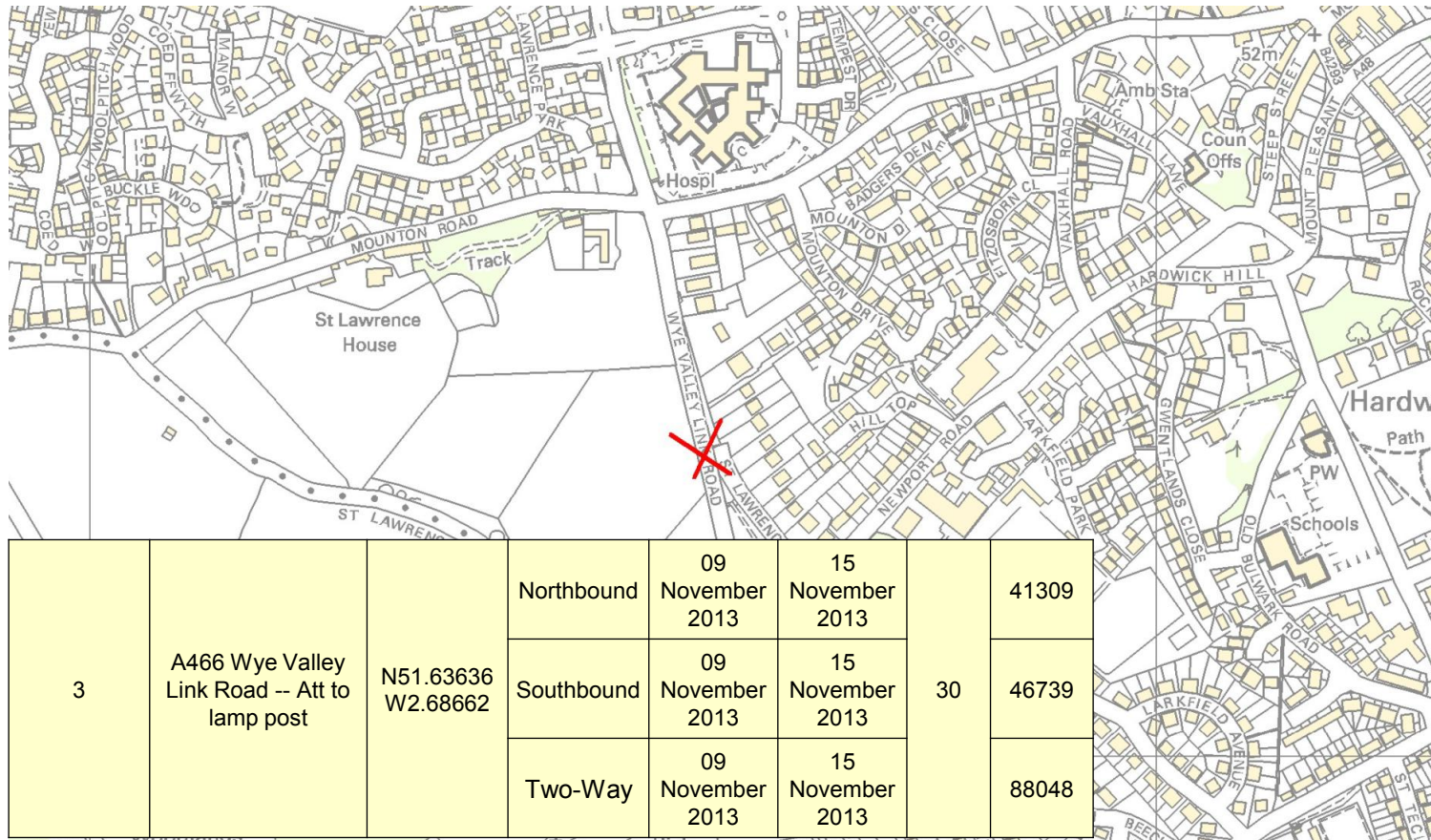


2	Unnamed Road -- Att to lamp post	N51.62230 W2.67092	Eastbound	09 November 2013	15 November 2013	60	22503
			Westbound	09 November 2013	15 November 2013		30159
			Two-Way	09 November 2013	15 November 2013		52662

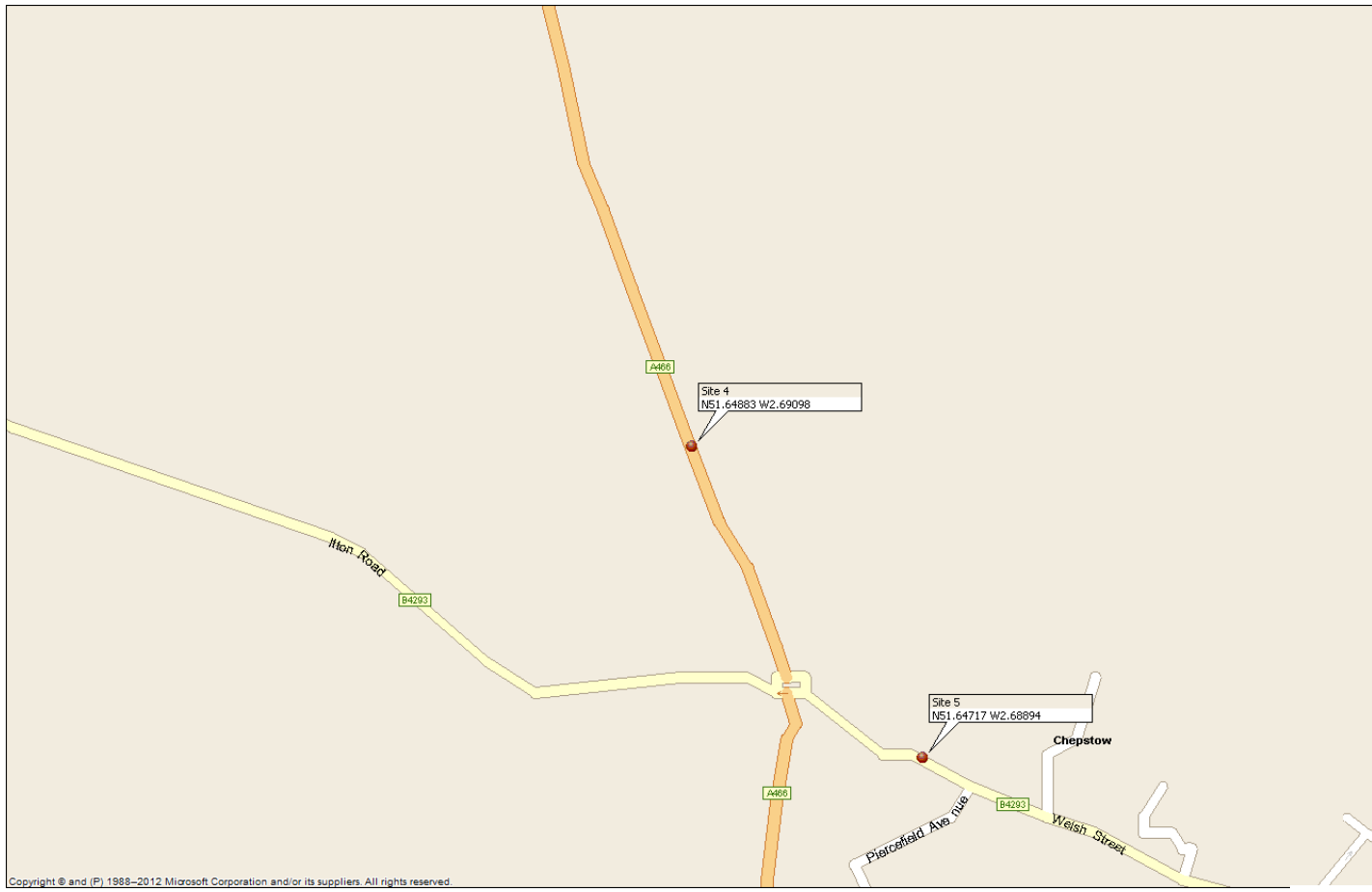
Site 3



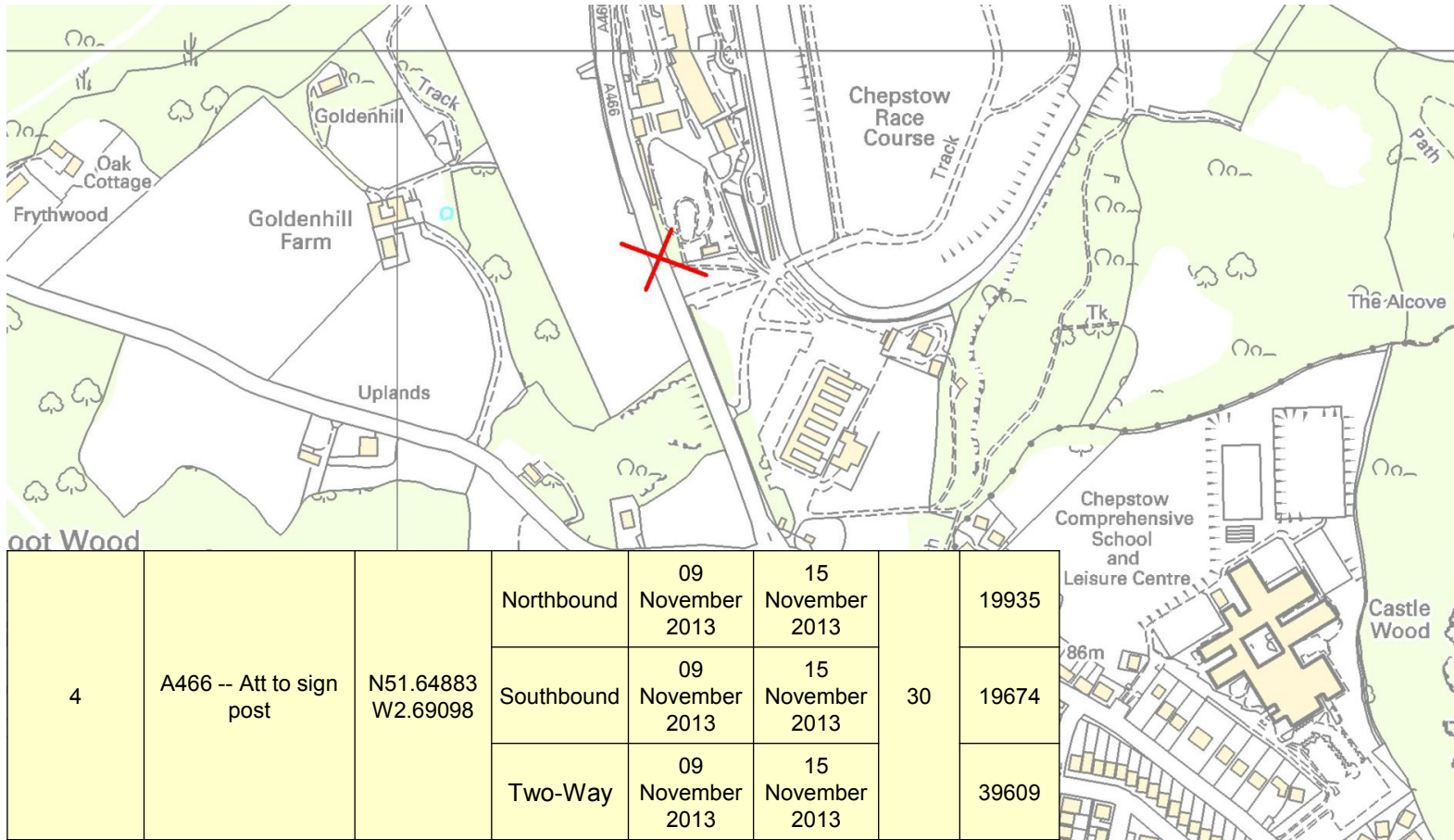
Traffic Count Site 3



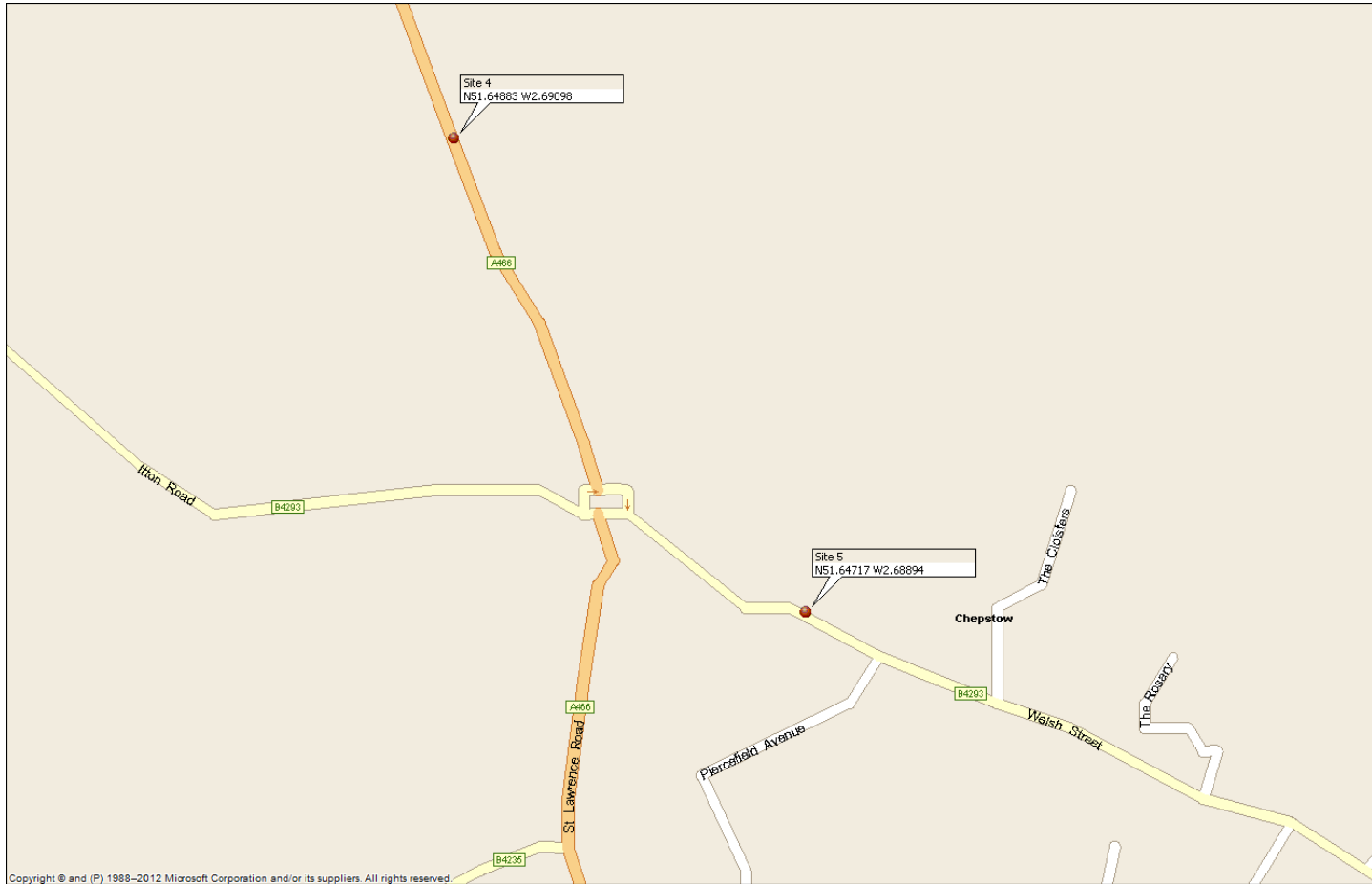
Site 4



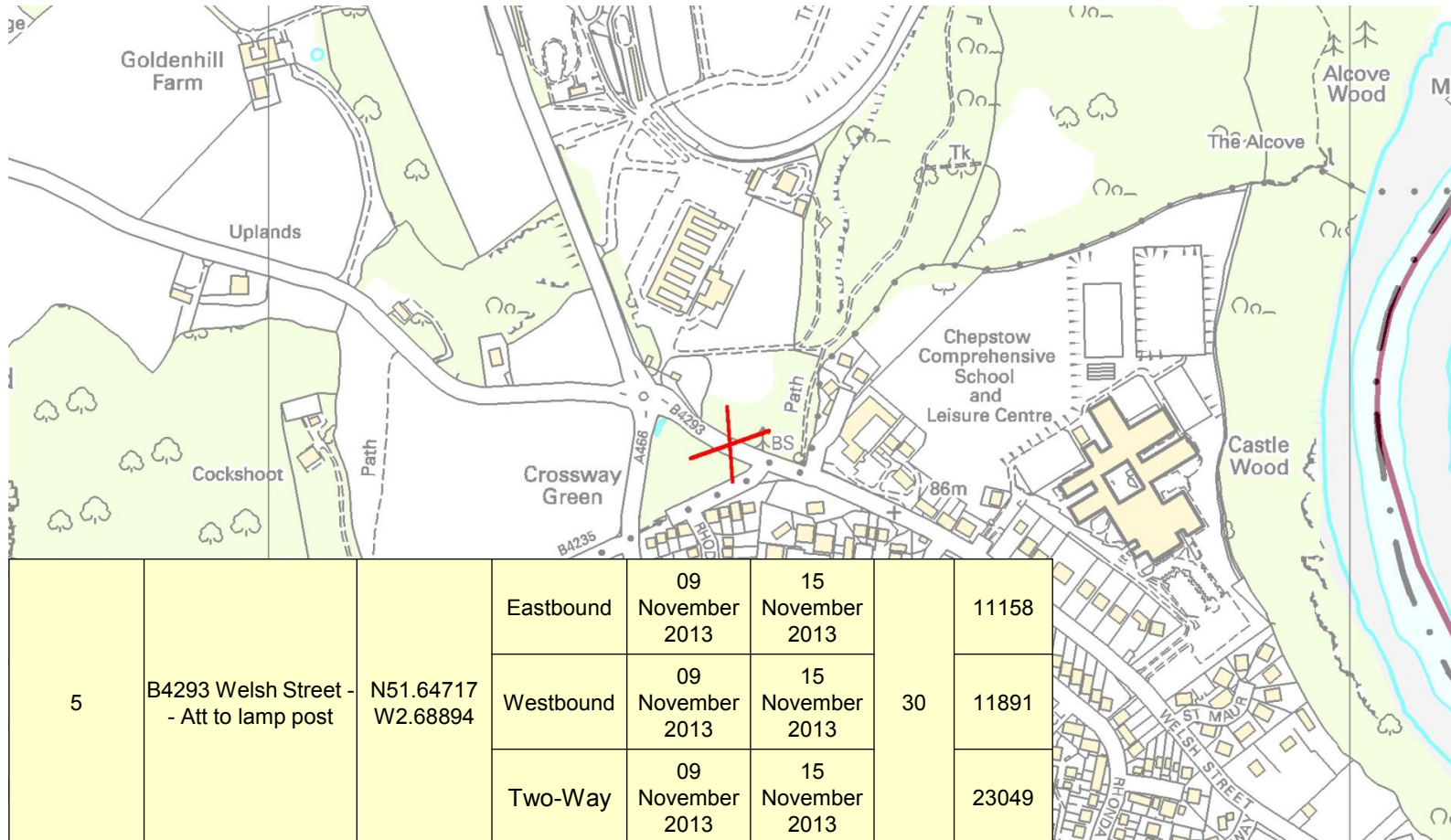
Traffic Count Site 4



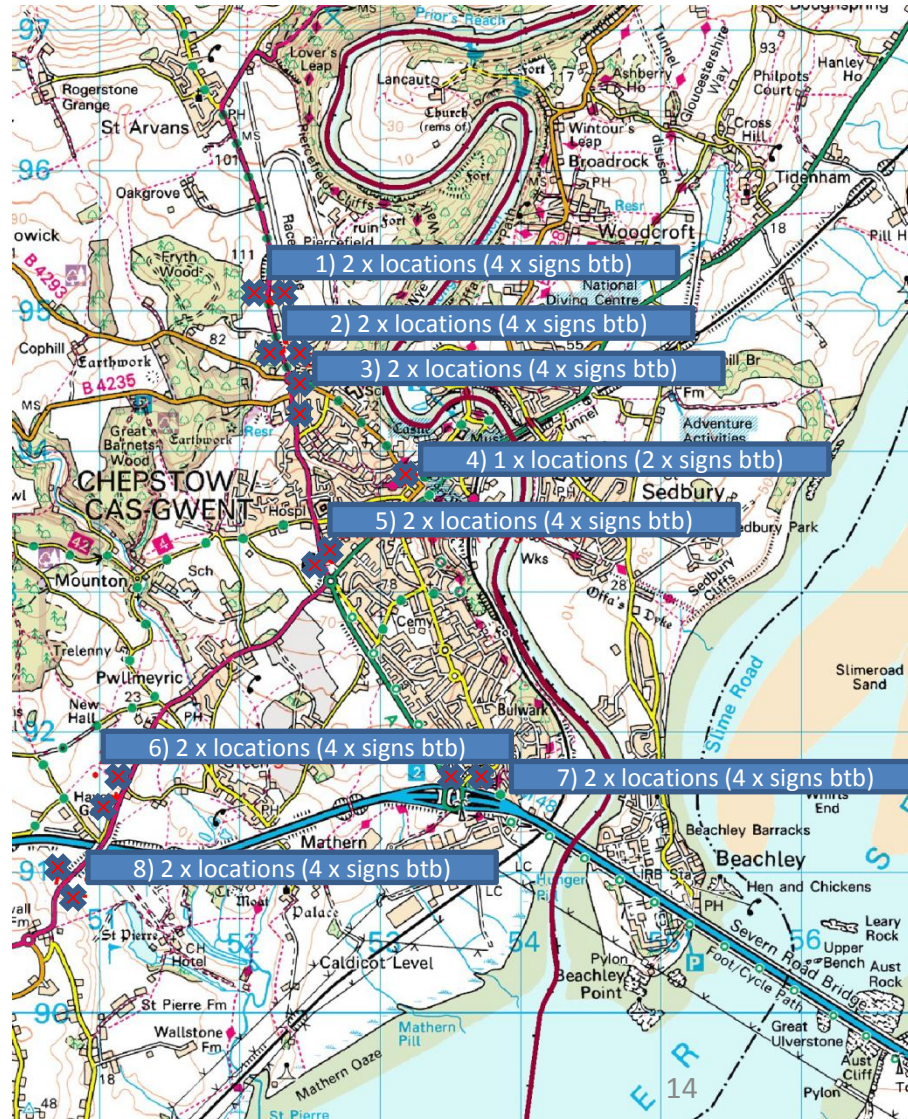
Site 5



Traffic Count Site 5



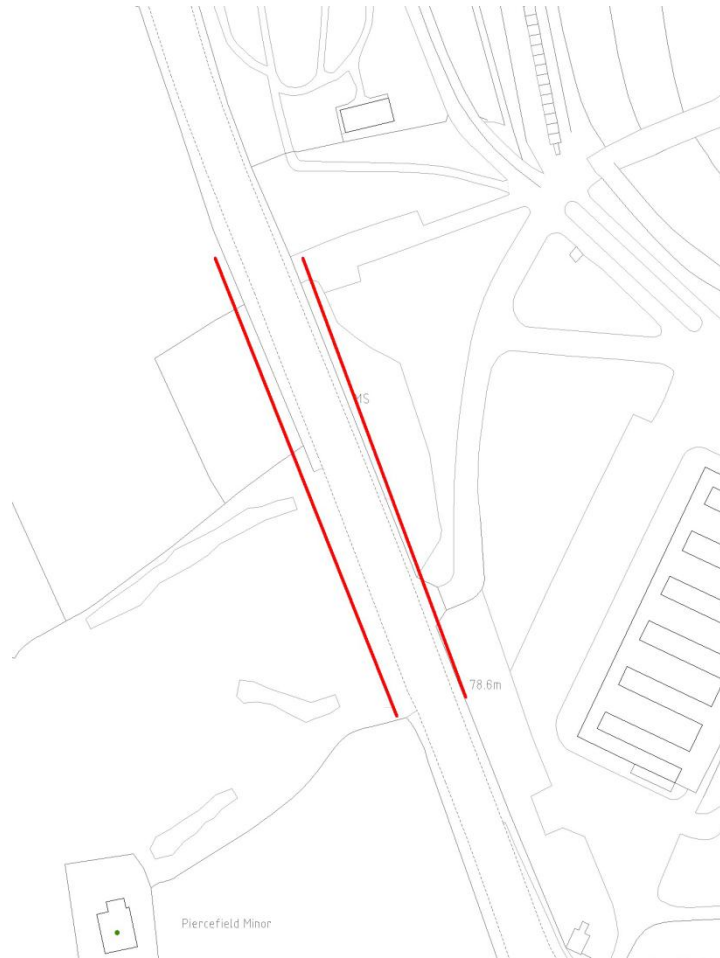
Chepstow Site Location Plan



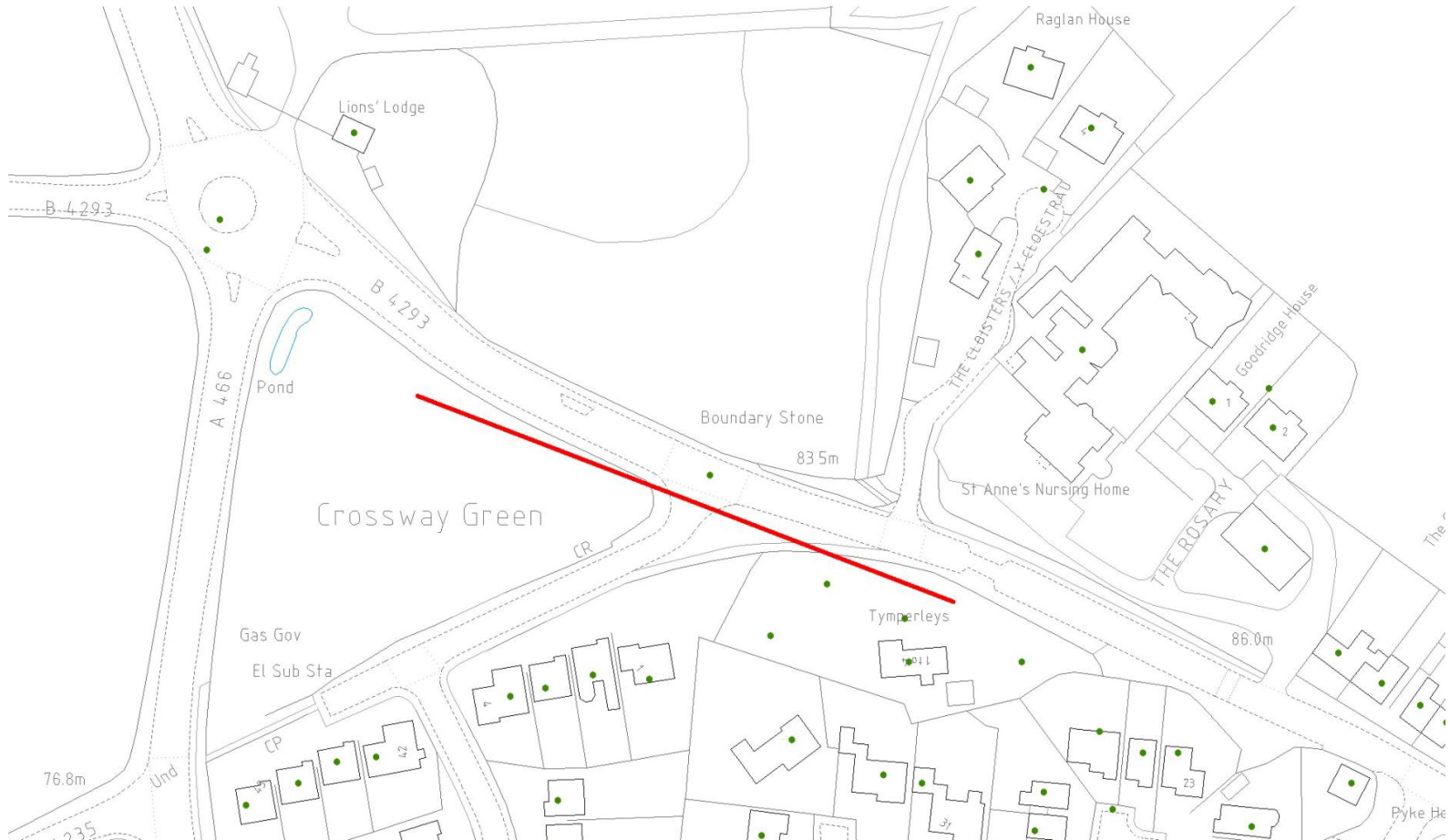
1) A466 Outside Chepstow Racecourse



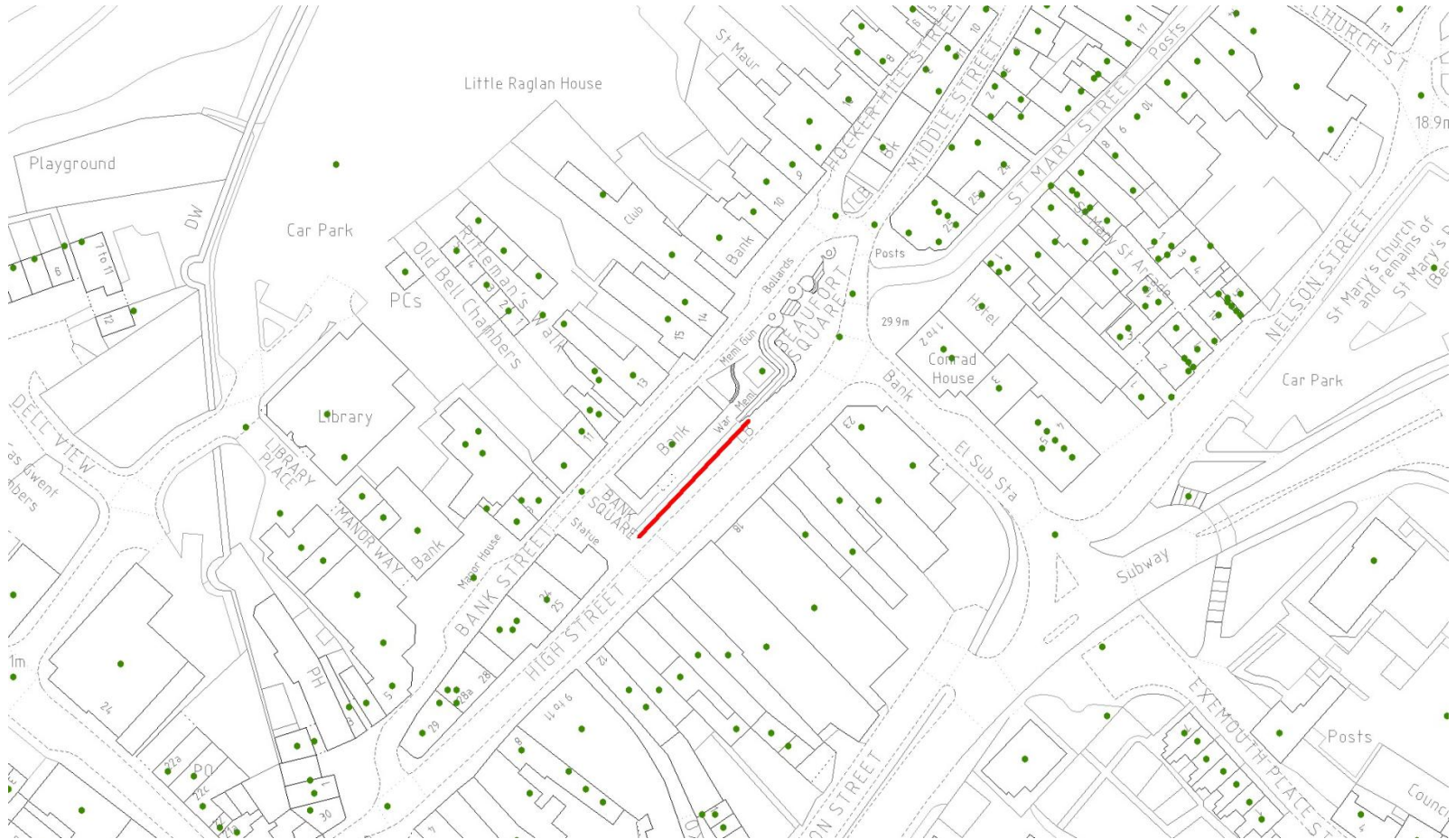
2) A466 on hill approaching Chepstow Racecourse



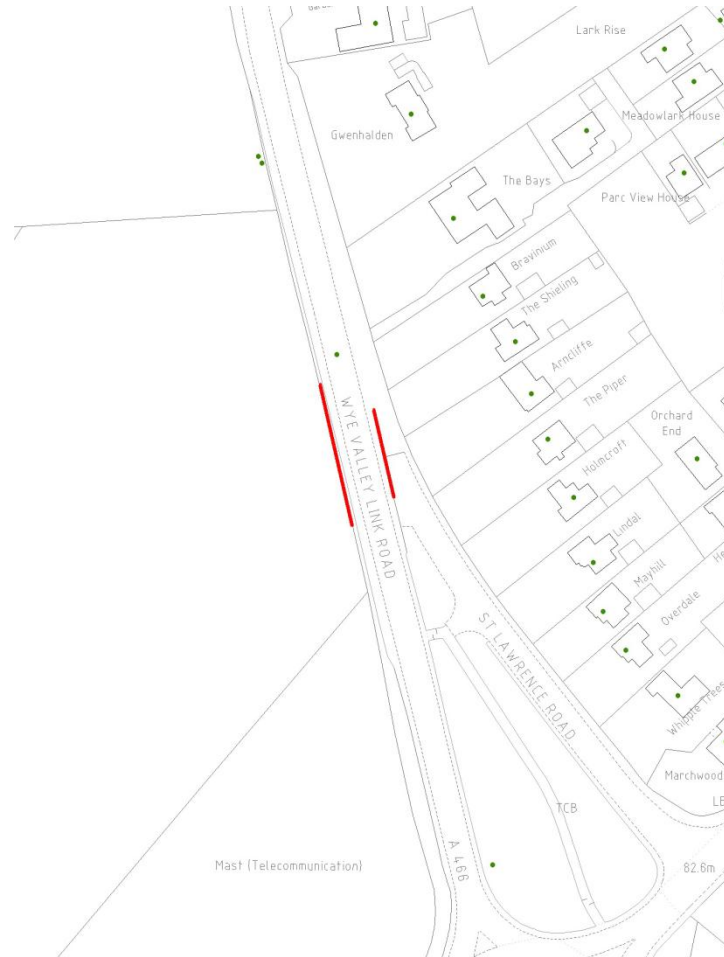
3) Welsh Street, nr Junc A466 below Chepstow Racecourse



4) High Street Chepstow, Barclays Bank Railings



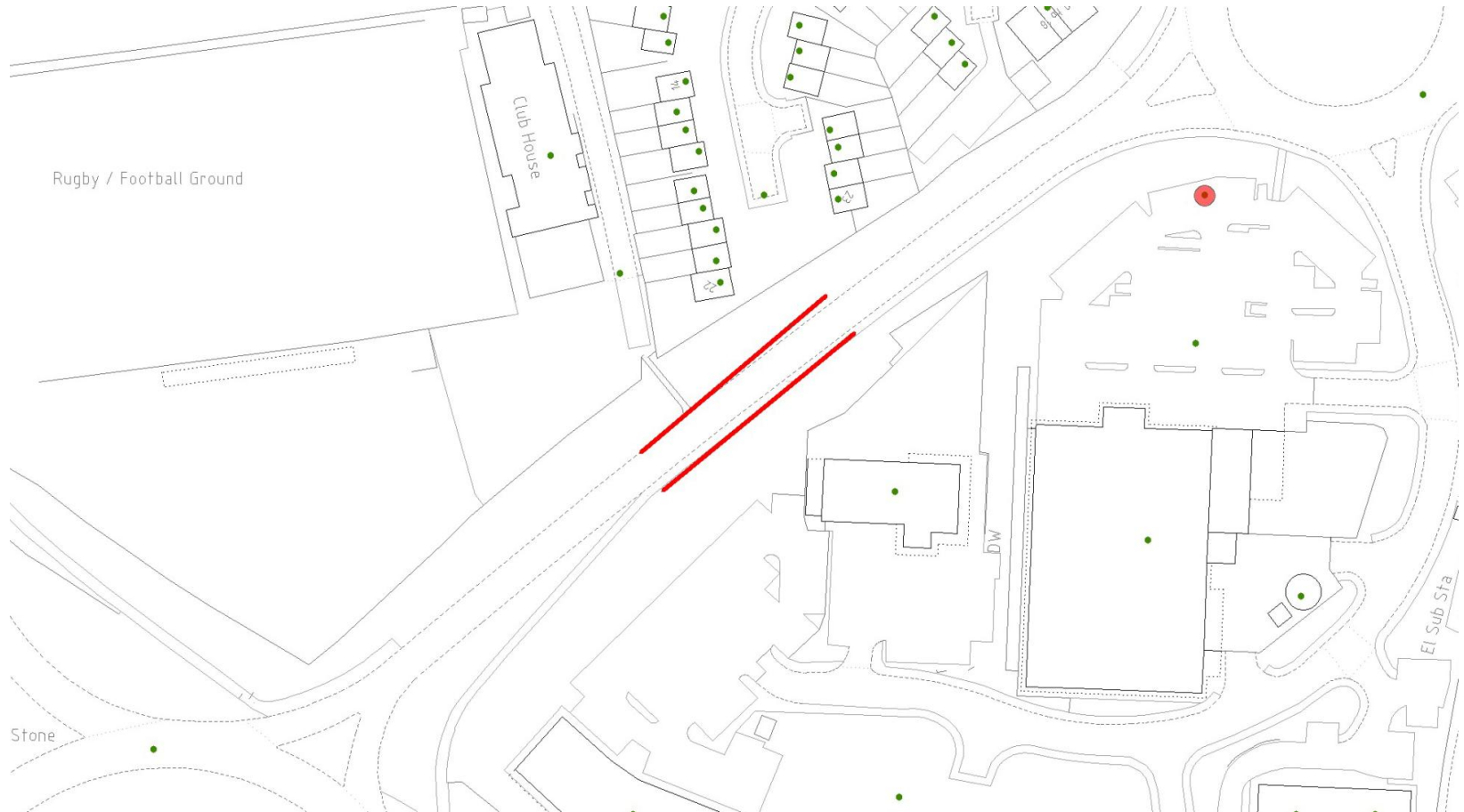
5) A466 Nr Highbeech RA



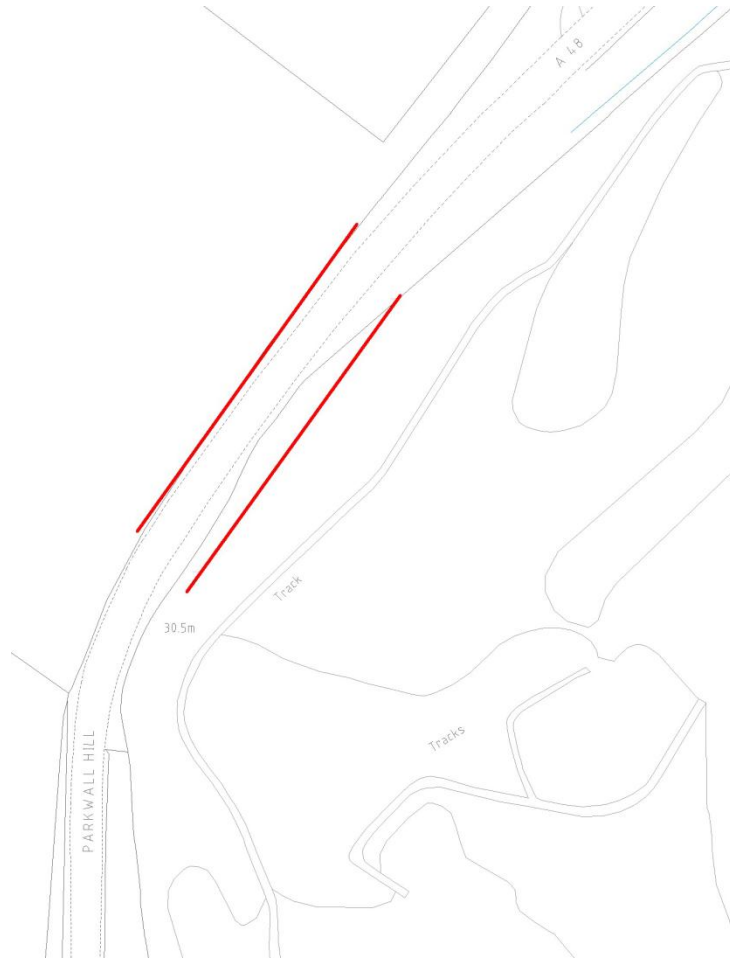
6) A48 Mathern between Hayes Gate and Baileys Hay



7) Off A466 Junc M4 into Thornwell



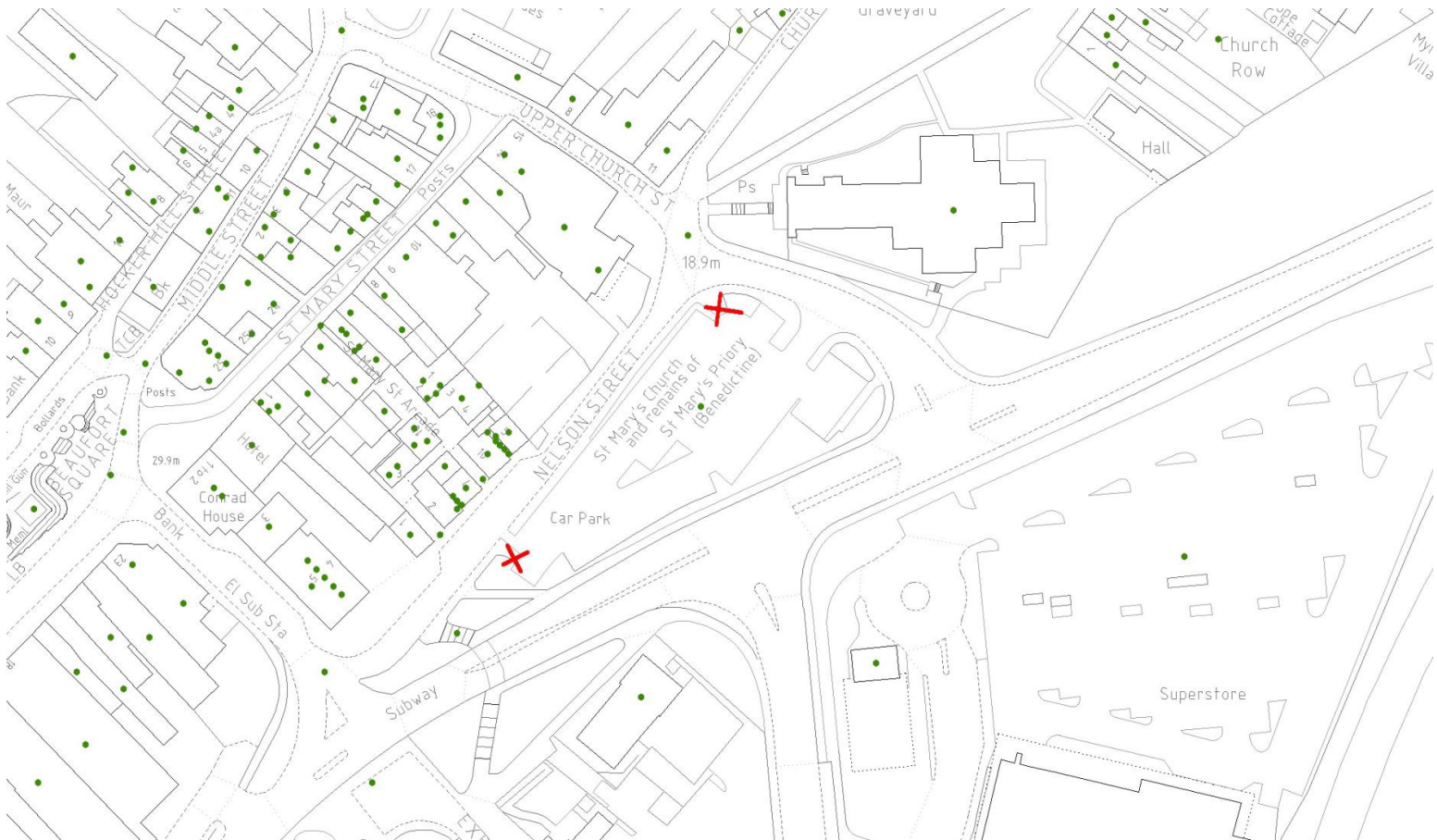
8) A48 Parkwall Hill



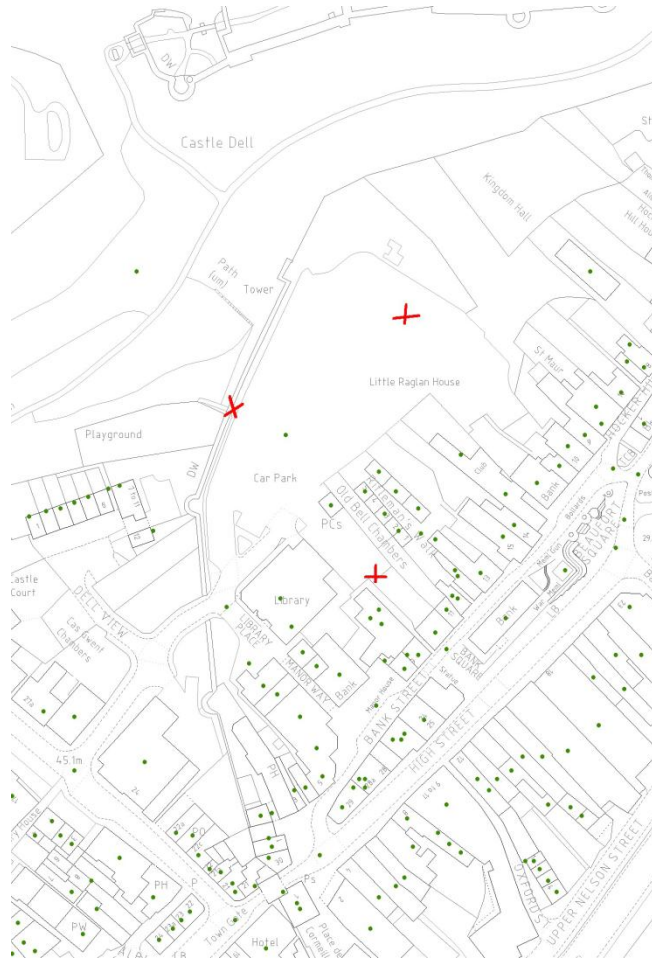
Car Park Figures

Machine	Description	20120401	20120501	20120601	20120701	20120801	20120901	20121001	20121101	20121201	20130101	20130201	20130301	Total
CH1	Drill Hall	294	401	455	462	364	354	510	414	324	325	336	431	4670
CH2	Drill Hall	86	95	116	124	231	79	44	0	0	0	0	0	775
CN1	Nelson Street	4111	5130	5301	5161	5340	4580	5315	4848	3986	4024	4324	4793	56913
CN2	Nelson Street	3071	2552	2319	2387	2540	2105	2427	2201	1844	2174	2080	2443	28143
CW1	Welsh Street	3629	4053	3871	4038	3998	3738	3969	3183	2995	2225	3005	3571	42275
CW2	Welsh Street	4555	4480	5151	5326	5177	5020	5298	5159	4804	4308	4584	4979	58841
CW3	Welsh Street	2527	3090	2613	2596	2726	2573	2249	2606	2145	2495	2405	2555	30580
CS1	Castle Dell	1351	1362	1595	1555	1792	1392	1288	843	628	724	1021	1197	14748
CS2	Castle Dell	750	649	776	801	1084	729	561	356	271	319	488	475	7259
Total	9	20374	21812	22197	22450	23252	20570	21661	19610	16997	16594	18243	20444	244204

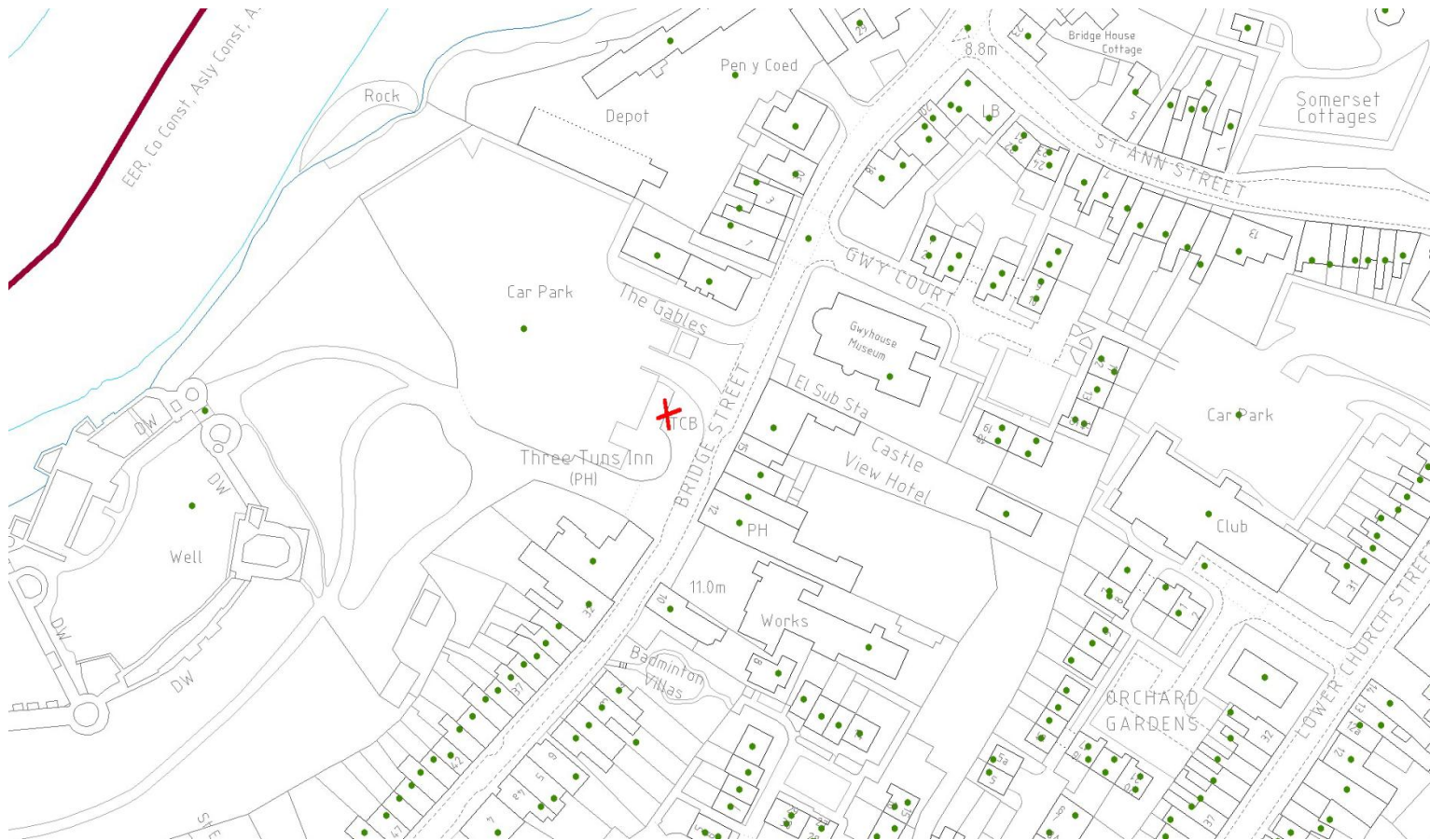
Nelson Street Car Park, Chepstow



Welsh Street Car Park



Bridge Street Car Park (Chepstow Castle Car Park)



MONMOUTHSHIRE COUNTY COUNCIL

COMMUNITY PROVISION POLICY

1. Introduction

1.1 Community supported activities form part of a vibrant street scene. This policy aims to help coordinate, reduce the risks involved and provide a system that can be managed and readily understood. Unfortunately in drawing in the Commercial activities to a robust policy means that in order to prevent misuse then all activity needs to be managed fairly. The policy makes no provision for an annual licencing fee, but a one off licence charge will be made to cover the administration costs.

1.2. What is a Community Provision?

Community Provisions' are defined as, not for profit or fund raising activities provided to improve the Highway Street scene. They can include the following activities, or activities of a similar nature.:-

- (i) Community Council notice boards
- (ii) Memorial benches, trees, planting areas
- (iii) Community sponsored planting areas, street furniture and permanent features
- (iv) Sales pitches for use by Charities and Community Sponsored events, such as open days for 'Guide Dogs' Society or 'emergency Service' open events

This Policy will not cover those events covered by the Temporary Entertainments Notices (TEN's) or the Safety Advisory Group (SAG) process, which are by nature not permanent features in the highway. These will continue to be coordinated under the New Roads and Street Works Act 1991 and administered by the Highway Network Management Section.

The provision and licensing of street markets will remain with Area Services Officers who currently organise and charge market stall holders for their events

1.3 The problems of Community provision

These provisions, because they are unmanaged, often lead to confusion about ownership and long term maintenance regimes, or create unnecessary risks and hazards to highway users. A single system aimed at approving and registering these provisions will allow Monmouthshire County Council to ensure its duty to 'assert and protect the rights of the public to the use and enjoyment of any highway'.

1.4 Legislation

- (i) Under section 130 of the Highway Act 1980 (1) it is the Duty of the highway authority to assert and protect the rights of the public to the use and enjoyment of any highway for which they are the highway authority, including any roadside waste which forms part of the it.
- (ii) Under section 149 of the Highway Act 1980 (1) if anything is so deposited on a highway as to constitute a nuisance, the highway authority for the highway may by notice require the person who deposited it there to remove it forthwith.....
- (iii) Under section 149 of the Highway Act 1980 (2) if the highway authority for any highway have reasonable grounds for considering –

- a. That anything unlawfully deposited on the highway constitutes a danger.....to the users of the highway, and
- b. That the thing in question ought to be removed without the delay involved in giving notice.....

Under this section,
the authority may remove the thing forthwith

2. Methods of Prevention

The Council aims to prevent illegal Community Provision at source. Applications are normally made to Monmouthshire County Council at an early stage and by guiding applicants through this process will provide the prevention method. By circulating the new policy to all Community Councils, either at consultation or implementation stage it will again provide a degree of prevention.

2.1 Highway activity

The Highway Operations Department have a limited activity in this area, most are trying to resolve historical provision or dealing with applications made through the Community Councils.

2.2 General

This Authority is committed to helping and engaging the community when requested. No formal approach exists and applications are treated personal experience and not through official guidance.

3. Our Approach

3.1 This Authority recognises the need, and the desire, for Local Community provision. It does not therefore seek a 'zero tolerance' approach, recognising the difficulties this would present to charitable and community groups, statutory bodies and others.

3.2 enforcement action is likely to be minimal. Someone wishing to place a permanent structure, such as a seat, will normally contact the council to seek advice. A process is outlined in attachment 2 in order to provide consistency and clarity.

3.2 Any complaints regarding community provision will in the first instance be recorded at our One Stop Shops. A 'process map' outlining the procedure for dealing with community provision is provided in Attachment 1. Staff at the OSS's will be updated to reflect recent changes in both legislation and personnel (notably in Highways). Highways would be the first point of reference for any community provision complaints, referring to colleagues in other teams where the situation demands – as outlined in Section 2 above. The 'one point of reference' will allow the Authority to measure numbers of complaints, any trends, and our effectiveness.

3.3 It is the view of Officers in Highways that they deal with their elements of existing legislation, because of their professional and competent approach. This policy will allow Highway Engineers to manage and determine compliance with the Highways Act provisions with more confidence. Better joint working, with improved communication, between those teams who maintain open spaces, will help ensure acceptance throughout the organisation. For example, a provision request made to the Highway Department on a Public Right of Way can be relayed to Countryside directly with an understanding that they will manage any provision.

3.4 Retrospective applications will not be pursued.

3.5 Highways staff, in the interests of clarity, will adopt the following prescribed approach:

Organisations are permitted to apply under this provision, provided they :-

- do not cause offence
- do not cause a traffic or pedestrian hazard or safety issue in any way
- do not damage hardware by their presence
- are of presentable and safe in quality
- are maintained, where stipulated in the agreement, by the organisations concerned

Approved Organisations

The list of approved organisations, determined by the Highways Section, will be strictly limited. Initially it will include:

- Community Councils
- Community groups supported by the Community Council
- Statutory organisations, such as the NHS, Fire or Ambulance
- Registered Charities, such as the guide dog association
- Legitimate not-for-profit advertisers approved from time to time to provide public information. The local Church notice board or a Scouts group wishing to plant an apple orchard.

The Head of Highways may extend the list of approved organisations, by written permit in exceptional circumstances. Applicants will be expected to demonstrate support from the local community is real.

The following organisations are expressly not permitted to erect signs:

- Commercial businesses or members of the Public who cannot demonstrate the support of the Community, either the Community County Council or the County Council elected member for the locality of the application.
- Party political organisations

3.6 Approved organisations who fail to observe the Council's conditions may have their permit withdrawn and may risk prosecution.

4. Outcomes

4.1 The outcome sought is to ensure a quick and effective response to requests. By consistent recording of requests and successful applications, working together better with early intervention, resolution and enforcement of problems will limit the current confusion.

4.2 Officers involved with the policy will ensure all relevant Officers, including One Stop Shop staff, are aware of the content of this policy and monitor compliances, to update their procedures and provide some training.

4.3 The policy will be reviewed every 12 months to determine whether it assists in reducing fly posting in Monmouthshire.

5. Report Contributors

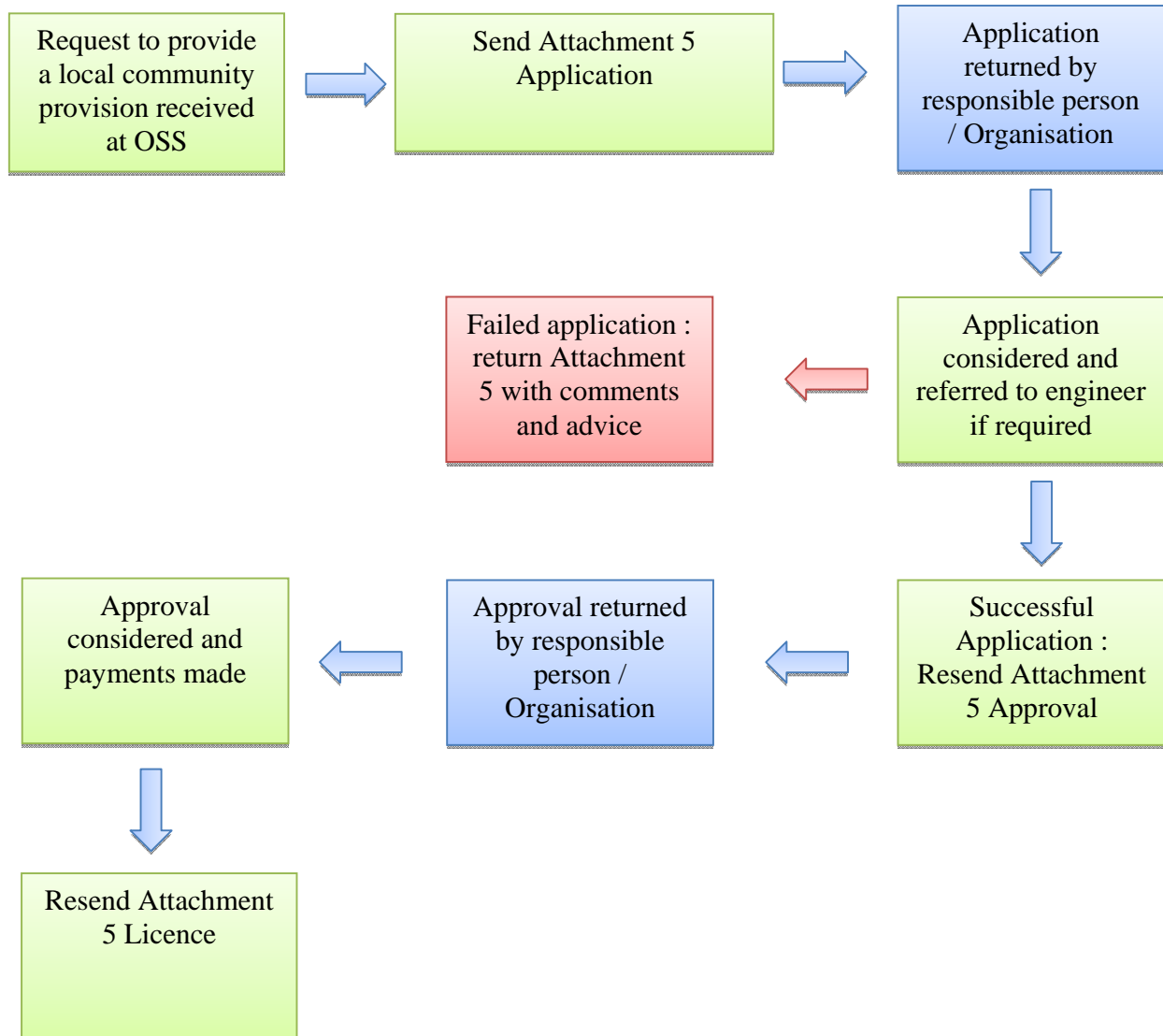
6. Report Authors –

Monmouthshire County Council, Highways Operations

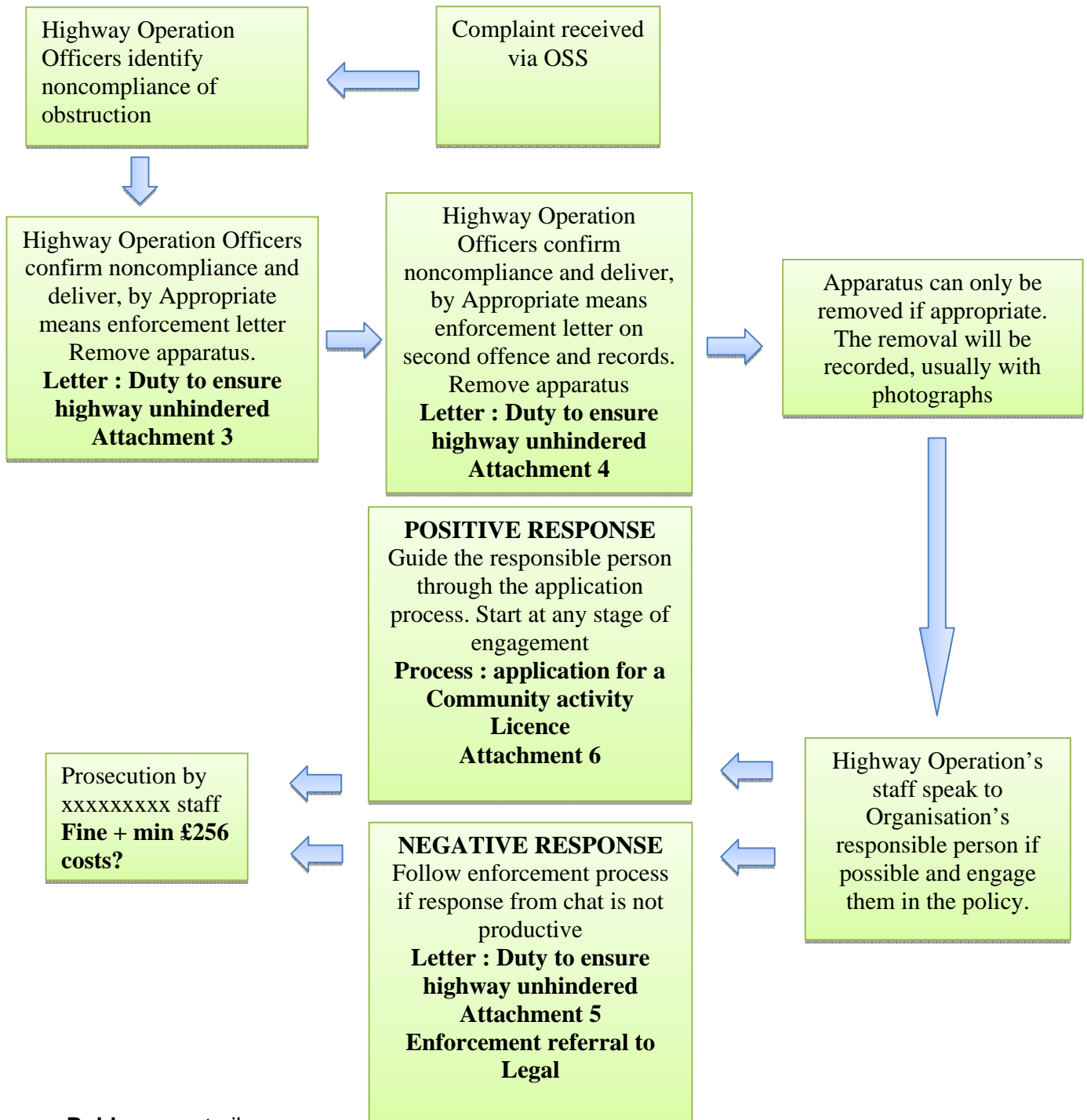
Attachment 1

Attachment 1

LICENCE FLOW



ENFORCEMENT FLOW



Bold = paper trail
 Oss = one stop shop / call centre

The person dealing with this matter is:

Highway Enquiry Desk

Tel.No./Ffôn: 01633 644725

Fax/Ffacs: 01633 644725

Email/Ebost:

Our Ref./Ein Cyf: HED/ **T21**

Your Ref: Eich Cyf:

Date/Dyddiad :

Dear Sir/Madam

Highway Act 1980 Section 130 : Duty to ensure Highway is unhindered

I am writing to advise you that apparatus, we believe belongs to you or bears your identity has been found illegally placed on Highway in Monmouthshire. I must remind you that it is an offence under section 149 of the Highways Act 1980 to erect such an object on the highway without consent. No permission has been given for this apparatus to be erected, so it is therefore being removed again by the Council.

Monmouthshire County Council have a policy that allows organisations, who meet the local needs, to install apparatus in the Highway. Some fees are required to do so but should you wish to make an application please do so by contacting your local One Stop Shop or calling 01633 644725.

Yours faithfully

Glyn Edmunds

Highway and Waste Manager

Regeneration, Environment & Resources Directorate

The person dealing with this matter is:
Highway Enquiry Desk
Tel.No./Ffôn: 01633 644725
Fax/Ffacs: 01633 644725
Email/Ebost:

Our Ref./Ein Cyf: HED/**T22**
Your Ref: Eich Cyf:
Date/Dyddiad : 8 October 2014

Dear Sir/Madam

Highway Act 1980 Section 130 : Duty to ensure Highway is unhindered

I am writing to advise you that apparatus, we believe belongs to you or bears your identity has been found illegally placed on Highway in Monmouthshire. I must remind you that it is an offence under section 149 of the Highways Act 1980 to erect such an object on the highway without consent. No permission has been given for this apparatus to be erected, so it is therefore being removed again by the Council.

Your co-operation in refraining from the activity will be appreciated, as we prefer such matters not to escalate to a prosecution. Court action is not in the interests of either party, and the courts generally favour the local authority in such cases.

You should be aware that it is the policy of the Council to prosecute people who repeatedly obstruct the highway. No further warnings will be issued to you on this matter.

Monmouthshire County Council have a policy that allows organisations, who meet the local needs, to install apparatus in the Highway. Some fees are required to do so. You should ensure, if you wish to persist with these obstructions, to make an application please do so by contacting your local One Stop Shop or calling 01633 644725.

Yours faithfully

Glyn Edmunds
Highway and Waste Manager
Regeneration, Environment & Resources Directorate

The person dealing with this matter is:

Highway Enquiry Desk

Tel.No./Ffôn: 01633 644725

Fax/Ffacs: 01633 644725

Email/Ebost:

Our Ref:/Ein Cyf: HED/**T23**

Your Ref: Eich Cyf:

Date/Dyddiad : 8 October 2014

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I am passing the matter to the Council's solicitors, who will now instigate legal proceedings. Our costs will be recovered through the courts.

Yours faithfully

Glyn Edmunds
Highway and Waste Manager
Regeneration, Environment & Resources Directorate



**APPLICATION : COMMERCIAL OBSTRUCTION IN THE HIGHWAY LICENCE
TYPE D : COMMUNITY ACTIVITY PROVISION IN HIGHWAY**
Subject to section 132 of the Highway Act 1980

Agreement by both parties, to this arrangement, will require the payment of a single approval fee, but may include an appropriate maintenance agreement, by the applicant, to Monmouthshire County Council
These fees are : on successful application a £75 administration

Organisations are reminded that permission granted is subject to the full policy of Monmouthshire County Council. (copies available on request.) In particular, all proposed activity must not a) cause offence, b) cause a traffic hazard or safety issue, c) damage street furniture by their presence, d) compromise safety if a permanent feature., or e) may be subject to a maintenance agreement. A project must be of accepted quality and appropriate .
I wish to apply for permission to erect a poster(s) fixed to highways furniture in Monmouthshire

My organisation.....

Responsible representative :.....Signature :.....

Email Address :.....Tel No. :.....

Postal Address :.....

Are you a charity : seek support of Community Council or permission refused.
Apply under commercial activities in the highway type C or E

Charity Nos.:.....

Proposal : Supply detail drawings / plans / specification as required

.....
.....
.....
.....

Public liability insurers :.....Policy expiry date :.....

Event dates(s) :.....Will there be repeat events :.....

Is this a permanent feature :.....

Location : Please supply detail plan and design as required for clarity.....

.....
.....
.....



Official use : Permission :

Given : please refer to Attachment 6 detailing criteria : send attachment 6 with comments

Refused : please give reasons in comments : . send attachment 6 with comments

Referred to Area Engineer for comments :

Comments / Stipulations to licence :..include drawings and specifications that will form agreement.....

.....
.....
.....

Completed by Applicant:To be completed by the responsible Person, of the business, on successful agreement to undertake the Community Provision.

Please return, with payments, to allow the issue of a Licence.. Please note that the comment / stipulations made above will form part of the licence. Failure to comply with the Licence will require the removal of the provision.

Please find enclosed Payments as prescribed below. I understand that (a) I will need to ensure that I comply with the Guidance and in particular (b) I will ensure that my Public Liability Insurance is maintained and my Organisation will remain covered, and Monmouthshire County Council will be indemnified for the whole duration of the Licence, (c) I will ensure the Provision does not cause a hazard or safety issue. Please call 01633 644725 to arrange payment

£75 application and approval fee, one off payment per application as below, e.g. :-

- a) A permanent feature, such as memorial bench or Community planting area.
- b) A sales pitch, upto one day a week, renewed each year (renewal fee £50). One site, one application.
- c) A sales pitch, one day. No fee. (repeat applications, exceeding 6 per year will be charged)

Date Licence to commence :

I understand that this document will form the Licence only when signed and dated below by Officer of Monmouthshire County Council.

Signed : Responsible representative : (As application above).....

Signature :Date :



LICENCE FOR COMMUNITY ACTIVITY

Reference :

Official use : The Licence in force when : This document and applicable stipulation / drawings received and

Approval fees paid

Licence Agreed

PLAN / DETAILS

STIPULATIONS

Signed : Date :
Licence to place Provision within the Area defined above and agreement until,
DATE.....

