

# Public Document Pack



County Hall  
Rhadyr  
Usk  
NP15 1GA

Wednesday, 11 July 2018

## Notice of meeting

### Economy and Development Select Committee

Thursday, 19th July, 2018 at 10.00 am

The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA

## AGENDA

**THERE WILL BE A PRE MEETING FOR MEMBERS OF THE COMMITTEE 30 MINUTES PRIOR TO THE START OF THE MEETING**

Item No	Item	Pages
1.1.	To Consider a Call-In relating to the Cabinet Decision dated 4th July 2018 regarding Restructure of Attractions. The following papers are attached for Members' consideration.	
1.2.	A copy of the Call-In request.	1 - 2
1.3.	A copy of the Decision Log and Cabinet report.	3 - 26
1.4.	A copy of the Call-In mechanism.	27 - 28
2.	Apologies for absence.	
3.	Declarations of Interest.	
4.	To confirm the minutes of the previous meeting.	29 - 32
5.	Public Open Forum.	
6.	Youth Enterprise – European Social Fund (ESF) Programmes – Inspire2Achieve (I2A) and Inspire2work (I2W) Extension.	33 - 52
7.	Abergavenny Borough Theatre.	53 - 70
8.	Next Steps - Events and Special Projects.	71 - 96

<b>9.</b>	<b>Performance report 2017/18 - Well-being objectives &amp; national performance measures.</b>	97 - 106
<b>10.</b>	<b>Revenue and Capital Monitoring 2017/18 Outturn Statement.</b>	107 - 152
<b>11.</b>	<b>List of actions arising from the previous meeting.</b>	153 - 154
<b>12.</b>	<b>Economy and Development Select Committee Forward Work Programme.</b>	155 - 158
<b>13.</b>	<b>Council and Cabinet Business Forward Work Programme.</b>	159 - 166
<b>14.</b>	<b>Next Meeting.</b> Thursday 27 <sup>th</sup> September 2018 at 10.00am.	

**Paul Matthews**

**Chief Executive**

MONMOUTHSHIRE COUNTY COUNCIL  
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

P. Pavia  
J. Becker  
A. Davies  
D. Dovey  
M. Feakins  
R. Roden  
B. Strong  
A. Watts  
Vacancy (Independent Group)

## Public Information

### Access to paper copies of agendas and reports

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### Watch this meeting online

This meeting can be viewed online either live or following the meeting by visiting [www.monmouthshire.gov.uk](http://www.monmouthshire.gov.uk) or by visiting our Youtube page by searching MonmouthshireCC.

### Welsh Language

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

# Aims and Values of Monmouthshire County Council

## Our purpose

Building Sustainable and Resilient Communities

### Objectives we are working towards

- Giving people the best possible start in life
- A thriving and connected county
- Maximise the Potential of the natural and built environment
- Lifelong well-being
- A future focused council

## Our Values

**Openness.** We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we'll say so; if it will take a while to get the answer we'll explain why; if we can't answer immediately we'll try to connect you to the people who can help – building trust and engagement is a key foundation.

**Fairness.** We provide fair chances, to help people and communities thrive. If something does not seem fair, we will listen and help explain why. We will always try to treat everyone fairly and consistently. We cannot always make everyone happy, but will commit to listening and explaining why we did what we did.

**Flexibility.** We will continue to change and be flexible to enable delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

**Teamwork.** We will work with you and our partners to support and inspire everyone to get involved so we can achieve great things together. We don't see ourselves as the 'fixers' or problem-solvers, but we will make the best of the ideas, assets and resources available to make sure we do the things that most positively impact our people and places.

## Monmouthshire Scrutiny Committee Guide

### Role of the Pre-meeting

1. Why is the Committee scrutinising this? (background, key issues)
  2. What is the Committee's role and what outcome do Members want to achieve?
  3. Is there sufficient information to achieve this? If not, who could provide this?
- Agree the order of questioning and which Members will lead
  - Agree questions for officers and questions for the Cabinet Member

### Questions for the Meeting

#### Scrutinising Performance

1. How does performance compare with previous years? Is it better/worse? Why?
2. How does performance compare with other councils/other service providers? Is it better/worse? Why?
3. How does performance compare with set targets? Is it better/worse? Why?
4. How were performance targets set? Are they challenging enough/realistic?
5. How do service users/the public/partners view the performance of the service?
6. Have there been any recent audit and inspections? What were the findings?
7. How does the service contribute to the achievement of corporate objectives?
8. Is improvement/decline in performance linked to an increase/reduction in resource? What capacity is there to improve?

#### Scrutinising Policy

1. Who does the policy affect ~ directly and indirectly? Who will benefit most/least?
2. What is the view of service users/stakeholders? Do they believe it will achieve the desired outcome?
3. What is the view of the community as a whole - the 'taxpayer' perspective?
4. What methods were used to consult with stakeholders? Did the process enable all those with a stake to have their say?
5. What practice and options have been considered in developing/reviewing this policy? What evidence is there to inform what works?
6. Does this policy align to our corporate objectives, as defined in our corporate plan?
7. Have all relevant sustainable development, equalities and safeguarding implications been taken into consideration? For example, what are *the procedures that need to be in place to protect children*?
8. How much will this cost to implement and what funding source has been identified?
9. How will performance of the policy be measured and the impact evaluated.

### Questions for the Committee to conclude...

Do we have the necessary information to form conclusions/make recommendations to the executive, council, other partners? If not, do we need to:

- (i) Investigate the issue in more detail?
- (ii) Obtain further information from other witnesses – Executive Member, independent expert, members of the local community, service users, regulatory bodies...
- (iii) Agree further actions to be undertaken within a timescale/future monitoring report...

### General Questions....

#### Empowering Communities

- How are we involving local communities and empowering them to design and deliver services to suit local need?
- Do we have regular discussions with communities about service priorities and what level of service the council can afford to provide in the future?

### *Service Demands*

- How will policy and legislative change affect how the council operates?
- Have we considered the demographics of our council and how this will impact on service delivery and funding in the future?

### *Financial Planning*

- Do we have robust medium and long-term financial plans in place?
- Are we linking budgets to plans and outcomes and reporting effectively on these?

### *Making savings and generating income*

- Do we have the right structures in place to ensure that our efficiency, improvement and transformational approaches are working together to maximise savings?
- How are we maximising income? Have we compared other council's policies to maximise income and fully considered the implications on service users?
- Do we have a workforce plan that takes into account capacity, costs, and skills of the actual versus desired workforce?

**CALL IN REQUEST**

**1. SUBJECT:**

Re-Structure of Attractions

**2. DATE OF CABINET MEETING:**

4<sup>th</sup> July 2018

**3. CABINET DECISION:**

To approve the changes to the staffing structure as outlined in the report to Cabinet  
 To approve that any redundancy or pension costs be met from the corporate redundancy budget

**4. REASON(S) FOR CALL-IN:**

This decision falls within the threshold off the call-in requirements. That is, within the proposal, there is a potential, albeit not actually itemised, cost to the Authority which could well be greater than £10,000 in redundancy payments, which is the level at which call-in scrutiny can be requested.

The ADM has been discussed ad infinitum at many meetings, at none of which to my recollection, were reorganisations and redundancies mentioned as a precursor to the signing of the legal agreements. Especially at this late stage in the process.

By taking this route of reorganisation, it leaves the door open for other reorganisations prior to the time of transfer to the ADM, which would put further pressures on this Authority's redundancy reserves.

Finally, there are no savings to be made in the proposal. We see the creation of several posts which will not to our mind provide the level of positive progress and efficiency that is considered they will make. We agree that is subjective, but further scrutiny will discover that.

Therefore, We believe that Members, in this case, those of the Economy and Development Committee, must be given the opportunity to recall the Cabinet Member to fully explain the thinking in the decision to support the report put before Cabinet last Wednesday.

**5. DATE RECEIVED: 12<sup>th</sup> July 2018**

**6. MEMBERS CALLING-IN:**  
 (The Chairman of a Select Committee or any three non-executive members)

Name	Ward
<i>[Signature]</i>	<i>Leaves</i>
<i>[Signature]</i>	<i>Leaves</i>
<i>[Signature]</i>	<i>Leaves</i>
<i>[Signature]</i>	<i>Leaves</i>

Please identify which Select Committee should hear the call in based on the reasons for the call in request

*Economy and Development*

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**CABINET  
DECISION RECORDING LOG**

**DECISION DETERMINED ON: Wednesday, 4 July 2018**

**DECISION WILL COME INTO EFFECT ON: Friday, 13<sup>th</sup> July 2018**

*Decisions made by full cabinet and individual cabinet members are subject to "Call-in" by the appropriate Select Committee. Should a decision be subject to call-in it will not take effect as stated above and will be presented again at a later date.*

**CABINET MEMBERS PRESENT:**

County Councillors R.J.W. Greenland, R.John, S.B. Jones, P. Jones, S. Jones, P. Jordan and P. Murphy

**OTHER ELECTED MEMBERS PRESENT:**

County Councillor V. Smith

**OFFICERS PRESENT**

Paul Matthews, Will McLean, Robert Tranter, Nicola Perry, Hannah Jones, Gareth King, Mike Moran and Ian Saunders

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Item Number	Title	Purpose, Consultation & Author	Declaration of Interests	Decision
3a	THE KNOLL ABERGAVENNY S106 FUNDING	As set out in the report		<p>RESOLVED: That a capital budget of £26,082 be created in 2018/19 to part fund the following projects and that this is funded from a corresponding contribution from the Section 106 balances held by the County Council in respect of the development at The Knoll, Abergavenny (Finance Code N583).</p> <p>That grants in the amounts shown be allocated to the following projects:</p> <ol style="list-style-type: none"> <li>1. Friends of Bailey Park £3,300</li> <li>2. Friends of Linda Vista Gardens £1,590</li> <li>3. Abergavenny Community Trust £2,140</li> <li>4. Synergy Choir £3,300</li> <li>5. Off Road Cycling Feasibility Study £5,000</li> <li>6. Castle Meadows and Linda Vista Improvements (balance) £10,752</li> </ol> <p>Total 26,082</p>
<b>Additional Information:</b>				
3b	TO DECLARE SURPLUS TO REQUIREMENTS AND SEEK CONSENT FOR THE DISPOSAL OF APPROX. 36 ACRES OF AGRICULTURAL LAND	As set out in the report		<p>RESOLVED: That the asset known as Trellech 2/3/8, encompassing circa 36 acres of land between Llanishen and Trellech be declared surplus following the land being handed back the Council earlier this year.</p> <p>That consent be given for the land to be disposed of on the open market by the Council's Estates Team.</p> <p>That consent is given for the Estates Manager, in consultation with the</p>

				<p>Cabinet Member for Resources, to agree the method of disposal and any other related matters in relation to this disposal.</p> <p>That the budgets set out below are made available to fund the necessary costs of the disposal of the land.</p>
<b>Additional Information:</b>				
3c	RESTRUCTURING OF ATTRACTIONS	As set out in the report		<p>RESOLVED: To approve the changes to the staffing structure as outlined in the body of the report to that shown in Appendix 1.</p> <p>To approve that any redundancy and early pension costs will be met by the Corporate Redundancy budget.</p>
<b>Additional Information:</b>				
3d	CARE LEAVERS - COUNCIL TAX EXEMPTION	As set out in the report		<p>RESOLVED: To award 100% discretionary council tax relief to all care leavers aged between 18 to 25 who are residing in the County.</p> <p>To adopt the proposed relief scheme noted in 4.4.2.</p>
<b>Additional Information:</b>				
3e	PRIMARY SCHOOL MEAL DEBT RECOVERY POLICY AND PROCEDURE	As set out in the report		<p>RESOLVED: That debt associated with the provision to primary sector children of school meals and before school clubs be managed using the following policy and procedure:</p> <ol style="list-style-type: none"> <li>1. That no action be taken to recover debt until the value of the debt has exceeded £10.</li> <li>2. That the person responsible for paying for the service (likely the parent or guardian) receive written advice of the debt on 3 occasions over a period of 3 weeks from the school.</li> <li>3. In the event of the debt remaining outstanding that the person responsible for paying for the service be invited to a meeting with the school to discuss why the debt exists.</li> <li>4. Schools to provide evidence of debt being chased and all actions taken to collect the debt, including letters to parents and welfare meetings.</li> <li>5. Any payment plans must be agreed with the Local Authority and any deviation from this payment plan may result the service being withdrawn if agreed with the Chief Officer for Education and Head of Operations.</li> <li>6. Once the debt is escalated to the Local Authority, evidence of trying to recover that debt must be provided by the school. If the</li> </ol>

				<p>evidence is robust and the Local Authority is subsequently unable to recover the debt, the cost of this will be picked up by the Local Authority.</p> <p>7. If schools cannot provide that evidence, or it is not robust, any subsequent write off will be a cost to the school budget.</p> <p>8. A review of the procedure and level of debt is brought to Cabinet in six months time.</p> <p>That all other debt be accounted for through the individual school budgets (e.g. school trips)</p>
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**Additional Information:**

3f	CONSULTATION PAPER FOR INCLUSION REVIEW	As set out in the report		<p>RESOLVED: To approve the amended timeline associated with this statutory consultation process, which proposes that Cabinet take their final decision on 5<sup>th</sup> December 2018 rather than 7<sup>th</sup> November 2018 as originally proposed.</p>
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**Additional Information:**

3g	A GREAT START FOR ALL - DRAFT MONMOUTHSHIRE NEET (NOT IN EDUCATION, EMPLOYMENT OR TRAINING) REDUCTION STRATEGY	As set out in the report		<p>RESOLVED: That Cabinet approves the final draft version of the Monmouthshire NEET Reduction Strategy</p>
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**Additional Information:**

3h	WELSH CHURCH FUND WORKING GROUP	As set out in the report		<p>RESOLVED: That the following grants be awarded as per the schedule of applications.</p>
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**Additional Information:**

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**SUBJECT: RESTRUCTURING OF ATTRACTIONS**  
**MEETING: CABINET**  
**DATE: 4<sup>th</sup> JULY 2018**

**DIVISION/WARDS AFFECTED: All**

**1. PURPOSE:**

- 1.1 To propose changes in the Enterprise Directorate within Tourism, Leisure, Culture and Youth Services to the staffing structure at Caldicot Castle, Chepstow Tourist Information Centre, Shirehall and Tintern Old Station.

**2. RECOMMENDATIONS:**

- 2.1 To approve the changes to the staffing structure as outlined in the body of the report to that shown in Appendix 1.
- 2.2 To approve that any redundancy and early pension costs will be met by the Corporate Redundancy budget.

**3. KEY ISSUES:**

- 3.1 The costs of running these four sites has exceeded the service budget for the last five financial years as demonstrated in Table1 below. In order to deliver these services within the restricted financial envelope for 2018/19 changes will need to be made to both the management and staffing structures. It is also imperative that the drive to generate income continues in order to meet potential increasing costs and that new income streams are identified and delivered upon. Even though we recognise there is no net budget saving this new proposed structure will ensure a more cost effective and efficient way of delivering the services, which in turn will optimize performance. This will also benefit the authority from a financial perspective ensuring we are able to operate within the net total budget.

**Table 1: Financial Outturn for Attractions**

Financial Year	Total Amount £	Total Budget £	Over Spend £
2013/14	600,951	552,953	47,998
2014/15	517,291	366,760	150,530
2015/16	427,681	246,038	181,643
2016/17	524,093	221,528	302,566
2017/18	578,865	408,159	170,706

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

- 4.1 Caldicot Castle, Chepstow Tourist Information Centre, Shirehall and Tintern Old Station currently operate independently of each other but there is a need to run these as a family of services who should rely upon one another for promotion, support and optimal operation. It therefore makes sense to bring these services together due to their distinct synergies. Creating a new model of opportunity for these services will enable them to sustain and build on the work that has already been achieved so far.

#### **Management Structure**

- 4.2 In order to bring these services together and work within the restricted financial envelope, a new management structure needs to be implemented. The creation of a new management role, the Visitor Attractions Group Manager would oversee all four sites to ensure that the services work together in a more cohesive way. A key part of this role is to identify new income streams in order to reduce the overall costs of these services. The four existing site manager's roles would be deleted.
- 4.3 Part of the additional resources released from these deleted posts will be reinvested into front line staff at sites to ensure that customers continue to receive excellent service and have a good experience.
- 4.4 A new role, a Wedding, Conference and Activities Co-ordinator will be established who will have a wider remit for all of the sites. The post will identify and increase business through weddings, conferences, small community events and meetings. This role will hold responsibility for staffing issues within Shirehall, Old Station and Chepstow TIC.
- 4.5 An additional business support officer (0.54 FTE) has been built in to support the day to day activities of the sites; the management team and complement the existing administration team, to ensure that staff at the sites can concentrate on the delivery of services to the public.

#### **Old Station, Tintern**

- 4.6 The existing post of site manager will be deleted as management will be undertaken by the Visitor Attractions Group Manager. The site is open seven days a week from April to October and the new role of Site Supervisor will be created to provide cover for the summer opening hours of 10 am to 6pm. It is anticipated that two posts would be created to cover the required weekly 56 hours at Grade F. Additional weekly support (35 hours) to cover weekends and other busy periods will be provided by new Visitor Assistant roles (grade D). It is anticipated that these will be filled by existing casual staff on contracted hours.

## **Caldicot Castle and Country Park**

- 4.7 Caldicot Castle and Country Park has previously been managed on a part time basis and it is evident that this has not been successful. The castle needs to be adequately staffed to ensure that the castle can be safely opened to the public during the summer period and also to maintain access to the Country Park during the winter season. It is proposed that the full time role of Site Co-ordinator be established.
- 4.8 The Castle opening hours between April and October are 11am to 4pm. The castle is closed on Mondays with the exception of bank holidays. Seasonal Visitor Assistant posts will be established (grade E) to cover this summer period and likely to be filled by two part time posts to ensure that adequate cover is achieved.
- 4.9 The Café at the Castle is also seasonal and its staffing is currently provided by casual workers. It is proposed to formalise this arrangement and have Catering Assistants (Grade C). It is anticipated that these posts would be filled by existing casual staff. The staffing rotas provide additional support during the summer, weekends and school holiday periods.
- 4.10 The Castle Country Park requires support all year round to ensure that it is a safe environment for visitors. This involves the daily practical management of the Country Park, including grass cutting, tree and shrub management as well as assisting with organising car parking, and marshalling at special events. The current posts of Operational Assistant (currently vacant) and Site Warden will be deleted and replaced with Park Rangers (Grade D). The Park Rangers between them will work 7 days a week (49 hours per week). The Park Rangers will also provide support to Old Station, Tintern, particularly in the winter months when that site is closed to the public.
- 4.11 Support for the newly developed Site management plan will continue to be provided by staff members of the countryside team. The new Site co-ordinator would be responsible for the ongoing delivery of the plan.
- 4.12 Small community events are an integral part of the Castle operations and the new structure includes additional casual staff hours to support this. This role will be undertaken at a more strategic level as part of the role identified in the management section above. This results in the role of the Castle Events coordinator being deleted.

## **Shirehall**

- 4.13 The existing post of Shirehall Site Manager will be deleted and management will be undertaken by the Visitor Attractions Group Manager. Shirehall will continue to open all year round, six days per week with opening hours ranging from 08.30 to 22.00 to cover long term commitments. In order to deliver these hours and ensure adequate cover, site supervisor posts (grade F) will be required. Visitor Assistant posts (grade D) will also be created to provide reception cover and general support.
- 4.14 As a result of the above requirements, the duty officer post, the receptionist and visitor and events assistants will be deleted.
- 4.15 Small community events are an integral part of the Shirehall's operations and the new structure includes additional casual staff hours to support this.

## **Chepstow Tourist Information Centre (TIC)**

- 4.16 The existing post of Tourism Business Development Co-ordinator will be deleted as management will be undertaken by the Visitor Attractions Group Manager. New posts are to be created to help deliver the transformation of Chepstow's visitor information centre. A full time site supervisor role will be created at Grade F. Day to day support will be provided by Visitor Assistants to cover the opening hours. Current posts are filled by casual staff and it is anticipated that they would transfer across to the new roles of Visitor Assistants with contracted hours.

## **5. RESOURCE IMPLICATIONS:**

- 5.1 The cost of the new structure (based on anticipated 18/19 pay rates and at top of scale) are £472,521 which is in line with the current budgeted cost of £472,744. The tables in appendix 2 shows the existing structure and compares this to the new structure. The new structure includes the cost of weekend and bank holiday enhancements and the cost of providing holiday cover for front line staff.
- 5.2 Initially a process will be conducted to recruit to positions. This process will recognise that a number of officers are being placed 'at risk of redundancy'. Where appropriate, they will be considered for opportunities in keeping with the Council's employment policies.
- 5.3 It is not possible at this stage to give an accurate estimation of costs associated with severance of employment if any given that there are processes to work through. It is not envisaged that this will be a significant cost at this stage. These will be reported back to Cabinet once the full impact is known.



## **6. SAFEGUARDING IMPLICATIONS**

- 6.1 Tourism, Leisure, Culture and Youth services are committed to ensuring that people living within the County are safe and protected. These services share a responsibility, both collectively and individually, to ensure that children and adults at risk are protected from harm. Within these services staff will continue to prioritise safeguarding measures, reflect on current practice and continue to train staff to the appropriate levels. Employees, volunteers and contractors who come into contact with children or adults at risk in the course of their duties will be expected to understand their responsibility and where necessary take action to safeguard and promote the welfare of vulnerable people.

## **7. CONSULTEES**

- 7.1 All staff affected by these proposed changes have been consulted with and any comments received have been answered and further information provided where possible. Unions have also received this report prior to those consultations commencing.

Senior Leadership Team

## **8. BACKGROUND PAPERS FUTURE GENERATIONS IMPLICATIONS**

- 8.1 The completed Future Generations Evaluation can be found in Appendix 4.

## **9. AUTHORS:**

**Ian Saunders, Head of Tourism, Leisure, Culture and Youth Services**  
**Richard Simpkins, Business Manager Tourism, Leisure, Culture and Youth Services**  
**Marie Bartlett, Finance Manager**

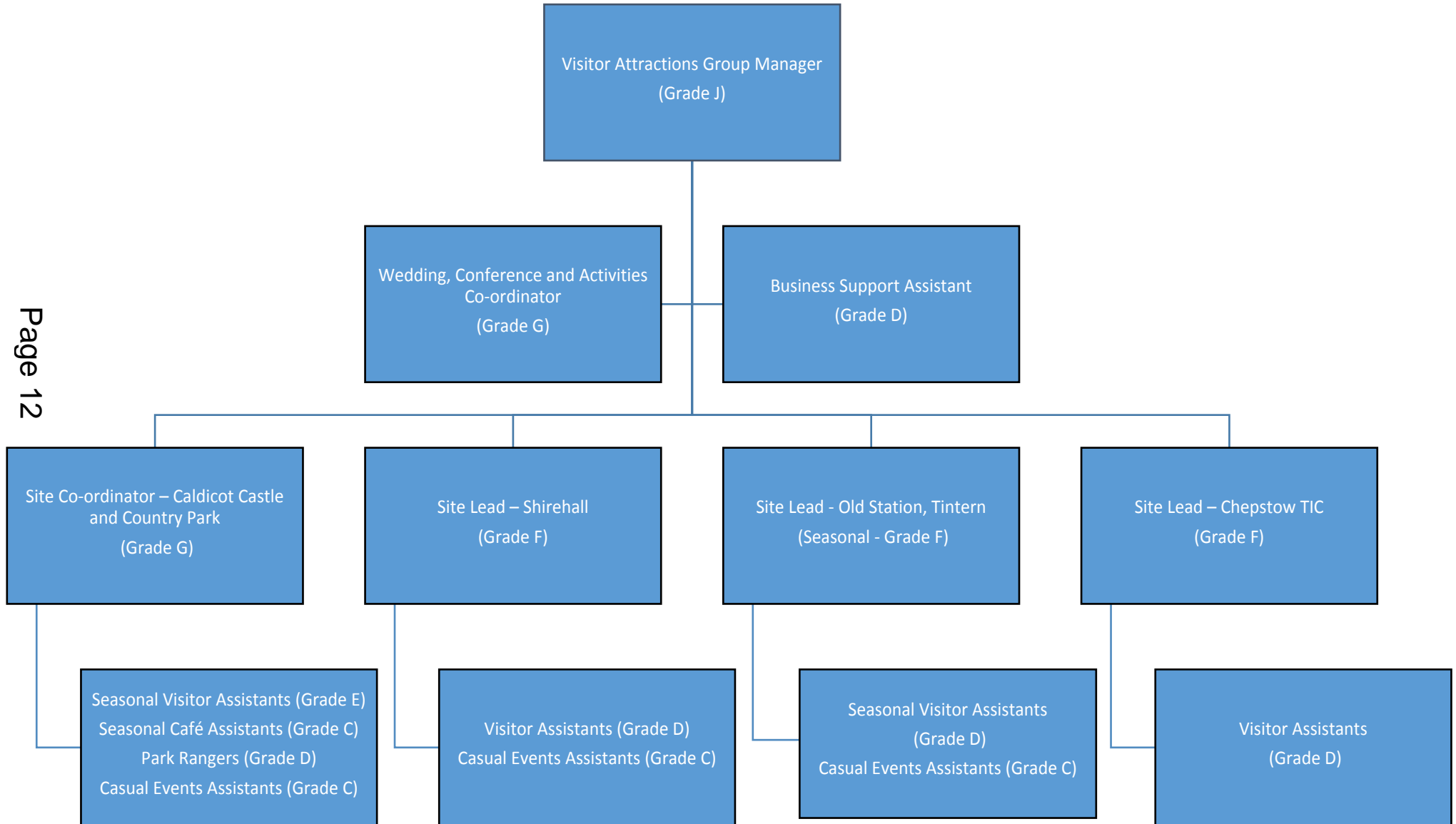
## **10. CONTACT DETAILS:**

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## Appendix 1 – Proposed Structure for Visitor Attractions



## Appendix 2 – Costings of the Proposed Structure for Visitor Attractions

EXISTING STRUCTURE	FTE	Grade	Existing Budget	NEW STRUCTURE	FTE	Grade	Budget at top of scale	Hours
<b>MANAGEMENT</b>								
				Visitor Attractions Group Manager	1.00	J	54,342	Full time
				Weddings, Conferences and Activities Co-ordinator	1.00	G	39,462	Full time
				Business Support Assistant	0.54	D	16,337	20 hrs per week
<b>CALDICOT CASTLE &amp; COUNTRY PARK</b>								
				Site Co-ordinator (Castle & Country Park)	1.00	G	39,462	Full time
Castle Manager (vacant)	1.00	I	43,928	Post deleted				
Events Co-ordinator	1.00	H	43,928	Post deleted				
Site Warden	1.00	C	24,721	Post deleted				
				Park Ranger	1.32	D	35,401	Full time - 49 hours per week
Operations Assistant (vacant)	1.00	E	29,928	Visitor Assistants (seasonal)	0.80	E	24,129	Season
Events Assistant	0.30	E	8,320	Post deleted				
				Catering Officer (seasonal)	0.83	C	15,991	Season - various hrs
Catering Assistant	0.31	C	7,110	Casual Hours			2,809	
Casual Hours			11,928	Enhancements / Cover			18,038	
<b>OLD STATION TINTERN</b>								
Site Manager	1.00	I	48,932	Post deleted				
				Site Lead (seasonal)	0.94	F	33,415	Season - 56 hrs per week
Casual Hours			48,820	Visitor Assistants (seasonal)	0.60	D	16,047	Season - 35 hrs per week
				Enhancements / Cover			9,945	
<b>SHIREHALL</b>								
General Manager	1.00	I	48,932	Post deleted				
				Site Lead	1.73	F	60,175	Full time - 64 hrs per week
Duty Officer	0.80	E	23,814	Post deleted				
				Visitor Assistants	0.90	D	22,897	Various
Receptionist	1.00	D	26,604	Post deleted				
TIC Receptionist	0.61	D	15,724	Post deleted				

EXISTING STRUCTURE	FTE	Grade	Existing Budget	NEW STRUCTURE	FTE	Grade	Budget at top of scale	Hours
Visitor & Events Assistant	0.41	C	8,549	Post deleted				
Casual Hours			17,732	Casual Hours			4,693	
				Enhancements / Cover			8,571	
<b>CHEPSTOW TIC</b>								
Tourism Business Development Co-ordinator	1.00	G	39,522	Post deleted				
				Site Lead	1.00	F	34,789	Full time
Casual Hours		D	24,252	Visitor Assistants	0.90	D	26,172	Various
				Enhancements / Cover			9,846	
TOTAL			472,744				472,521	

### Appendix 3 - Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

<b>Title of Report:</b>	<b>Attractions Restructure</b>
<b>Date decision was made:</b>	<b>4<sup>th</sup> July 2018</b>
<b>Report Author:</b>	<b>Ian Saunders, Marie Bartlett and Richard Simpkins</b>

**What will happen as a result of this decision being approved by Cabinet or Council?**

A restructure will take place to make the attractions function as a more cohesive unit and put a team in place to drive performance and delivery.

**What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?**

This will all come back to performance against budget, targets and development of these service areas.

**What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?**

Bringing it back in line with the financial envelop of these services which is £472,342. There may be some further redundancy costs that are yet to be determined.

*Any other comments*

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## Future Generations Evaluation (Includes Equalities and Sustainability)

<p><b>Name of the Officer</b> Richard Simpkins</p> <p><b>Phone no:</b> 07884061183 <b>E-mail:</b> <a href="mailto:richardsimpkins@monmouthshire.gov.uk">richardsimpkins@monmouthshire.gov.uk</a></p>	<p><b>To consider a proposed draft Attractions Restructure</b></p>
<p><b>Name of Service:</b> Enterprise including Tourism, Leisure, Culture and Youth Services</p>	<p><b>Date Future Generations Evaluation</b> 11<sup>th</sup> June 2018</p>

*NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc.*

Does your proposal deliver any of the well-being goals below?





<p>Well Being Goal</p>	<p>Does the proposal contribute to this goal? Describe the positive and negative impacts.</p>	<p>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</p>
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>To ensure much valued local services are maintained and by their nature provide employment, growth and an increasingly skilled workforce.</p>	<p>Keeping services open and local but with more community focus and coordination – helping knit communities together.</p> <p>Positive engagement and coordination with community focused services.</p> <p>Income generation and investment in key aspects of the business will ensure the culture and business thrives and there is sustained growth moving forwards.</p> <p>Continue to invest and grow our very successful volunteering scheme.</p>


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Continue our close working partnership with countryside and planning and ensuring our green spaces and cultural heritage is well maintained and supported.</p>	<p>Any new delivery models will also seek to develop partnerships and support landscape scale action, provide expert advice and seek to access new forms of funding to secure partnership action.</p>
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive impact by ensuring quality services are provided by offering events and opportunities to encourage a fit and healthy lifestyle through its 4 attractions and countryside.</p> <p>The new structure will ensure that events and activities are also well signposted and the benefits of such activities demonstrated.</p>	<p>Working with key partners through the Public Service Board will ensure that physical and mental health through activity is widely available and that the Attractions are central to this by working directly with its communities. The work inside Creating An Active and Healthy Monmouthshire Group connects to key acts such as Social Services Wales (Act) the Wellbeing Future Generations, Environment Act and also key strategies and drivers such as obesity including the Gwent Child Obesity Strategy, Get Wales Moving (replacing Climbing Higher) etc. The new model will focus on the 4 Attractions working more closely together in promoting events and activities and open spaces that benefit people's health and wellbeing by their very nature.</p>
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>The formation of this new structure will sustain and grow services through improved community engagement and connection with local priorities - this can lead to service improvements and continuing to understand what matters to our customers and partners.</p>	<p>This new structure is based on cohesion and continuity to ensure it encourages a community focus as one of its social drivers.</p>



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>The formulation of a new Attractions structure will have delegated responsibility to ensure high standards are met and maintained that do not conflict with the global drivers.</p>	<p>Any decisions made within the new structure will take into account global and well-being issues as part of its day to day processes.</p>
<p><b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>The Attractions contribute greatly to the local culture, heritage and art, including the promotion and protection of the Welsh language.</p>	<p>One of the key drivers will be the promotion of activity, health, culture and art and its structure and key developments will reflect that.</p> <p>The ability to react to the current markets and trends will enable the Attractions to meet these outcomes.</p>
<p><b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances</p>	<p>The Attractions will continue to provide services for all age ranges and deliver a diverse and comprehensive package for all of its communities.</p>	<p>With the ability to better market and understand data across the 4 venues there will be opportunities to target areas of the community that may not currently be aware of the offer.</p> <p>The ability to extend our current work towards promoting facilities and activities across all 4 sites as part of the wider TLCY model will create greater awareness of the total offer available.</p>

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The new proposed model fits within the existing budget framework for this area and there is a focus on commerciality to ensure these services remain sustainable and grow.</p>	<p>Reducing budgets and savings have led to some service areas altering core hours of operation. There has been a concerted effort to assist by mobilising volunteers, making efficiencies and generating additional income to ensure negative impact of reducing budgets is mitigated.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The services have some key partners from funding, grants and delivery of service. Some key partners include other LA's, Public Health Wales, NRW, Sport &amp; Art Wales, Visit Wales, Town &amp; Community Council, Youth Offer partnership, Creating Active &amp; Healthy Monmouthshire, Schools, Unions and these will continue to be developed.</p>	<p>The good partnership working TLCY are involved in will continue and a more joined up approach with the new proposed structure will assist in developing this in a more cohesive and joined up way of working.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Engagement and consultation has taken place over the past 2 weeks with human resources, unions and all staff currently working at the 4 venues in scope.</p>	<p>TLCY prides itself on customer engagement and seeking views of users and citizens of Monmouthshire on what is important to them and this will continue with a more joined up approach in terms of marketing what we have to offer.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Business plans for all service areas within TLCY are being developed with the site teams and managers. In the plans there are opportunities for growth and investment.</p> <p>If this is not done the services will be managing decline and income targets will not be maintained causing a downward spiral.</p>	<p>This new structure will develop a staff and investigate how best to mobilise it's incredible talented teams across the various business opportunities and services. We are currently identifying key income pipelines for each area and how these can be developed and joined up as part of a wider piece of work with a new delivery model.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The opportunity to develop a new way of delivering services and sustaining their long term future should give the opportunity to better connect wellbeing outcomes to other partners and bodies. All the venues in scope contribute to the wellbeing goals although some are more clearly defined than others. It is important that the Attractions are able to clearly demonstrate and understand their input into the wellbeing goals – it is also important to consider the impact.</p>	<p>One of the key drivers moving forwards will be the promotion of activity, health, culture and art and its structure and key developments will reflect that. All of this will be linked back to ensuring the key priorities of the Future Generations Act are met. A single outcome measurement framework will be developed to help the Attractions as part of the wider TLCY service measure its impact on all of the wellbeing goals</p>

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	<p>The Attractions will provide greater opportunities for all ages as it will look to invest, develop and build on existing facilities and programs. There will also be a joined up approach so that all venues in scope provide a much wider offer. The new model will also provide opportunity for existing staff to grow within their roles. These positive impacts will apply to all protected characteristics listed below.</p>	n/a	<p>Asking all of our customers and partners what matters to them will evidently improve our services. If we are in a position in the future to redesign and invest in facilities we will see an improved offer for all.</p>
Disability	<p>Any new re-design and development will be compliant with the Equality Act 2010.</p>	n/a	<p>Working with key partners we have ensured all new facilities and re-developments have/will be fit for purpose and suitable for all abilities.</p>

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Gender reassignment	As in Age row	n/a	As in Age row
Marriage or civil partnership	As in Age row	n/a	As in Age row
Pregnancy or maternity	As in Age row	n/a	As in Age row
Race	As in Age row	n/a	As in Age row
Religion or Belief	As in Age row	n/a	As in Age row
Sex	As in Age row	n/a	As in Age row
Sexual Orientation	As in Age row	n/a	As in Age row
Welsh Language	<p>Consideration will be given to any new signage and plans for any redevelopments to comply with the Welsh Language (Wales) Measure 2011. All marketing materials and general information for customers will be provided bilingually including planned social media. There are current Welsh Language courses running for all front of house staff to meet and greet customers and these will be developed. All job adverts are now advertised as requesting Welsh speakers as part of the person specification.</p>	n/a	<p>Our staff are engaging in improving their ability to communicate through the medium of Welsh but there is an ongoing need to engage in the workforce planning process to ensure that we eventually have enough staff with Welsh Language skills to provide services to the public through the medium of Welsh. In order to achieve this there is support for this centrally via a scheduled training program to ensure our teams are in a good position to deliver the core aims within a set timeframe.</p>

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Safeguarding	We will ensure safeguarding is at the forefront of all plans with the relevant documentation, systems and procedures and levels of training in place for all staff relevant to the role consistently across the board.	n/a	We will continue to prioritise our safeguarding measures, reflect on current practice and continue to train staff to the appropriate levels. All service areas have updated SAFE procedures in place in line with MCC procedures and a training database is maintained by all managers to reflect upskilling of staff within this area.
Corporate Parenting	We will continue to work with our partners to assist in any way we can and add value to the current provisions.	n/a	We will continue to have representation for this area at all team meetings and continuously monitor and review all systems and procedures mentioned above to ensure we are providing as safe an environment for all of our customers as possible. We actively encourage all staff to be vigilant and report any instances they feel appropriate and have procedures in place for this.

**5. What evidence and data has informed the development of your proposal?**

The Cabinet report proposing the move to a new Attractions Structure is founded upon the following information:

- Budget information for the service to ensure they remain sustainable
- A new proposed model to assist in bringing facilities and products closer together and to help cross market

**6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?**

The purpose of the proposed Attractions restructure is to ensure much valued local services are maintained and by their nature continue to provide employment, growth and an increasingly skilled workforce. The proposals will enable services to be kept open but with more community focus and coordination, helping knit communities together and clear joined up marketing across. Activities in establishing the new structure will require positive engagement and coordination with community focused services as well as income generation and investment in key aspects of the business to ensure the culture and business thrives. Incorporated services will contribute greatly to our local culture, heritage and art with the promotion of activity, health and wellbeing forming part of its key drivers.

**7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.**

What are you going to do	When are you going to do it?	Who is responsible	Progress
Presenting to Cabinet	4 <sup>th</sup> July 2018	Ian Saunders, Richard Simpkins and Marie Bartlett	Scheduled
Move to new structure ASAP	As soon as a decision is made	Ian Saunders, Richard Simpkins and Marie Bartlett	Pending decision

**8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.**

The impacts of this proposal will be evaluated on:	Ongoing (in line with the above schedule)
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9. **VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

<b>Version No.</b>	<b>Decision making stage</b>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
1	<i>Restructuring of Attractions</i>	<i>June 2018</i>	

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## CALL-IN MECHANISM

### Call-in

(a) When a decision is made by the executive, an individual member of the executive or a committee of the executive or an area committee or under joint arrangements, the decision shall be published, including where possible by electronic means, and shall be available at the main offices of the Council normally within two days of being made. All members will be sent copies of the records of all such decisions within the same timescale, by the person responsible for publishing the decision.

(b) That notice will bear the date on which it is published and will specify that the decision will come into force, and may then be implemented, on the expiry of five clear working days after the publication of the decision, unless a select committee objects to it and calls it in.

(c) During that period, the proper officer shall call-in a decision for scrutiny by the committee if so requested by the chairman or any three non-executive members and shall then notify the decision-taker of the call-in. He/she shall call a meeting of the committee on such date as he/she may determine, where possible after consultation with the chairman of the committee, and in any case within fifteen working days of the publication of the decision.

(d) If, having considered the decision, the select committee is still concerned about it, then it may refer it back to the decision making person or body for reconsideration, setting out in writing the nature of its concerns or refer the matter to full Council. If referred to the decision maker they shall then reconsider, amending the decision or not, before adopting a final decision.

(e) If following an objection to the decision, the select committee does not meet in the period set out above, or does meet but does not refer the matter back to the decision making person or body, the decision shall take effect on the date of the select meeting, or the expiry fifteen working days, from the publication of the decision, whichever is the earlier.

(f) If the matter was referred to full Council and the Council does not object to a decision which has been made, then no further action is necessary and the decision will be effective in accordance with the provision below. However, if the Council does object, the Council will refer any decision to which it objects back to the decision making person or body, together with the Council's views on the decision. That decision making body or person shall choose whether to amend the decision or not before reaching a final decision and implementing it. Where the decision was taken by the executive as a whole or a committee of it, a meeting will be convened to reconsider within ten clear working days of the Council request. Where the decision was made by an individual, the individual will reconsider within ten clear working days of the Council request.

(g) If the Council does not meet, or if it does but does not refer the decision back to the decision making body or person, the decision will become effective on the date of the Council meeting or expiry of the period in which the Council meeting should have been held, whichever is the earlier.

### **EXCEPTIONS**

(h) In order to ensure that call-in is not abused, nor causes unreasonable delay, certain limitations are to be placed on its use. These are:

- i) only decisions involving expenditure or reductions in service over a value of £10,000 may be called in;
- ii) three members of the council are needed for a decision to be called in;

### **CALL-IN AND URGENCY**

(i) The call-in procedure set out above shall not apply where the decision being taken by the executive is urgent. A decision will be urgent if any delay likely to be caused by the call in process would seriously prejudice the Council's or the public's interests. The record of the decision, and notice by which it is made public shall state whether in the opinion of the decision making person or body, the decision is an urgent one, and therefore not subject to call-in. The Head of Paid Service or his/her nominee must agree both that the decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency. Decisions taken as a matter of urgency must be reported to the next available meeting of the Council, together with the reasons for urgency.

(j) The operation of the provisions relating to call-in and urgency shall be monitored annually, and a report submitted to Council with proposals for review if necessary.

# Public Document Pack Agenda Item 4

## MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of Economy and Development Select Committee held at The Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 7th June, 2018 at 10.50 am**

**PRESENT:** County Councillor P. Pavia (Chairman)  
County Councillor A. Davies (Vice Chairman)

County Councillors: J. Becker, D. Blakebrough, D. Dovey, R. Roden, B. Strong and A. Watts

Also in attendance: County Councillor V. Smith

### **OFFICERS IN ATTENDANCE:**

Richard Williams                      Democratic Services Officer

### **APOLOGIES:**

County Councillor M. Feakins

#### **1. To note the appointment of County Councillor P. Pavia as the Select Committee Chair**

We noted the appointment of County Councillor P. Pavia as Chair.

#### **2. Appointment of Vice-Chair**

We appointed County Councillor A. Davies as Vice Chair.

The Committee considered that, in future, the election of chairs for all Select Committees should be taken at the Democratic Services Committee rather than being undertaken by the Conservative Group.

We resolved that the Chair discusses this matter with the Chair of the Democratic Services Committee.

#### **3. Declarations of Interest**

There were no declarations of interest raised by Members.

#### **4. Confirmation of Minutes**

The minutes of the Economy and Development Select Committee meeting dated 26<sup>th</sup> April 2018 were confirmed and signed by the Chair.

#### **5. Public Open Forum**

There were no members of the public present.

## MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held at The Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 7th June, 2018 at 10.50 am

**6. Alternative Delivery Model - to scrutinise the progress of the establishment of the Alternative Delivery Model for Tourism, Leisure, Culture and Youth Services, to input on the proposed governance arrangements and to discuss the stages prior to final Council approval**

The Select Committee expressed concern regarding the direction of scrutiny in respect of this issue and have therefore asked officers to reconsider this matter.

We resolved to defer consideration of this agenda item to another meeting of the Select Committee, potentially a special meeting in the near future.

**7. City Deal Joint Scrutiny - Report on the governance arrangements**

**Context:**

To scrutinise the proposal to establish a Joint Overview and Scrutiny Committee for the Cardiff Capital Region City Deal.

**Key Issues:**

At its meeting held on the 20 November 2017, the Cardiff Capital Region City Deal Joint Cabinet received a report detailing proposals for the establishment of a Joint Overview and Scrutiny Committee for the Cardiff Capital Region City Deal. This report also included a suggested draft 'Terms of Reference' for the Joint Overview and Scrutiny Committee.

The report proposed that one of the ten authorities hosts the Cardiff Capital Region City Deal Joint Overview and Scrutiny Committee and provides it with dedicated scrutiny support and advice. It was agreed by the Joint Cabinet that Bridgend County Borough Council would undertake the role of Host Authority and would provide the necessary scrutiny support for the Joint Overview and Scrutiny Committee.

**Member Scrutiny:**

- It was considered that the Monmouthshire County Council Member sitting on the Joint Overview and Scrutiny Committee should come from the Economy and Development Select Committee.
- Economy and Development Select Committee Members expressing an interest in being the Authority's representative to sit on the Joint Overview and Scrutiny Committee should consider submitting a short statement outlining why it should be them, with a view to making a short presentation at Full Council.
- The Chair stated that he would contact the Scrutiny Manager regarding the next steps in this process.

## MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of Economy and Development Select Committee held at The Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 7th June, 2018 at 10.50 am**

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

The Committee concluded that it would be sensible for the appointed Member to derive from the membership of the Economy and Development Select Committee. Members interested in performing the role may choose to make a short presentation to Council.

### **8. Economy and Development Select Committee Forward Work Programme**

We received the Economy and Development Select Committee Forward Work Programme. In doing so, the following points were noted:

#### **Economies of the Future WORKSHOP 2**

Cross border issues to be discussed. Gloucestershire First, which is an organisation that works with businesses in the Gloucestershire area, has been invited to join the Select Committee in a workshop session. This is currently scheduled to take place in the afternoon of the 12<sup>th</sup> July 2018. The Strong Communities Select Committee will be invited to join the workshop.

#### **Scrutiny of Enabling Strategies**

This report is scheduled to be presented to the Economy and Development Select Committee meeting on the 19<sup>th</sup> July 2018.

#### **Cross Border Issues WORKSHOP 1**

This workshop is scheduled to take place in September 2018.

The local Member for St. Mary's, Chepstow, informed the Committee that the Forest of Dean Economic Partnership will meet in the morning of the 22<sup>nd</sup> June 2018 in Mitcheldean. Members of the Select Committee can attend this meeting. The local Member will distribute details of the meeting to the Select Committee.

The local Member for St. Kingsmark, Chepstow, informed the Committee that a meeting has been held between Forest of Dean District Council, Gloucestershire County Council and Monmouthshire County Council, in which the transport issues regarding Chepstow were being discussed in an integrated way.

#### **Procurement**

The Chair will liaise with officers to establish another workshop session. He will also liaise with the Chief Officer for Resources with a view to obtaining an update report regarding progress in respect of this matter.

We noted the report.

## MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of Economy and Development Select Committee held at The Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 7th June, 2018 at 10.50 am**

### **9. Council and Cabinet Business Forward Work Programme**

We received the Council and Cabinet Business Forward Plan. In doing so, the following point was noted:

#### **£50 million Prudential Borrowing to fund acquisitions over a three year period**

This matter has not been scrutinised by the Economy and Development Select Committee and is integrated into the Council's Corporate Plan up to 2022. It would be advantageous if the Committee undertook scrutiny of this issue.

We resolved that a report regarding this matter is brought to a future meeting of the Select Committee.

### **10. Next meeting**

The next ordinary meeting of the Economy and Development Select Committee will be held on Thursday 19th July 2018 at 10.00am. However, it was noted that a special meeting of the Economy and Development Select Committee might be required to scrutinise the Alternative Delivery Model report that was deferred.

The following information was noted:

- The local Member for St. Mary's, Chepstow, is organising a visit to see the Bristol Robotics Laboratory for members of the Select Committee.
- On 21<sup>st</sup> June 2018, Lord Clement-Jones, the spokesperson regarding the digital economy, is speaking at the Drill Hall, Chepstow regarding Artificial Intelligence, which is open to all and is free to attend.
- The Secretary of State for Wales has released a low key survey on the impact of the Severn Bridge tolls.
- The Chair had attended the Democratic Services Committee. It was noted that the Head of Policy and Governance will shortly circulate a paper with a view to following this with a Members' seminar to decide which particular work streams the Select Committees will want to investigate.

**The meeting ended at 11.24 am.**



<b>SUBJECT:</b>	<b>YOUTH ENTERPRISE – EUROPEAN SOCIAL FUND (ESF) PROGRAMMES – INSPIRE2ACHIEVE (I2A) AND INSPIRE2WORK (I2W) EXTENSION</b>
<b>MEETING:</b>	<b>Economy and Development Select Committee</b>
<b>DATE:</b>	<b>19<sup>th</sup> July 2018</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>ALL</b>

**1. PURPOSE:**

**1.1** Further to Cabinet approval for the implementation of the Inspire2Achieve and Inspire2Work programme in [March 2016](#), and [July 2017](#) Youth Enterprise requests in principle support for additional match funding from Authority Invest to Redesign reserves for 2018-19 and Base Budget Consideration from 2019-20 to 2022-23. This funding will enable the extension the existing I2A programme to December 2021 which provides education and well-being support with the aim of reducing the risk of becoming NEET (Not Engaged in Education, Employment or Training) and the existing I2W programme to December 2022 which provides post 16 support, intervention and employment opportunities utilising European Social Fund (ESF) monies.

**2. RECOMMENDATIONS:**

The Committee considers the request for additional match funding from the Invest to Redesign reserves for 2018-19 and Base Budget Consideration from 2019-20 to 2022-23, offering recommendations which will inform the Cabinet.

**3. KEY ISSUES:**

- 3.1** I2A provides education and well-being support, and qualifications for young people aged 11-16 years most at risk of becoming NEET and I2W provides employability support, qualifications and work placements for unemployed young people aged 16 -24 years.
- 3.2** The current I2A programme for 11-16 year olds was approved by Cabinet in March 2016 for three years (March 2019) at total project cost of £792,900 split between 45% ESF of £356,805 and 55% MCC match funding of £436,095.
- 3.3** The current I2W programme for 16- 24 year olds was approved by Cabinet in July 2017 until February 2020. The total project cost was £401,609 split between 45% ESF of £180,724 and 55% MCC match funding of £220,885
- 3.4** Members have previously been made aware that Welsh Government has implemented the Youth Engagement and Progression Framework 2013, which provides a delivery model centred on the needs of young people identifying six key areas for achieving better outcomes for young people. The principles of the framework is embedded in the I2A and I2W programmes and is designed to secure added value whilst reflecting the needs and aspirations of Monmouthshire’s young people and the Authority’s Corporate Plan.

**4. OPTIONS APPRAISAL**

Option	Benefits	Risks	Comments
<ul style="list-style-type: none"> <li>• Do nothing</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>	<ul style="list-style-type: none"> <li>• Increased risk of more young people becoming NEET. Potential</li> </ul>	<ul style="list-style-type: none"> <li>• I2A would finish 31<sup>st</sup> March 2019</li> </ul>

		<p>259 participants will be NEET.</p> <ul style="list-style-type: none"> <li>Increased number of unemployed young people. Potential 238 participants will be unemployed</li> <li>Loss of external funding for programmes that support NEET reduction</li> </ul>	<ul style="list-style-type: none"> <li>I2W would finish January 2020</li> </ul>
<ul style="list-style-type: none"> <li>Implement Extension Period</li> </ul>	<ul style="list-style-type: none"> <li>Reduced risk of young people becoming NEET</li> <li>Increased number of NEET young people entering employment/training</li> <li>Improve young people's skills and future employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Limited match funding to support programme delivery</li> </ul>	<ul style="list-style-type: none"> <li>I2A would finish 31<sup>st</sup> December 2021</li> <li>I2W would finish 31<sup>st</sup> December 2022</li> </ul>

**5. EVALUATION CRITERIA**

- 5.1 An evaluation assessment has been included in Appendix 1 for future evaluation of whether the decision has been successfully implemented. The decision will be evaluated by Economy and Development Select Committee, which will make recommendations regarding any proposed changes to Cabinet.
- 5.2 An annual report will be presented to Economy and Development Select Committee to review progress to date

**6. REASONS:**

- 6.1 Inspire2Achieve enables young people aged 11 -16 years most at risk of becoming NEET ( not in education, employment or training) to gain a range of qualifications and skills enhancing curriculum delivery to support post 16 progression into education, employment or training. Outcomes include; young people gaining qualifications upon leaving; young people in education upon leaving and young people at reduced risk of NEET upon leaving.
- 6.2 Inspire2Work enables Not in Education, Employment or Training (NEET) 16 -24 year olds to gain a range of skills, qualifications and meaningful work placements to feel confident and motivated to enter into sustainable employment or further learning. Outcomes include; NEET young people gaining qualifications upon leaving; NEET young people in education or training upon leaving and NEET young people entering employment upon leaving.
- 6.3 A summary of the performance and outcomes to date for both programmes is detailed in Appendix 3.
- 6.4 The extension will help sustain the reduction in the number of school leavers that are NEET and continue low levels of unemployment amongst 16 – 24 years olds. Without additional match funding potentially 497 young people could be at risk of becoming NEET over the next four years.

**7 RESOURCE IMPLICATIONS:**

- 7.1 The extended delivery of the Inspire2Achieve and Inspire2Work programmes will run until 31<sup>st</sup> December 2021 and 31<sup>st</sup> December 2022 respectively. The extended programmes cost is



£2,023,230.15 over the lifetime of the project, made up of £1,073,343.67 match funding and £949,886.49 grant income.

- 7.2 Match funding for the programmes will be made up from core budget, recycled FR40 grant, external grant match funding, and funding from reserves. In real terms the additional match funding requirement from the Local Authority will be £118,920.66, broken down as follows: £23,645.07 in 2018-19 from Invest to Redesign Reserves, and £30,696.86 in 2019-20, £30,827.10 in 2020-21, £30,036.41 in 2021-22, and £3,715.22 in 2022-23 from base budget consideration ( appendix 4 and 5).

## 8 **WELLBEING OF FUTURE GENERATIONS IMPLICATIONS(INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING):**

The significant equality impacts identified in the assessment (Appendix 2) are summarised below for members' consideration:

The Inspire programmes will improve provision, opportunities and outcomes for all young people who are at risk or who are NEET. It is anticipated that the programmes will have a positive impact on the young peoples' social, emotional, health and wellbeing, education and skills. This proposal does acknowledge that due to personal, social and educational barriers, not every young person will progress and sustain education, employment or training.

The actual impacts from this report's recommendations will be reviewed every year and criteria for monitoring and review will include:

- The number and percentage of Year 11, 12 and 13 school leavers not in education, employment and training.
- The number NEET and unemployed young people 16 -25 years.

## 9 **CONSULTEES:**

Senior Leadership Team  
Chief Officer for Children and Young People  
Head of Achievement and Attainment  
Secondary Schools Head Teachers  
Special School Head Teacher  
Pupil Referral Service Head Teacher  
Head of Enterprise and Community Development

## 10. **BACKGROUND PAPERS:**

Evaluation Criteria	(Appendix 1)
Future Generations Evaluation	(Appendix 2)
I2A and I2W Programmes Participant Forecast	(Appendix 3)
I2A and I2W Programmes costings	(Appendix 4)
Invest to Redesign Reserves –Business Case	(Appendix 5)

## 11. **AUTHOR:**

Hannah Jones, MCC Youth Enterprise Manager

## 12. **CONTACT DETAILS:**

**Tel: 07738 340418**

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

## Appendix 1 - Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

<b>Title of Report:</b>	YOUTH ENTERPRISE – EUROPEAN SOCIAL FUND (ESF) PROGRAMMES – INSPIRE2ACHIEVE(I2A) AND INSPIRE2WORK (I2W) EXTENSION
<b>Date decision was made:</b>	4 <sup>th</sup> July 2018
<b>Report Author:</b>	Hannah Jones

<b>What will happen as a result of this decision being approved by Cabinet or Council?</b>	
<p>Once the Inspire programmes extension has been approved by cabinet, the programme performance outcomes will be scrutinised and monitored by the Departmental Management Team for Children and Young People, the Departmental Management Team for Enterprise and Community Development, CYP Strategic Partnership and the Post 16 Steering Group</p> <p>The public will have 2 programmes – I2A will support young people most at risk of becoming NEET and I2W will support young people that are NEET in gaining qualifications, sustaining education and enabling employment opportunities, creating improved outcomes for our young people. Officers can advocate on behalf of the work of the programmes and share opportunities in their wards.</p>	
12 month appraisal	

<b>What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?</b>	
<p>The following criteria will determine whether the decision has been successfully implemented:</p> <ul style="list-style-type: none"> <li>• Sustaining a continued reduction in the number and percentage of NEET Y11, Y12 and Y13 school leavers</li> <li>• Continued reduction in the number of NEET young people 16 -24 years</li> <li>• Improved future pathway opportunities in particular local employment</li> <li>• Improved co-ordination of support and interventions for young people most at risk or who are NEET</li> </ul>	
12 month appraisal	

<b>What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?</b>	
<p>In real terms the additional match funding requirement from the Local Authority will be £118,920.66, broken down as follows: £23,645.07 in 2018-19 from Invest to Redesign Reserves, and £30,696.86 in 2019-20, £30,827.10 in 2020-21, £30,036.41 in 2021-22, and £3,715.22 in 2022-23 from base budget consideration.</p>	
12 month appraisal	

**Any comments**



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> Hannah Jones</p> <p><b>Phone no:</b> 07738 340 418 <b>E-mail:</b> hannahjones@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <ul style="list-style-type: none"> <li>To implement the European Social Fund (ESF) Inspire2Achieve and Inspire2Work Programmes over an extended period in line with the regional partnership.</li> </ul>
<p><b>Name of Service:</b> Youth Enterprise</p>	<p><b>Date Future Generations Evaluation</b> 26th May 2018</p>

*NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc.*




**Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The aim of the Inspire programmes is to create the conditions for young people most at risk to thrive. It will enable young people to feel confident and capable in school with peers and others and enjoy the curriculum. The programmes will equip young people with the appropriate skills to manage and sustain further education, employment and training.</p>	<p>Developing bespoke interventions and support packages to support the learner's needs.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The programmes will work within the Environmental Sustainability Objectives set by WEFO (Welsh European Funding Office) and deliver to the indicators set for ESF( European Social Funding) Youth Employment and Attainment priority. The programmes will address issues such as waste, recycling, minimize energy usage and efficient use of such resources, whilst also raising awareness of environmental issues and healthy lifestyles.</p>	<p>Sharing expertise, networks and resources will ensure a good provision for our young people.</p>
<p><b>A healthier Wales</b> People's physical and mental wellbeing maximized and health impacts are understood</p>	<p>The Inspire team will work with young people, supporting them to overcome health and wellbeing barriers by either delivering health or wellbeing workshops and/or support, linking learners with health care professionals, organisations and networks and other health and wellbeing services. The young people's health and wellbeing is a crucial element to reducing their overall risk of becoming NEET.</p>	<p>The one to one support from responsible partners will enable us to identify and address individual need. Setting agreed goals and reinforcing recognition and achievements. A reduction in the barriers to participation is a key element to enable young people to be engaged, supported and valued. The level of support offered will be high and consistent.</p>
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>Programmes will encourage safe and appropriate use of IT and the internet, developing young peoples' ICT literacy skills, preparing them for further learning, education and training.</p> <p>The programmes will link to the wider community, helping young people be active citizens in their community and have a greater awareness of community safety.</p>	<p>Encourage safer use of the internet and raise awareness of the harmful effects and consequences of inappropriate use of social media</p>
<p><b>A globally responsible Wales</b></p>	<p>The programmes are funded by the ESF and the managing authority is WEFO. WEFO has undertaken a full Socio Economic Analysis to identify needs,</p>	<p>Working closely with our Local Authority partners and Careers Wales we will share resources and good practices to ensure young people have the best</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	challenges and opportunities across Wales. It will incorporate ESDGC (Education, Sustainable Development and Global Citizenship) elements enable young people to become globally responsible citizens.	opportunities to engage in global well –being and how this impact’s on their community.
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	The programmes will have marketing, publications and printed literature available bilingually where appropriate. The programmes will conform to the Welsh Language Legislation Welsh Language Wales Measure 2011 and accompanying welsh language standards.	Encouraging young people to embrace the vibrant welsh culture and language.
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	The programmes will develop effective ways to engage and provide support for those individuals regardless of ethnic origin, gender, disability sexual orientation or religion to ensure all young people actively participate in and benefit from the programme. The programme will follow WEFO’s and the LA Equal Opportunity’s Policy stipulates how staff can best promote equality of opportunity and outcomes for young people regardless of age, race, ethnicity and disability.	All of our policies and procedures are guided by the current local and national equal opportunities guidance and legislation.

**2. How has your proposal embedded and prioritised the sustainable governance principles in its development?**

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p><b>Long Term</b></p>	<p>The long term future plan is that young people that have engaged with Inspire2Achieve and/or Inspire2Work will remain in education, employment or training and their risk of becoming NEET is reduced.</p> <p>This will reduce the likelihood of future or continuing poverty amongst young people. It will also deliver improved health and well-being for young people, whilst also instilling a work ethic for young people and seeing aspiration levels rise.</p>	<p>With the financial investment from the Local Authority to a further 3 years for Inspire2Achieve until December 2021 and a further 4 years for Inspire2Work until December 2022.</p> <p>The aim is to develop resilience in those young people 'most at risk' or who are NEET, to improve their confidence and skills. Thus enabling them to progress into education, employment or training...</p>
<p>Page 41</p>  <p>Working together with other partners to deliver objectives</p> <p><b>Collaboration</b></p>	<p>The Inspire2Achieve programme is a regional programme, Newport is the lead beneficiary, working with the following joint beneficiaries; City of Cardiff County Council, Monmouthshire County Council, The Vale of Glamorgan Council, Coleg Gwent, Cardiff and Vale College, Careers Wales.</p> <p>The Inspire2Work is a regional programme. Newport City Council is the lead beneficiary, working with the following joint beneficiaries; City of Cardiff County Council, Monmouthshire County Council, The Vale of Glamorgan Council and Llamau.</p>	
 <p>Involving those with an interest and seeking their views</p> <p><b>Involvement</b></p>	<p>The programmes will involve learners in the design delivery, evaluation and redesign of the learning experiences. As part of the learning journey, the team understands the necessity for bespoke learning opportunities involving the learner and fostering shared responsibility and autonomy of the learner as well as constant progress.</p>	<p>The programmes will discuss at point of referral the learner's needs, vocational pathways and training route options. It will provide formative reviews of the learning experience, have informal discussions and evaluations during and at end of programmes.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Putting resources into preventing problems occurring or getting worse</p> <p><b>Prevention</b></p>	<p>The Inspire programmes are preventative initiatives to enable the reduction in the risk of young people becoming NEET and reduction in the number of young people who are NEET.</p> <p>It is anticipated that the long term impact of the programmes will challenge behaviors, actions and attitudes, subsequently establishing firm foundations on which to support in the future and provide generic skills.</p>	<p>The programmes will be monitored and reviewed as part of the action plan to ensure targets are on track and then young people feel the programmes are meeting their needs and expectations.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p><b>Integration</b></p>	<p>The programmes will work with young people supporting them to overcome health and wellbeing barriers by either delivering health and wellbeing programmes and/or support, linking young people with health care professionals, organisations and networks and other health and wellbeing services. The young peoples' health and wellbeing is a crucial element to reducing their overall risk of becoming NEET.</p>	<p>The programmes will be monitored and reviewed through amount of referrals to specialist support for emotional wellbeing; progress of each young person during the programme and through termly discussions with other professionals within the school community.</p>

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)



Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	We aim to engage with young people 11-24years most at risk of becoming NEET (not in education, employment or training) or who are NEET.	None identified	N/A
Disability	We aim to engage and support young people to meet with individual needs without discrimination.	None identified	N/A
Gender reassignment	We aim to provide a provision which is inclusive for transgender people and groups We will address any issues in regards to work placements, employment and training opportunities.	None identified	N/A
Marriage or civil partnership	Not applicable	None identified	N/A
Pregnancy or maternity	Risk assessment will be in place for pregnant young people ensures all health and safety measures have been addressed and the well-being of the young person is paramount.	None identified	N/A
Race	Young people referred onto our programmes will be given the same opportunities regardless of race. The relevant support will be provided to meet individual needs	None identified	N/A

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Religion or Belief	We aim to offer bespoke packages of support that will take into account young peoples' religion and religious beliefs.	None identified	N/A
Sex	We aim to offer opportunities that will take into account individual needs regardless of sex.	None identified	N/A
Sexual Orientation	We aim to offer opportunities that will take into account individual needs regardless of sexual orientation.	None identified	N/A
Welsh Language	We will adhere to the Welsh Government Welsh Language Policy. We will aim to provide bilingual learning opportunities if there is a need.	None identified	N/A

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4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?

Safeguarding	Safeguarding is a priority, young people on our programmes will have a multiple barriers and are vulnerable individuals. All youth enterprise staff and volunteers have completed the Safeguarding level 1. The programmes will link with Building Stronger Families, Multi-Agency Early Support and Prevention Referral and Intervention Pathway Panel and monthly multi-agency meetings in schools.	None identified	N/A
Corporate Parenting	The Inspire programmes target young people who are looked after children (LAC) and care leavers. We aim to provide a tailor package which is flexible to their needs and circumstances.	None identified	N/A

**5. What evidence and data has informed the development of your proposal?**

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The following data has identified and informed the need to develop the Inspire2Achieve programme;

- The Local Authority Early Identification process identifying young people most at risk in key stage 3 and 4.
- The Careers Wales 5 Tier model data, identifying young people 16 -18 years in tier 4 who are in education, employment or training yet are at risk due to circumstances.
- Young people 19 -24 years who are vulnerable and are still in education.

The following data has identified and informed the need to develop the Inspire2Work programme;

- The Careers Wales 5 Tier model data young people in tier 1 and 2 of the system who are NEET
- NOMIS figures identifying the number of 19 -24 year olds that claim job seeker allowance
- 16 -24 vulnerable groups identified through local partnership forums.

The work of the CYP Strategic Partnership, Post 16 Steering Group and the Keeping in Touch Group have identified the need for further intervention for those most vulnerable to participate and engage in the school curriculum and sustain future education, employment and training.

**6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?**

It is anticipated that the Inspire programmes will have a positive impact on the young peoples' social, emotional, health and wellbeing, education and skills. This will develop their resilience and improve their life chances. This proposal does acknowledge that due to personal, social and educational barriers, not every young person will progress into further education, training or employment.

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**7. ACTIONS:** As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
To implement the European Social Fund (ESF) Inspire2Achieve and Inspire2Work Programmes over an extended period in line with the regional partnership.	July 2018	Hannah Jones	To be reported on an annual basis

**8. MONITORING:** The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

2  
3  
4

The impacts of this proposal will be evaluated on:	July 2019
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**9. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Economy and Development Select Committee	19 <sup>th</sup> July 2018	
1	Cabinet	25 <sup>th</sup> July 2018	



Appendix 4 I2A and I2W Programmes Participant Forecast



**Inspire2Achieve**

Forecast / Year	2018-19	2019-20	2020-21	2021-22
Enrolments	150	150	148	57
Qualifications	34	34	31	30
Progression into Education or Training	14	14	15	15
Reduced Risk of NEET <ul style="list-style-type: none"> <li>• 2 out of 4 indicators achieved</li> <li>• Attainment/Attendance/Behaviour/Wellbeing</li> </ul>	77	74	78	54

**Inspire2Work**

Forecast / Year	2018-19	2019-20	2020-21	2021-22	2022-23
Enrolments	85	87	87	87	85
Qualifications	20	28	28	24	20
Progression into Education or Training	8	8	8	8	8
Employment	26	26	25	20	13

## Inspire2Achieve Programme Forecast

	Existing Delivery Period		Extended Delivery Period			Summary
Financial Year	2018-19 <sup>1</sup>		2019-20	2020-21	2021-22 <sup>2</sup>	2018-22
Profile	Original	Re-profile	Profile	Profile	Profile	Profile
Total Cost	£ 192,533.38	£ 228,512.93	£ 236,019.99	£ 245,523.42	£ 208,192.38	£ 918,248.73
Match Funding (MF)	£ 105,893.36	£ 124,118.42	£ 128,195.94	£ 133,357.79	£ 113,081.17	£ 498,753.32
Grant Funding (ESF)	£ 86,640.02	£ 104,394.51	£ 107,824.06	£ 112,165.63	£ 95,111.21	£ 419,495.40
Additional MF Required	-	£ 18,225.06				
Additional ESF Received	-	£ 17,754.49	Grant Rate: 45.68%			

<sup>1</sup>Original Profile Ends 31/12/2018, Plus Admin Closedown to 31/03/2019

<sup>2</sup>Reprofile Ends 31/12/2022

## Inspire2Work Programme Forecast

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	Existing Delivery Period		Extended Delivery Period			Summary		
Financial Year	2018-19		2019-20 <sup>1</sup>		2020-21	2021-22	2022-23 <sup>2</sup>	2018-23
Profile	Original	Re-profile	Original	Re-profile	Profile	Profile	Profile	Profile
Total Cost	£ 216,846.10	£ 222,870.30	£ 182,606.54	£ 236,995.43	£ 245,661.36	£ 251,153.78	£ 148,300.56	£ 1,104,981.43
Match Funding (MF)	£ 119,265.30	£ 115,892.56	£ 100,433.60	£ 123,237.62	£ 127,743.91	£ 130,599.96	£ 77,116.29	£ 574,590.35
Grant Funding (ESF)	£ 97,580.80	£ 106,977.74	£ 82,172.94	£ 113,757.81	£ 117,917.45	£ 120,553.81	£ 71,184.27	£ 530,391.09
Additional MF Required	-	- £ 3,372.74	-	£ 22,804.03				
Additional ESF Received	-	£ 9,396.94	-	£ 31,584.86	Grant Rate: 48.00%			

<sup>1</sup>Original Profile Ends 31/12/2019

<sup>2</sup>Reprofile Ends 31/12/2022

## Combined Programme Summary

Financial Year	Total Cost	Staff Costs	Other Costs <sup>1</sup>	Match Funding	Grant Income
2018-19	£ 451,383.23	£ 322,416.59	£ 128,966.64	£ 240,010.98	£ 211,372.25
2019-20	£ 473,015.42	£ 337,868.16	£ 135,147.26	£ 251,433.56	£ 221,581.86
2020-20	£ 491,184.78	£ 350,846.27	£ 140,338.51	£ 261,101.70	£ 230,083.08
2021-22	£ 459,346.16	£ 328,104.40	£ 131,241.76	£ 243,681.14	£ 215,665.02
2022-23	£ 148,300.56	£ 105,928.97	£ 42,371.59	£ 77,116.29	£ 71,184.27
Total	£ 2,023,230.15	£ 1,445,164.40	£ 578,065.76	£ 1,073,343.67	£ 949,886.49

<sup>1</sup>Other Costs (FR40) are automatically calculated as 40% of staff costs

## Additional Funding Required Funding Summary

Financial Year	Additional Funding Required
2018-19	£ 23,645.07
2019-20	£ 30,696.86
2020-20	£ 30,827.10
2021-22	£ 30,036.41
2022-23	£ 3,715.22
Total	£ 118,920.66

Remaining match funding will be made up of existing core budget, recycled (unused) FR40 Grant, and external grants that are permissible for use as match funding.



## **Appendix 5 – Invest to Redesign earmarked reserves for Inspire programmes Extension**

The Inspire programmes contribute to the purpose of the council and is at the heart of what we do will:

'We want to help sustainable and resilient communities that support the well-being of current and future generations'

The Inspires programme fully aligns with two of the four Council's Well-Being Objectives:

- Provide children and young people with the best possible start in life, through the Inspire2Achieve programme supporting young people in Key Stage 3 and 4 most of risk of becoming NEET ( not in education, employment or training. Hence sustaining a reduction in the number of year 11, 12 and 13 school leavers that are NEET.
- Develop opportunities for communities and businesses to be part of a thriving and well- connected county, through the Inspire2Work programme supporting young people into local employment and developing links with local employers and businesses to create future employment opportunities for our young people.

This additional match funding not only enables us to extend the lifetime of both programmes but will bring in additional ESF funding to the County and enhance the support through both programmes in sustaining education, employment and training. This will enable us to draw in and manage additional funds such as the Employability Grant from Welsh Government which will equate to circa £150k per year over 2 years and will not require additional match funding.

The use of reserve funding is consistent with the protocol. We have explored existing budgets, however this is not an option due to no surplus funds within Youth Enterprise. We have secured 45% of the project costs from the European Social Fund for Inspire2Achieve and 48% for Inspire2Work. This is not an on-going expenditure, it will be for the lifetime of the project. This has been secured by Newport City Council our Lead Beneficiary and approved by WEFO for the project duration. The grant offer letter for the existing scheme of work of the programmes has been signed off by the Head of Business and Economy.

Rationale for the reserve is to redesign our services for young people 11 -24 years, improve education support, improve access to employment, training and apprenticeships, linking with our existing and creating new local business network. Enabling young people to gain higher paid employment, offering employability courses and qualifications. Enabling the team to develop an Employability model/structure fit for the future in Monmouthshire, complimenting and enriching existing programmes within the local, private and third sector. Linking with the City Deal region opportunities and networks for future growth. Inspire2Achieve will support those young people at risk of disengaging from compulsory education to transition into further education, training and employment. Inspire2work will support young people who are furthest away from the labour market, to acquire the skills and experience to gain and maintain sustainable employment.

This will directly support an additional 159 young people on the Inspire2Achieve programme over its duration period and an additional 238 young people on the Inspire2Work programme over its duration period

### **Business Case Justification**

The programmes also align with the following strategies

- Corporate Plan 2017/2022
- People Place Prosperity A Strategy for Social Justice 2017/2022
- Corporate Parenting Plan 2018 -2021
- Monmouthshire Draft NEET Reduction Strategy 2018-2021

As stated any savings made as a result of this investment will be paid back to reserves. The programmes are not proposing to acquire reserve funds beyond that which is required, and as such is expecting to utilise all of the reserve funds granted. However, if alternative grants become available that are eligible to be used as match funding these will be used in place of reserve funds. Any reserve funds leftover as a consequence of this will be returned upon completion of the Inspire programmes, and any necessary compliance checks relating to the programmes.



<b>SUBJECT:</b>	<b>ABERGAVENTNY BOROUGH THEATRE</b>
<b>MEETING:</b>	<b>ECONOMY AND DEVELOPMENT SELECT</b>
<b>DATE:</b>	<b>19<sup>TH</sup> JULY 2018</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>ALL</b>

## NON-PUBLICATION

### 1. PURPOSE:

- 1.0 To present an update on Abergavenny Borough Theatre following the Cabinet decision to accept the surrender of the lease, bringing the Management Agreement to an end, and returning ownership and control to the Authority.
- 2.0 To request that Members consider activity to date and proposed next steps, providing comments for Cabinet consideration on the 25<sup>th</sup> July 2018.

### 2. RECOMMENDATIONS:

- 2.1 That Select Committee scrutinises the situation analysis and options appraisal and considers the proposal to recruit a fixed term, full time Theatre Manager, with supporting Front of House Supervisors, be resourced from within the approved Medium Term Financial Plan, in order to put the Theatre on a on a more stable footing and determine the medium/longer term future for the Theatre.
- 2.2 That Select Committee considers the development of a formal Charter or Concordat with Acting for the Borough (A4B), the former Borough Theatre Management Committee.

### 3. KEY ISSUES:

- 3.1 In February 2018, [Cabinet](#) approved and accepted the surrender of the lease between the Council and the Borough Theatre Trust. In so doing, the Management Agreement entered into by both parties ceased and Abergavenny Borough Theatre returned to the ownership and control of the Council. The Borough Theatre Trust were in full agreement with the actions taken and agreed to cease to operate and to de-register themselves on conclusion of the hand-over. The Council also agreed to undertake a TUPE transfer of the six existing Theatre employees, and to meet any severance costs of the individuals if a viable, ongoing model for the Theatre could not be found.
- 3.2 In making the decision, the Authority agreed to review all operations of Abergavenny Borough Theatre over a six month period and to bring forward an options appraisal as a subsequent report to Cabinet for the medium term future of the Theatre.

### 4. SITUATION ANALYSIS AND OPTIONS APPRAISAL

- 4.1 Since returning to the Authority, the Head of Enterprise and Community Development has provided leadership support to the Theatre and the Authority's Event's team have provided management and administrative support whilst considering the future viability of the operation. The Events team have already had a positive impact and are continuing to build

trust with the Theatre team whilst also bringing in income generating opportunities, having recently secured a notable comedic act.

4.2 The Theatre has also been moved onto the Authority’s systems, aligning them with the Authority’s policies and procedures, thus addressing concerns raised regarding processes and policy during an Authority Internal Audit carried out in January 2017.

4.3 A full review of operations at the Theatre is still underway however the SWOT analysis in Table One below offers a situation analysis of findings to date:

**Table One: SWOT Analysis of Abergavenny Borough Theatre**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Long established and high profile Theatre venue;</li> <li>• Located in an Iconic Grade I Listed building;</li> <li>• Well established and loyal audience;</li> <li>• Committed and knowledgeable staff team;</li> <li>• Strong, skilled and committed volunteer base;</li> <li>• Patronised by an energetic local amateur dramatic arts sector;</li> <li>• Long established support and fundraising group, A4B;</li> <li>• A varied and established programme of events.</li> </ul>	<ul style="list-style-type: none"> <li>• Overall state of the building. The current offer is tired i.e. building and physical layout with limited accessibility, leading to reduced income generation opportunities;</li> <li>• Poor state of customer facilities (toilets/bar/seating/carpets/etc.);</li> <li>• Lack of a full time manager and team leader to take the Theatre forward;</li> <li>• Staff team are disjointed due to differing work locations leading to communication failures and are also frustrated due to management changes over the last few years;</li> <li>• Limited digital marketing activity leading to increased traditional marketing costs i.e. direct mailing of hard copy brochures;</li> <li>• Due to the nature of the industry, grant support funding will always be required.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• MCC’s capital improvement plans for the Town Hall/Market “The HUB” to include improved visitor accessibility;</li> <li>• Staff restructure to include appointment of new Theatre Manager;</li> <li>• Revitalised Patrons Scheme;</li> <li>• Corporate sponsorship and public sector funding opportunities e.g. Arts Council for Wales (ACW), CADW;</li> <li>• Income generation via hire agreements;</li> <li>• Annual funding from ACW for delivery of Professional Arts Programme;</li> <li>• Grant funding via ACW for replacement sound and lighting equipment and theatre refurbishment to improve customer comfort and access;</li> <li>• Potential ACW funding for business planning and audience development work;</li> <li>• ACW’s Creative Schools educational funding.</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing public sector funding budgets;</li> <li>• Anticipated period of closure during 19/20 whilst capital improvement works are being undertaken resulting in lost income;</li> <li>• Growing competition from theatre and arts venues in the town and wider environs e.g. Monmouth, Newport, Cardiff</li> <li>• Inability to recruit a credible, vibrant, enthusiastic and energetic Theatre Manager.</li> </ul>

- 4.4 Although the Theatre has only been back under the Authority's control for a short number of months some major steps forward have been undertaken with regard to the future direction of the operation.
- 4.5 To date conversations with the Arts Council for Wales (ACW) have been positive and a funding bid for £14k has been approved to replace antiquated lighting and sound equipment which is being supported by 20% match funding from the Theatre's Support Group Acting for the Borough (A4B). This is a really positive step forward as the new equipment will not only put the Theatre on par with the industry minimum standards. I.e. moving from an analogue system to a digital desk, but it will also reduce the need to procure this equipment for shows consequently reducing costs and improving income generation opportunities.
- 4.6 Further ACW support is also being investigated with regard to business planning, audience development and capital refurbishment to include replacement of the Theatre's seating which is well past it's sell by date.
- 4.7 Therefore at this stage, the conclusions that are being drawn are not those which state that the job is done and the Theatre is home and dry. However, having taken advice from finance colleagues, their analysis indicates that the transfer has been positive with staff retrained in Authority policies and procedures. They will be undertaking significant work in the coming months to ensure the function remains financially viable and they are currently predicting break-even for Month 2 performance against a budget of £114,000 (the current Council subsidy) and will have a better understanding in Month 7. It is therefore clear that to review all operations of the Theatre within a six month period is not possible and further time is required in order to bring a more detailed options appraisal forward to Cabinet detailing the medium term future of the Theatre.
- 4.8 Finance colleagues are however fairly confident that, if income is similar to previous years, there will be enough in the budget to bring it in on budget, their reasons being:
- The tighter procurement controls being put in place which will drive efficiencies;
  - The change in staffing structure and rotas should improve productivity and reduce overtime costs;
  - The direct link with the events team will be instrumental in increasing footfall and therefore increasing turnover;
  - The direct link with the Communications and Engagement team will improve publicity and marketing thus increasing turnover;
  - The work being done on creating a "financial viability" template should ensure that the Theatre is not taking on shows that will make a loss;
  - The fact that Support services fall below the line means that the direct Borough Theatre budget will no longer pay for support services such as finance, legal support, HR, etc.
- 4.9 The immediate financial future of the Theatre has therefore been secured which leads the team to determine that the Theatre is out of immediate danger and steps are required to put the Theatre on a more sustainable footing in order to determine the medium term future for the Theatre. The analysis has also determined that in order for the Theatre to have any form of stability, a core staffing base can be resourced to enable recruitment to the key post of a fixed term, full time Theatre Manager at Grade I 37-41 with supporting Front of House Supervisors at Grade F SCP 25-29. A comparison of the two team

structures is detailed in table one below, any increase in base staff cost will be offset by a reduction in overtime and sessional/freelance support:

Table One:

Current Council Structure					Proposed Council Structure				
Post Description	Band	Grade	FTE	Total Salary, NI and Superann	Post Description	Band	Grade	FTE	Total Salary, NI and Superann
Theatre Manager (Vacant)	I	37-41	1.00		Theatre Manager (to be recruited)	I	37-41	1.00	
Theatre Technical Manager	G	29-33	1.00		Theatre Technical Manager	G	29-33	1.00	
Front of House Manager/Box office Manager	E	21-25	0.35		Sessional front of house (to be recruited)	F	25-29	0.50	
Marketing Manager	G	29-33	0.49		Marketing Manager	G	29-33	0.49	
Stage Technician	D	17-21	1.00		Stage Technician	D	17-21	1.00	
Box Office Assistant	B	9-13	0.35		Box Office Assistant	E	21-25	0.35	
Box Office Assistant	B	9-13	0.35		Box Office Assistant	B	9-13	0.35	
					Box Office Assistant	B	9-13	0.35	
			<b>4.41</b>	<b>149,952</b>				<b>4.91</b>	<b>164,523</b>
					<b>Increase in Staff Cost</b>				<b>14,571</b>
					Funded By :-				
					Reduction in Overtime				-5,000
					Reduction in Sessional Worker Costs				-10,000
							<b>(Surplus)/Deficit</b>		<b>-429</b>

4.10 The attraction of future funding is largely dependent upon an energetic Theatre Manager being in place to lead the existing team, develop a vibrant programme and produce a sustainable business plan that will equip the theatre for future growth. Although there is an existing business plan in place it was produced by the Borough Theatre Trust and clearly much has changed. It is therefore recommended that in order to move the Theatre forward, the post of the full time Theatre Manager is reinstated and recruitment is commenced to enable the Authority to maximise every opportunity to put this much loved community asset on a more sustainable footing. It is also recommended that the post is fixed for two years in order to establish a time threshold to determine viability.

4.11 As partnerships and relationships at the Theatre have also been tested during the period of instability, it is also recommended that a formal charter or concordat is developed with A4B

the former Borough Theatre Management Committee. The aims of A4B, made up of representatives of each of the five theatre ‘user societies’, are to: support the continuing development of the Theatre; provide a forum for discussion; act as a link between the community sector and the Theatre’s management; raise funds to support the continuing development of the Theatre and support and encourage performing arts in Abergavenny. The purpose of the charter therefore will be to clarify how the future relationship will operate, identifying and agreeing rights and responsibilities on both sides to best advantage for the Borough Theatre. An Options Analysis of these proposals is detailed in Table Two below:

**Table Two: Options Analysis**

<b>Option</b>	<b>Benefits</b>	<b>Risks</b>	<b>Comments</b>
<ul style="list-style-type: none"> <li>• Do nothing</li> </ul>	<ul style="list-style-type: none"> <li>• None identified</li> </ul>	<ul style="list-style-type: none"> <li>• Potential loss of external funding opportunities;</li> <li>• Increased staff frustration and limited leadership time due to competing priorities of interim lead team;</li> <li>• Continued instability leading to loss of income;</li> <li>• Reduced chance of success</li> </ul>	<ul style="list-style-type: none"> <li>• As an Authority we have made a commitment to identify opportunities to put the theatre on a sustainable footing. The lack of a full time Theatre Manager puts this commitment in jeopardy;</li> <li>• Whilst a Charter is not in a place, roles and responsibilities are unclear, leading to misunderstandings and miscommunication.</li> </ul>
<ul style="list-style-type: none"> <li>• Recruitment of the core staffing base;</li> <li>• Charter with A4B</li> </ul>	<ul style="list-style-type: none"> <li>• Expertise, energy and enthusiasm leading to renewed vigour and a stronger sense of purpose for the Theatre;</li> <li>• A stronger, more cohesive team;</li> </ul>	<ul style="list-style-type: none"> <li>• Longer term financial position may be less positive resulting in contract ending after three years;</li> <li>• Inability to recruit the right person leading to further staff frustration;</li> <li>• Lack of buy-in from staff team and A4B;</li> </ul>	<ul style="list-style-type: none"> <li>• As an Authority we have demonstrated our commitment to testing the Theatre’s sustainability;</li> <li>• In line with the Well Being of Future Generations Act we have</li> </ul>

	<ul style="list-style-type: none"> <li>Increased partnership working and co-delivery of projects.</li> </ul>	<ul style="list-style-type: none"> <li>Charter may prove impossible to develop due to discord between partners.</li> </ul>	<p>demonstrated our commitment to supporting culture in our community;</p> <ul style="list-style-type: none"> <li>As an Authority we have demonstrated our commitment to working in partnership.</li> </ul>
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**5. EVALUATION CRITERIA**

5.1 An evaluation assessment has been included in Appendix A for future evaluation of whether the decision has been successfully implemented. A progress report will come back to this committee in six months' time following the Month 7 review of finances.

**6. REASONS:**

6.1 This report sets out the Authority's interim findings and options appraisal in relation to the review of the Theatre's operations following the return of the Theatre back into its ownership. Given the evolving nature of the return to the Authority's wider operational structure, the report's recommendations will give the Theatre the best chance of success whilst the assessments are on-going, subsequently a further report will be presented in six months' time following the Month 7 financial appraisal.

6.2 Whilst the initial decision from Cabinet agreed to review all operations of Abergavenny Borough Theatre over a six month period and to bring forward an options appraisal for the medium term future of the Theatre, it is now clear that six months is not long enough. It is therefore requested that the financial analysis remains on-going basis with six monthly reports being presented to Committee for analysis.

6.3 The location of the Theatre within the Town Hall also provides the Authority with the opportunity to maximise its future success in a wider context and capitalise on any benefits that the proposed refurbishment of the Town Hall might be able to create in terms of improved accessibility, increased footfall and improved energy efficiencies.

**7. RESOURCE IMPLICATIONS:**

7.1 Internal financial analysis indicates the transfer has been positive and the immediate financial future of the Theatre has been secured, leading the team to determine that a core staffing base can be resourced from within the approved Medium Term Financial Plan to enable recruitment to the key post of a fixed term, full time Theatre Manager with supporting Front of House Supervisors, any increase in base staff cost will be offset by a reduction in overtime and sessional/freelance support. Significant financial analysis will however be on-going to ensure the function remains financially viable.

7.2 In the event that a viable model for the future of the theatre cannot be determined, the council is accepting a severance cost liability attaching to all of the current theatre employees.



7.3 A further report and financial summary on the viability of the Theatre will be produced and presented to Committee in six months' time.

**8. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING):**

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

The return of the Borough Theatre back the Authority's management has provided "breathing space" for the venue, enabling the continuation of service delivery whilst it is in review. It is anticipated that solutions will be identified which will develop and sustain a higher rate of performances, ticket sales and an improved environment for theatre users. There is a risk that the theatre is unsustainable in the longer term, but if the Authority does nothing the theatre may close, resulting in the loss of staff, volunteers, performers and reputation. The Borough Theatre is a much loved and valued local service. It is important, if viable, that it is maintained and by its nature, continues to provide employment and growth opportunities for its skilled workforce of both paid staff and volunteers. Continuing to incorporate the Theatre into the Enterprise Services, contributes greatly to our local culture, heritage and art, the promotion of health and wellbeing forming part of its key aims.

**9. CONSULTEES:**

Senior Leadership Team  
Cabinet  
Economy and Development Select  
A4B

**10. BACKGROUND PAPERS:**

Evaluation Criteria (Appendix A)  
Future Generations Evaluation (Appendix B)

**11. AUTHOR:**

Cath Fallon (Head of Enterprise and Community Development)

**12. CONTACT DETAILS:**

Tel: 07557 190969  
E-mail: [cathfallon@monmouthshire.gov.uk](mailto:cathfallon@monmouthshire.gov.uk)

## Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council (Appendix A)

<b>Title of Report:</b>	<b>ABERGAVENNY BOROUGH THEATRE</b>
<b>Date decision was made:</b>	
<b>Report Author:</b>	<b>Cath Fallon</b>

### What will happen as a result of this decision being approved by Cabinet or Council?

What is the desired outcome of the decision?  
What effect will the decision have on the public/officers?

Comments will be received and the report to Cabinet will be revised accordingly in order to inform Cabinet's decisions. If approved, it will then be subject to a six month review.

### What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

Think about what you will use to assess whether the decision has had a positive or negative effect:  
Has there been an increase/decrease in the number of users  
Has the level of service to the customer changed and how will you know  
If decision is to restructure departments, has there been any effect on the team (e.g. increase in sick leave)

As this is a progress report it will be subject to a six month appraisal.

### What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

Give an overview of the planned costs associated with the project, which should already be included in the report, so that once the evaluation is completed there is a quick overview of whether it was delivered on budget or if the desired level of savings was achieved.

There are currently no additional costs or proposed savings associated with this report's recommendations in fact it will assist in putting the Theatre on a more sustainable footing.

Any other comments



## Future Generations Evaluation (includes Equalities and Sustainability Impact)

<p><b>Name of the Officer</b> Cath Fallon</p> <p><b>Phone no:</b> 07557 190969 <b>E-mail:</b> <a href="mailto:cathfallon@monmouthshire.gov.uk">cathfallon@monmouthshire.gov.uk</a></p>	<p><b>Abergavenny Borough Theatre – Progress Report</b></p>
<p><b>Name of Service:</b> Enterprise</p>	<p><b>Date:</b> Future Generations Evaluation 14<sup>th</sup> June 2017</p>

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***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc.***





**1. Does your proposal deliver any of the well-being goals below?**


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>To ensure a much valued local service and resources is maintained and continue to provide employment and volunteering opportunities.</p>	<p>To keep a local service open and extend more community focus and coordination – helping the future sustainability of this valued community asset.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
		<p>Positive engagement and coordination with the community.</p> <p>Income generation and investment to be robustly interrogated to ensure sustainability, and ensures the business thrives and there is sustained growth moving forwards.</p> <p>Continue to invest and grow the very successful volunteering scheme.</p>
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Continue our close working partnership Arts Council for Wales to ensure our arts and cultural resource is supported.</p>	
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive impact by ensuring quality services are provided by offering events and performances to encourage engagement with communities contributing to their wellbeing and healthy lifestyles.</p>	<p>Working with key partners will ensure opportunities are widely available that will contribute to the overall wellbeing, and cultural experiences of those who attend performances.</p>
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>The Borough Theatre is a central resource within Abergavenny and the Authority's on-going support will enhance its community engagement and connection with local priorities - this will lead to</p>	<p>To ensure the Borough Theatre has a structure which focuses on encouraging community cohesion as one of its social drivers.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	service offer improvements and continuing to understand what matters to our customers and partners.	We are currently undertaking a customer survey on, 'what matters', to ensure future offers are appropriate and meet customer demand.
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The Borough Theatre staff team will have delegated responsibility to ensure high standards are met and maintained that do not conflict with the global drivers.	Any decisions taken by the Borough Theatre will take into account global and well-being issues as part of its day to day processes.
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	The Borough Theatre contributes greatly to the local culture, heritage and art, which includes the promotion and protection of the Welsh language, which forms part of the core values and aims of the service.	One of the key drivers of the Borough Theatre is the promotion of arts, culture and heritage and its structure and key developments reflect this.  We will also seek to develop partnerships and seek to access new forms of funding to secure longevity through established and new partnerships.
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	The Borough Theatre provides services for all age ranges and delivers a diverse and comprehensive programme for local communities.	With the ability to better market and understand data there will be opportunities to target areas of the community that may not currently be aware of the offer at the Theatre.

## 2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Further analysis and future viability exercises will continue to be carried out. During this period there is still a need to ensure the services continue to function and develop.</p>	<p>Continuation of delivery of performance schedule plus additional bookings are being taking whilst the future viability of Borough theatre is being tested.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The Borough Theatre has some key partners which provide grants and deliver services. Some key partners include Arts Council Wales; Acting for the Borough (A4B) and associated amateur dramatics groups.</p>	<p>The interim management period will establish scoping of opportunities to enable key objectives to be actioned.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>There is an ongoing engagement programme in place to ensure all the relevant people are consulted. This includes Arts Council Wales; Cre Cymru; A4B and current audiences.</p>	<p>The engagement process will be constantly reviewed and evaluated to ensure the views of all those who have an interest are taken into account.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The viability assessment process has been started and regular review points are taking place. Further detailed analysis will identify the future viability of the Borough Theatre.</p>	<p>Interim management and leadership has been provided from MCC in-house teams to work alongside the current staff employed at the theatre. This includes identifying key income and grant pipelines and how these can be developed in the future.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>During the interim management period, opportunities are being identified to develop current and new ways of delivering this service, whilst identifying additional income streams to sustain the long term future of the Borough Theatre. This will enable improved wellbeing outcomes for other partners, particularly grant funding bodies. It is important that this service is able to clearly demonstrate and understand their input and impacts on wellbeing goals,</p>	<p>One of the key drivers of the Borough Theatre will be the promotion culture, welsh language and art and its structure and key developments will reflect that. All of this will be linked back to ensuring the key priorities of the Future Generations Act are met.</p>

**3. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	The interim return of the Borough Theatre to MCC management will provide continued opportunities for all ages as it develops and builds on existing facilities and programmes. It will also enable a joined up approach with other MCC services to provide a much wider offer to ensure inclusivity to all characteristics.	N/A	Continued communication and engagement with all parties and customers will assist in the report findings and to establish the viable future operations of the Borough Theatre.
Disability	Any new re-design and development will be compliant with the Equalities Act.	N/A	With proposed refurbishment of the Community Hub and Market Hall, we can ensure all new facilities and re-developments have/will be fit for purpose and suitable for all abilities.
Gender reassignment	As per Age Line Above	As per Age Line above	As per Age Line Above
Marriage or civil partnership	As per Age Line Above	As per Age Line above	As per Age Line Above
Pregnancy or maternity	As per Age Line Above	As per Age Line above	As per Age Line Above
Race	As per Age Line Above	As per Age Line above	As per Age Line Above
Religion or Belief	As per Age Line Above	As per Age Line above	As per Age Line Above



<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Sex	As per Age Line Above	As per Age Line above	As per Age Line Above
Sexual Orientation	As per Age Line Above	As per Age Line above	As per Age Line Above
Welsh Language	Consideration will be given to any new signage and plans for any redevelopments to ensure they comply with the Welsh Language act. All marketing materials and general information for customers will be provided bilingually including planned social media. There will be opportunities for all staff to access Welsh Language courses to enable them to meet and greet customers.	N/A	Borough Theatre staff will be encouraged in improving their ability to communicate through the medium of Welsh. There is support for this centrally via a scheduled training program to ensure the team are in a good position to deliver the core aims within a set timeframe.

4. **Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities?** For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>

Safeguarding	We will ensure safeguarding is at the forefront of all plans with the relevant documentation, systems and procedures and levels of training in place for all staff relevant to the role consistently across the service.	N/A	We will continue to prioritise our safeguarding measures, reflect on current practice and continue to train staff to the appropriate levels. The Borough Theatre will complete a SAFE audit and ensure procedures in place in line with MCC procedures and a training database is maintained by the manager to reflect upskilling of staff within this area. We also link with key partners and amateur theatre groups to ensure they have nominated individuals to safeguard their users.
Corporate Parenting	We will continue to work with our partners to assist in any way we can and add value to the current provisions.	N/A	We will ensure that the Borough Theatre has representation for this area at all team meetings and continuously monitor and review all systems and procedures mentioned above to ensure we are providing as safe an environment for all of our customers as possible. We actively encourage all staff to be vigilant and report any instances they feel appropriate and have procedures in place for this.

##### 5. What evidence and data has informed the development of your proposal?

The February 2018 Cabinet report proposing the return of Abergavenny Borough Theatre back to MCC management to enable a full review of the future sustainability and viability.

**6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?**

The return of the Borough Theatre back to the Authority’s management has provided “breathing space” for the venue, enabling the continuation of service delivery whilst it is in review. It is anticipated that solutions will be identified which will develop and sustain a higher rate of performances, ticket sales and an improved environment for theatre users. There is a risk that the Theatre is unsustainable in the longer term, but if the Authority does nothing the theatre may close, resulting in the loss of staff, volunteers, performers and reputation. The Borough Theatre is a much loved and valued local service. It is important, if viable, that it is maintained and by its nature continues to provide employment and growth opportunities for a skilled workforce of both paid staff and volunteers. Continuing to incorporate the Theatre into the Enterprise Services contributes greatly to our local culture, heritage and art, the promotion of health and wellbeing forming part of its key aims.

**7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.**

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<b>What are you going to do</b>	<b>When are you going to do it?</b>	<b>Who is responsible</b>	<b>Progress</b>
Adopt changes as a result of the scrutiny process and amend the recommendations accordingly.	July 2018	Cath Fallon	
Approval of the Report	July 2018	Cath Fallon	
Six month appraisal	February 2019	Cath Fallon	

**8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.**

<b>The impacts of this proposal will be evaluated on:</b>	<b>February 2019.</b>
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**9. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

<b>Version No.</b>	<b>Decision making stage</b>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
1	<i>Economy and Development Select</i>	<i>19<sup>th</sup> July 2018</i>	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>

**SUBJECT: NEXT STEPS – EVENTS AND SPECIAL PROJECTS**

**MEETING: ECONOMY AND DEVELOPMENT SELECT**

**DATE: 19<sup>TH</sup> JULY 2018**

**DIVISION/WARDS AFFECTED: All**

**1. PURPOSE:**

To provide a progression report on Events further to the findings of an independent Events review; and to consider the options that will underpin a forward plan and future Events Strategy.

**2. RECOMMENDATIONS:**

2.1 To consider the forward plan for Events and offer comments and recommendations to inform the Cabinet paper for the 25th July 2018, regarding the preferred 'Hybrid' option the purpose of which is to put the Events and Special Projects team on a strategic and stable footing.

**3 KEY ISSUES:**

3.1 Following the findings of a number of internal audit reports and a *Limited Assurance* audit opinion, an independent evaluation was undertaken to review progress made towards the implementation of the internal audit recommendations. The purpose of the review was to:

- review the current "in house" team using the audit report as baseline data to analyse current procedural issues which pose risks to the Council;
- produce a detailed options analysis of alternative delivery options to include a hired facilities model, joint venture partnership delivery, etc. which will be specific in recommending new approaches to future event delivery;
- undertake local stakeholder consultations to gauge opinion regarding the staging of major events at Caldicot Castle;
- produce a detailed analysis of the option to divest from events to include the projected impact on tourism visitor numbers, the reduced potential for repeat visits, the potential for reduced visitor spend and the impact on the benefit of wider community engagement opportunities;
- inform a Forward Strategy document which contains a full appraisal of all available options; will be strong in strategic direction and guidance surrounding good governance; will enshrine due diligence and include guidance on how this can be operationalised, should the opportunity to divest prove too costly to consider.

3.2 The findings of the review concurred with the Audit report findings whilst also identifying the benefit of the events to the local economy:

- Events can be considered as part of the DNA of a rural economy like Monmouthshire's because they can create a lively and dynamic experience for

residents and visitors. They can be key in promoting the area and all the wonderful things people can enjoy whilst visiting it. For local residents, they have provided recreational opportunities that help to build strong and resilient communities through participation and involvement, as well as increasing economic and social benefits in the following ways:

- Events boost the local economy from increased visitor numbers and increased spending associated with events;
- Events act as a platform for providing positive local and national media about the area as well as increasing the county's profile locally and nationally;
- Events encourage economic growth opportunities by developing the local supply chain to respond to the need of major events;
- Events provide opportunities for the local community to get involved by volunteering to help develop skills and employment opportunities; and
- Events provide local entertainment for the community and additional recreational opportunities for residents across the county.

3.3 On top of these benefits the review recognised the general feel good factor. Having a lively and dynamic locality brings immeasurable benefits to communities, businesses and tourism which contribute £163.5 million (Visit Monmouthshire Website) to the local economy. After a major event, an area can be 'buzzing' for weeks about how great the events are for the region.

3.4 The review also stated that although it wasn't possible to measure all the financial benefits of the events at Caldicot Castle more robustly as no specific visitor surveys were carried out there for the events and the database of ticket buyers wasn't retained. However, the anecdotal information locally was positive and it was clear that there was good energy in the town - pubs and restaurants were full and local accommodation providers were fully booked well in advance.

3.5 The review considered that if the Council were going to continue bearing the risk of the events it puts on the site, more advice needed to be taken in terms of the quality control of the events taking place and their financial viability. All the stakeholders and officers interviewed demonstrated an appetite to continue doing large events at Caldicot Castle. That said, some of the feedback was that there should be a reasonable mix of larger and smaller type events. There were some tensions in terms of the restrictions placed on those wanting to use the site as a country park which needed to be considered going forward. The mix demonstrated in 2017 was good, but perhaps leaning too much towards the music side, and two concerts only might have been more appropriate.

3.6 Other general conclusions included:

- Many of the problems encountered by the Council in relation to the 2017 summer events in Caldicot Castle related to lack of experience and the ambitious programme which involved a large increase in scale and volume of events from previous years;
- Additionally the local audience for the events in the Castle is undoubtedly a strong one but with too many events there was not enough money in the local economy to support all the events. Emphasis needs to be placed on events that attract audiences from outside Monmouthshire i.e. increasing the current 9% figure of event visitors from outside the County.

3.7 Going forward the review recommended:

- A system of more robust checking of the key elements that failed (reporting of ticket sales, budget updates and supplier management and procurement, effectively all the recommendations from the audit reports) be it through regular meetings or other systems of checks and balances and robust assistance of support services;
- Improved communication and engagement. A shared information system is therefore recommended which is updated and synced where all key people can refer to it. This would need to be checked on a regular basis to ensure all key documents are in place and up to date. This would involve agreeing the nature of the files to be kept in advance, aligned with an event timeline from the first day after the project is signed off;
- In terms of procuring suppliers a clear set of guidelines needs to be given to the team in terms of what they can and can't do. If those procedures are already in place then the system needs to be enforced with no suppliers being signed off unless they have been procured the correct way. This includes signoff to ensure staff being taken on and that they have been recruited properly in line with the Council's staff recruitment policy.

#### **4 Options Appraisal**

4.1 The independent reviewer, an established events promoter, has worked with a number of Local Authorities in Wales over the past 15 years and has experience of a number of different models. Most of the models suggested in the options appraisal below include elements of de-risking to provide comfort to the Council as it is understood that Council Members and staff will need reassurances if music events continue to happen:

a) **Retain the current team and structure and continue to promote Caldicot Castle (and potentially, other) events in-house, taking all the financial risk but taking all lessons learnt into consideration and implementing all recommendations and findings including developing and training the team.** The events team can certainly coordinate a programme across the county and bring in suppliers to fill the gaps where those skills aren't present in the team for example a booking service for artists may need to be procured. The ideal would be to aim for one major weekend event in Caldicot Castle each year. Realistically, with robust programming, a weekend event should yield £75-£100,000 subject to ensuring all the additional income streams like parking, booking fee rebates, food and drink concessions are maximised.

If possible, trying to maintain momentum in 2018 possibly with one smaller concert inside the Castle walls towards the end of the summer, if a suitable artist can be found, although this is now a little late for 2018.

**Pros and Cons:** The Council is still taking the full financial risk however with lessons having been learnt the same mistakes being made again are unlikely therefore the risk is reduced. The team however has the opportunity to learn and develop further over the longer term.

b) **Elect to only hire the Caldicot Castle site (and other potential venues) to reputable external promoters.** The reviewer understands that eminent event organisers and promoter companies have viewed the site with interest to promoting events there. Promote and market the site to the industry through adverts in the relevant industry journals and through word of mouth. Castles are always attractive places to put on summer shows, particularly one with a track record and a supportive Local Authority. The

Council could consider a fixed fee in the region of £10,000 per show day for a larger concert with a commercial promoter like Little Mix (included is a pre - arranged rig and de rig period) or depending on the size of the event a smaller guarantee versus £1.50-£2.00 per head fee plus possibly a cut of secondary income subject to negotiation. There are a number of different configurations that could be considered subject to the size and nature of the event. As a part of this there would be a requirement to market the site as an event space in key industry press requiring some marketing investment. It is important to bear in mind with this option however that some opportunities may be specific to certain promoters and therefore a traditional tender process may be difficult.

**Pros and Cons:** The risk to the Council is completely eradicated and the income for the event is guaranteed when an event is confirmed. The site however will need to be marketed to the industry and financially any income would be dependent on how many bookings were taken. In addition, the Council could lose some of the control of the site which may lead to a reputational risk.

- c) **Fund through procurement, on a two or three year initial agreement for a reputable promoter to come in and deliver a one or two day event (depending on what the promoters can come up with), whereby the Council continues to take the risk and the promoter is paid a management fee.** All ticket incomes are retained by the Council. In this scenario the promoter would work alongside the house events team and take a management fee which would be negotiated with the council. This would usually be calculated using a percentage of the potential gross income and the total costs of staging the event.

**Pros and Cons:** The event risk is reduced with an external team in place delivering the event for the Council. There would be opportunities for the Council events team to learn working alongside an external team however the Council will lose some of the control of the site which may lead to a reputational risk.

- d) **Partially fund or sponsor an event for an established and experienced promoter (again through procurement) to deliver a concert but the risk lies entirely with the promoter.** For example £75,000 per annum over three years but the Council gets branding, hospitality and perceived ownership opportunities as well as other benefits which can be negotiated.

**Pros and Cons:** The benefits of this model are again a reduced risk to the Council but a guaranteed event on the site for the period of the contract and again developmental opportunities for the Council events team to work alongside experienced, professional promoters. Loss of Council control and reputational risk will remain a factor.

- e) **Work in partnership with a reputable promoter on a joint venture basis where the risk is shared equally.** The promoter could be recruited via competitive tender and through advertising in trade journals.

**Pros and Cons:** The advantages are straightforward here; any risk on a major event on the Caldicot Castle site is halved with developmental opportunities again for the Council team.

- f) **An additional option not contained within the independent review but for consideration is to look beyond Council owned event sites and consider partnering with other landowners** (e.g. Celtic Manor, Chepstow Racecourse) to understand whether there is scope to run events or even to introduce (music) events into regular annual events (Monmouth Show, Usk Show).



**Pros and Cons:** This provides an opportunity to market the considerable event production expertise of the events team and provide an income stream whilst minimising the risk to the Council. However any profits will need to be shared with site owners.

g) **An additional option of a Hybrid and combination of some of the above** i.e. the Council events team will take a proactive and strategic approach, coordinating the events programme within working with partners on major events either via direct procurement or on a joint venture basis. In addition, the events team will coordinate corporate events and provide support for community events, whilst also taking an active role in the management of Abergavenny Borough Theatre, providing much needed expertise and support whilst identifying additional income generation opportunities.

h) **Pros and Cons:** The Council has an ability to implement its “financial viability” template ensuring that each commercial opportunity can be assessed as to whether or not it will make a profit or a loss thus reducing the overall financial risk whilst considering the wider economic and community benefits for the county and the Council. It also offers a more flexible approach and an ability to be proactive.

In summary the options detailed in Table One are as follows:

**Table One: Events Option Appraisal**

<b>Option</b>	<b>Pros</b>	<b>Cons</b>
<b>Retain team and promote and deliver in house</b>	<ul style="list-style-type: none"> <li>• Lessons have been learned so previous mistakes are unlikely;</li> <li>• Risk will be reduced;</li> <li>• Team can learn and develop further over time;</li> <li>• Community and economic benefits can be maximised.</li> </ul>	<ul style="list-style-type: none"> <li>• Council is still taking the full financial risk</li> </ul>
<b>Hire the Caldicot Castle site (and other potential venues) to reputable external promoters.</b>	<ul style="list-style-type: none"> <li>• Risk to the Council is completely eradicated;</li> <li>• Income is guaranteed when an event is confirmed.</li> </ul>	<ul style="list-style-type: none"> <li>• B2B Marketing costs;</li> <li>• Income will be dependent upon bookings taken;</li> <li>• Council could lose control of the site leading to potential for reputational risk;</li> <li>• Community and economic benefits likely to be reduced.</li> </ul>
<b>Fund through procurement, on a two or three year initial agreement for a reputable promoter to come in and deliver a one or two day event</b>	<ul style="list-style-type: none"> <li>• Event risk is reduced as external team deliver event for the Council;</li> <li>• Developmental opportunities for the Council events team to learn working alongside an external team.</li> </ul>	<ul style="list-style-type: none"> <li>• Council continues to take the risk;</li> <li>• Council pays promoter a management fee;</li> <li>• Council still pays the events team with limited opportunity for income generation;</li> <li>• Council loses control of the site leading to potential for reputational risk;</li> <li>• Community and economic benefits likely to be reduced.</li> </ul>
<b>Through procurement, partially fund or sponsor an event for an established</b>	<ul style="list-style-type: none"> <li>• Financial risk lies with the promoter;</li> </ul>	<ul style="list-style-type: none"> <li>• Multiple procurements will be necessary to maintain a</li> </ul>

<p><b>and experienced promoter to deliver a concert but the risk lies entirely with the promoter</b></p>	<ul style="list-style-type: none"> <li>• Minimal financial risk to the Council;</li> <li>• Guaranteed event and income for the Council for the period of the contract;</li> <li>• Developmental opportunities for the Council events team to work alongside external team.</li> </ul>	<p>steady income which will be resource heavy;</p> <ul style="list-style-type: none"> <li>• Council still pays the events team with limited opportunity for income generation;</li> <li>• Council loses control of the site leading to potential for reputational risk;</li> <li>• Community and economic benefits likely to be reduced.</li> </ul>
<p><b>Work in partnership with reputable promoter on a joint venture basis where the risk is shared equally. Procurement exercise required.</b></p>	<ul style="list-style-type: none"> <li>• Risk is halved;</li> <li>• Guaranteed income for the Council for the period of the contract;</li> <li>• Developmental opportunities for the Council events team to work alongside experienced, promoters;</li> <li>• Community and economic benefits can be maximised.</li> </ul>	<ul style="list-style-type: none"> <li>• Council still pays the events team with reduced opportunity for income generation;</li> <li>• Council loses control of the site leading to potential for reputational risk.</li> </ul>
<p><b>Look beyond Council owned event sites and consider partnering with other landowners</b></p>	<ul style="list-style-type: none"> <li>• Risk to Council is reduced;</li> <li>• Income sharing opportunities;</li> <li>• Developmental opportunities for the Council events team</li> </ul>	<ul style="list-style-type: none"> <li>• Costs of sites and overhead costs will impact on profit margins;</li> </ul>
<p><b>A Hybrid approach i.e. the Council events team will take a proactive approach, coordinating the events programme within the county, working with partners on major events either via direct procurement or on a joint venture basis.</b></p>	<ul style="list-style-type: none"> <li>• In-house team is retained, benefiting from lessons learned, providing local knowledge and professional, strategic expertise; coordinating corporate events; providing support for community events and providing additional stability and income generation opportunities for Abergavenny Borough Theatre;</li> <li>• “Financial viability” template implemented ensuring the viability of each commercial opportunity is assessed to ensure maximum income generation and reduce the overall financial risk to the Council;</li> <li>• Council retains control;</li> <li>• Wider economic and community benefits for the county and the Council are maximised;</li> <li>• Flexible approach with an ability to be proactive.</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment from Council for staging major events in order to generate income levels required to support the team;</li> <li>• Reserve and base budget funding required.</li> </ul>

- 4.2 Having considered the options in Table One and also taking into the account the recent decision by the Council to bring the Borough Theatre back into Council operations, the Hybrid option, approximating (f) above, offers the best way forward for which further detail is included in Appendix A.
- 4.3 The Hybrid option will provide us with the following benefits:
- The creation of income generating event opportunities for the Council, generating income and increasing numbers to council owned visitor attractions;
  - The facilitation of the development and maximisation of opportunities for the county's event locations e.g. turning locations into alternative spaces for example the Market Hall and Brewery Yard in Abergavenny;
  - Assistance with and coordination of a county wide events programme and offer to all Council and Alternative Delivery Model venues, such as the museums, leisure centres, Castles, sports facilities etc. to include vision, planning, event production and management;
  - A development lead for the Abergavenny Borough Theatre providing operational, event production, marketing and digital development advice;
  - Partnership working with reputable promoters on a joint venture basis to produce events at council owned sites;
  - Professional support for community projects and groups to achieve their ambitions and to extend the Council's involvement and support to local ventures;
  - Partnering with other landowners (e.g. Celtic Manor, Chepstow Racecourse) to understand whether there is scope to run events or even to introduce (music) events into regular annual events (Monmouth Show, Usk Show);
  - Working with the Events Safety Advisory Group (ESAG) collective to maintain knowledge of what is happening around the county and to advise when necessary;
  - Provision of planning and delivery support for special projects e.g. Velothon, Eisteddfod, National events, Health Campaigns etc.;
  - Working in line with Cardiff Capital Region city deal priorities – Culture and creative industries;
  - Maintaining an understanding of Welsh Government Cultural plans and the national and UK event calendars.
- 4.4 In addition the Hybrid option also gives the team the opportunity to work with the Council's strategic tourism function to ensure that events align with the county's Destination Management Plan and aims which are:
- To grow tourism revenue to the county;
  - By 10% in real terms value (from 2015 base);
  - Across the year;
  - Across all parts of the County;
  - Based on high quality visitor experiences
- 4.5 A coordinated and strategic events programme will therefore enable the events team to contribute towards more specific and relevant objectives namely:
- To consolidate Food Capital of Wales status for Monmouthshire
  - To maximise the tourism benefits of the cultural offer as well as countryside and heritage
  - To develop a seasonal programmes of events which support the County's key product offers – Food, Heritage, Arts + Culture, Walking and Cycling

- To ensure that Monmouthshire on and off-line content is distributed through all relevant channels and campaigns
- Through all activities to build the reputation of the County - 'Monmouthshire' = high quality

## **5. EVALUATION CRITERIA**

- 5.1 An evaluation assessment has been included in Appendix B for future evaluation of whether the decision has been successfully implemented. In addition a monitoring and evaluation framework for the Hybrid option is included in Appendix A. A progress report will come back to this committee in six months' time.

## **6. REASONS**

- 6.1 It is clear that the many lessons have been learned from the 2017 Events programme and Council can be assured that measures are now in place to avoid any repeat of this going forward. The review demonstrates that the Council still has an appetite for events as events are part of the DNA of a rural economy like Monmouthshire, creating a lively and dynamic experience for residents and visitors. Events are key in promoting the area and all the wonderful things people can enjoy whilst visiting whilst local residents benefit from the recreational opportunities that help to build strong and resilient communities. Having a lively and dynamic locality brings immeasurable benefits to communities, businesses and tourism which contribute £163.5 million (Visit Monmouthshire Website) to the local economy and wider region.
- 6.2 The proposed Forward Plan details that an annual base budget of £32,000 is required in order to put the team on a strategic and sustainable footing enabling them to maximise the income generation pipeline and the Council's assets, this will in turn provide much needed events coordination and production service for the Council, expertise for the Abergavenny Borough Theatre and the wider community.

## **7. RESOURCE IMPLICATIONS**

- 7.1 The Events and Special Projects team were originally established as an income generation function with no Council funding, operating on a surplus budget of £18,000. However given the previous lessons learned and the need to limit the scale of ambition whilst putting the team on a more sustainable footing, it is requested that an annual base budget provision of £32,000 is approved for 18-19. The £50,000 funding required to do this will be taken from the Council's underutilised redundancy provision.

**Table One: Events Costs and Funding Breakdown**

	<b>Outturn</b>	<b>Yr1</b>	<b>Yr2</b>	<b>Yr3</b>
	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>	<b>21-22</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Budget</b>	<b>-18</b>	<b>33</b>	<b>34</b>	<b>35</b>
<b>Expenditure</b>				
Employee Costs	88	103	108	112
Supplies & Services (Office Costs)	2	2	2	2
<b>Total Exp</b>	<b>90</b>	<b>105</b>	<b>110</b>	<b>114</b>
<b>Income</b>				
Staff Recharge - MonLife	-9	-12	-12	-12
Staff Recharge - Borough Theatre	-33	-25	-20	-15
Events (Profit only)	0	-20	-29	-37
Team External Hire & Project Mgt	-16	-15	-15	-15
<b>Total Income</b>	<b>-58</b>	<b>-72</b>	<b>-76</b>	<b>-79</b>
<b>Net Outturn</b>	<b>32</b>	<b>33</b>	<b>34</b>	<b>35</b>
<b>(Under)/Overspend</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Funding</b>	<b>Outturn 18-19 £000</b>	<b>Yr1 19-20 £000</b>	<b>Yr2 20-21 £000</b>	<b>Yr3 21-22 £000</b>	<b>Budget Virement</b>	<b>TOTAL Funding</b>
Budget Virement From Redundancy Reserve	50				50	50
Yr 1 - No Funding Required		0				0
Yr 2 - No Funding Required			0			0
Yr 3 - No Funding Required				0		0
<b>Total</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>50</b>

**Notes:**

- 18-19 - It is proposed that £50,000 is vired from the Redundancy reserve to provide base funding for the team.
- Yr1 - Estimated to come in on budget.
- Yr2 - Estimated to come in on budget.
- Yr3 - Estimated to come in on budget.

\* The manpower figures assume that staff will start at bottom of grade.

\* Costs of performers and artists are not included so income is assumed as profit only.

**8. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING):**

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

The review of the Events team has provided a thorough analysis of lessons learned and identified opportunities for the future sustainability of the Events team. Events are crucial to the local economy and community well-being, generating employment and growth opportunities for both paid staff and volunteers. The proposed solutions that have been identified will develop and sustain a viable events programme with income generation potential which will ensure this much valued service is not lost. Continuing to incorporate the Events team into the Enterprise Services contributes greatly to our local culture, heritage and art, the promotion of health and wellbeing forming part of its key aims whilst also providing much needed support for the Abergavenny Borough Theatre.

**9. CONSULTEES**

Audit Committee

Senior Leadership Team

Economy and Development Select Committee

**BACKGROUND PAPERS**

Appendix A: Events and Special Projects Forward Plan

Appendix B: Evaluation Assessment

Appendix C: Equality Impacts Assessment

**10. AUTHOR:**

**Cath Fallon, Head of Enterprise and Community Development**

**11. CONTACT DETAILS:**

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## **Appendix A: Proposed re-purposed Events and Special Projects Team Overview**

### **1. Purpose of the Team:**

- To create event opportunities for MCC, generating income and increasing numbers to council owned visitor attractions;
- To facilitate the development and maximise the opportunities for the county's event locations e.g. turning locations into alternative spaces for example the Market Hall and Brewery Yard in Abergavenny;
- To assist with and coordinate a strategic county wide events programme and offer to all Council venues, such as the museums, leisure centres, Castles, sports facilities etc. to include vision, planning, event production and management;
- To work with the Borough Theatre in Abergavenny as a development lead, providing operational, event production, marketing and digital development advice;
- Where the opportunity arises, to work in partnership with reputable promoters on a joint venture basis to produce events at council owned sites;
- To work with community projects and groups to achieve their ambitions and to extend MCC's involvement and support to local ventures;
- To look beyond Council owned event sites and consider partnering with other landowners (e.g. Celtic Manor, Chepstow Racecourse) to understand whether there is scope to run events or even to introduce (music) events into regular annual events (Monmouth Show, Usk Show);
- To work with the Events Safety Advisory Group (ESAG) collective to maintain knowledge of what is happening around the county and to advise when necessary;
- To provide special projects planning and delivery support e.g. Velothon, Eisteddfod, National events, Health Campaigns etc.;
- To work in line with Cardiff Capital region city deal priorities – Culture and creative industries;
- Maintain an understanding of Welsh Government Cultural plans and the national and UK event calendars.

### **2. Income Generation Opportunities:**

- To continue to develop external work opportunities and income generation potential – income total for 17/18 £9,435 which has offset the surplus budget (as detailed in Appendix B);
- To provide support to existing functions and venues within the county regarding event planning, budgeting, scoping, delivery and evaluation;
- To provide advisor support for new builds, development of towns and strategic planning;
- To provide trained personnel for additional requirements e.g. specific licences, plant tickets, Health and Safety;

### **3. Cost Implications:**

The team will consist of the following:

- F/T Project and Events Manager (Grade I);
- F/T Events Producer (Grade H);
- P/T Events Administrator (Grade E) to work alongside the team and the Abergavenny Borough Theatre Team.

The annual cost of the team for 18/19 is £88k.

The original events team were originally established as an income generation function with no Council funding, operating on a surplus budget of £18,000. However given previous lessons learned; the proposed re-purposing of the team in terms of its provision and advice to the Council and the wider, local community and the need to limit the scale of ambition whilst putting the team on a more sustainable footing, it is requested that an annual base budget provision of £32,000 is approved for 18-19. The £50,000 funding required to do this will be taken from the Council's underutilised redundancy provision as detailed in Table One below:

**Table One: Events Costs and Funding Breakdown over a three year period**

	<b>Outturn</b>	<b>Yr1</b>	<b>Yr2</b>	<b>Yr3</b>
	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>	<b>21-22</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Budget</b>	<b>-18</b>	<b>33</b>	<b>34</b>	<b>35</b>
<b>Expenditure</b>				
Employee Costs	88	103	108	112
Supplies & Services (Office Costs)	2	2	2	2
<b>Total Exp</b>	<b>90</b>	<b>105</b>	<b>110</b>	<b>114</b>
<b>Income</b>				
Staff Recharge - MonLife	-9	-12	-12	-12
Staff Recharge - Borough Theatre	-33	-25	-20	-15
Events (Profit only)	0	-20	-29	-37
Team External Hire & Project Mgt	-16	-15	-15	-15
<b>Total Income</b>	<b>-58</b>	<b>-72</b>	<b>-76</b>	<b>-79</b>
<b>Net Outturn</b>	<b>32</b>	<b>33</b>	<b>34</b>	<b>35</b>
<b>(Under)/Overspend</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Funding</b>	<b>Outturn 18-19 £000</b>	<b>Yr1 19-20 £000</b>	<b>Yr2 20-21 £000</b>	<b>Yr3 21-22 £000</b>	<b>Budget Virement</b>	<b>TOTAL Funding</b>
Budget Virement From Redundancy Reserve	50				50	50
Yr 1 - No Funding Required		0				0
Yr 2 - No Funding Required			0			0
Yr 3 - No Funding Required				0		0
<b>Total</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>50</b>

18-19 - It is proposed that £50,000 is vired from the Redundancy reserve to provide base funding for the team.

- Yr1 - Estimated to come in on budget.
- Yr2 - Estimated to come in on budget.
- Yr3 - Estimated to come in on budget.

\* The manpower figures assume that staff will start at bottom of grade.

\* Costs of performers and artists are not included so income is assumed as profit only.



The team have already proved their ability to generate income as detailed in (Appendix 1). It is also anticipated that following the decision to move Tourism, Leisure and Culture services into an Alternative Delivery Model, Mon Life, that costs will be supported via a regular income stream from Mon Life given that a significant number of services will be provided by the team in their support of events at Mon Life managed sites. The team will also provide added value to Mon Life by working with existing functions such as Caldicot and Abergavenny Castles to create and plan their own season of events. Examples of income generating opportunities are detailed in Table Two below:

**Table Two: Income Generating Opportunities**

<b>Event Type</b>	<b>Examples</b>
<b>Commercial Events – one in 1<sup>st</sup> year, building up throughout years 2 and 3</b>	
Large Scale Music Events	Musical Events at Caldicot Castle from a tribute size to someone like Status Quo
County Site Hires	Caldicot Castle, County Parks, Green Spaces, other sites and venues
Smaller one off events	Comedy nights, themed events, food and drink, tourism focussed
<b>Community Events – regular focus across three years, community led</b>	
Town and Community Events	For example, cinema evenings, Christmas light switch on for town and community councils, etc.
Ice Rink Abergavenny	Proposed ice rink and Christmas market offer – 3 year growth plan
Outdoor cinema events	Town and community groups
One off community events	Fayres, shows, celebrations, national events to include provision of advice and support
Fireworks at Caldicot Castle	As detailed in appendix one
<b>External Commercial Opportunities – continuous throughout three year period</b>	
Equipment Hire	External hire of catalogue – staging, sound, lighting, transport
Contracts	Projects for external clients –production and event management
Staff Hire	Stage Managers, technicians, crews, drivers, etc.
Other	Advisory roles, specialised staff
<b>Internal Opportunities – continuous throughout three year period</b>	
Abergavenny Borough Theatre	Providing strategic management, production and administrative support
Market Hall	Assisting the growth of events at the venue, strategic planning and delivery
MonLife (ADM)	Running events on behalf of MonLife e.g. Caldicot Castle
Comms and Marketing	Corporate events such as celebrations, awards, engagement events, well-being events, etc.
Special Projects	Velothon, National Eisteddfod, Usk Show, Historical events and enactments, etc.

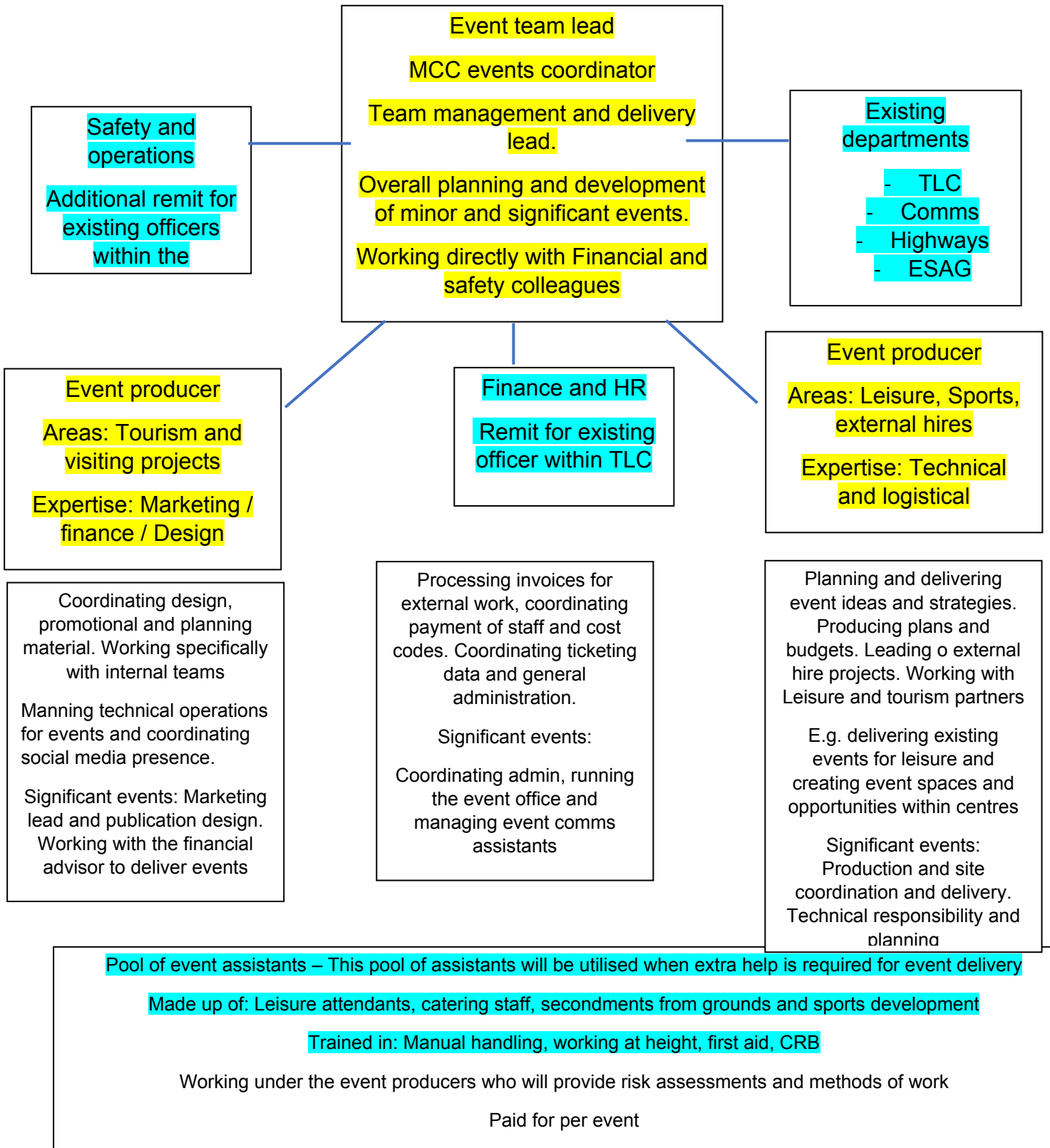
#### 4. Added Value Opportunities

Interaction with other Council teams:

This re-purposed events team provides an opportunity to pool resources and achieve better things as detailed in the diagram that follows:

**Yellow highlight** – New events team position

#### Structure



## **5. Immediate delivery partnering opportunities include:**

- The Shire Hall;
- Caldicot Castle;
- The Borough Theatre;
- Abergavenny Market Hall;
- Abergavenny Castle;
- Chepstow Leisure Centre;
- Caldicot Leisure Centre;
- Monmouth Leisure Centre;
- Abergavenny Leisure Centre;
- Schools across the county; and
- Town and Community Councils across the county

## **6. Opportunities for support include:**

- Helping each of these different areas to improve their delivery, increase their impact and generate more income;
- Developing venues and building – Physically with additional equipment and infrastructure but also administratively with programming and planning protocol etc.;
- Teaching event management skills and protocols enabling staff to better plan and deliver successful events;
- Visiting schools and community groups, assisting with event and planning needs. Delivering events with them to ensure that local communities have vibrant and healthy programmes;
- Working with officers to find the gaps in their delivery, helping top up the shortfall with staff when necessary and create a structure for each individual venues event portfolio;
- Develop and maintain the events ‘Tool Kit’ – make it widely available internally and externally;
- Scoping events on behalf of these venues, seeing what is achievable;
- Drawing up venue specifications, documents and terms for each venue to have at hand;
- Actively encourage and aid the publicity of our spaces and venues to external clientele.

## **7. Monitoring and Evaluation**

The benefits that events and increased visitor numbers bring to the local economy are considerable resulting in increased visitor spending; boosts to the local supply chain and positive local and national media attention increasing the county’s national and international profile. Events also provide socio economic benefits such as recreational opportunities for residents and visitors alike, volunteering opportunities that help develop skills and employment chances and simply the feel good factor resulting from a lively and dynamic experience.

Capturing the benefits of events though can be more difficult to pin down and lessons learned from previous events demonstrate a need to address this going forward. A monitoring and evaluation framework will therefore be put in place to enable the team to robustly measure the financial benefits of events to the Council and to the County. The framework will align with the strategic requirements of Monmouthshire’s Destination Management Plan and will include the following:

### **7.1 Measurement of quantitative Event Performance Outputs**

- Initial Financial Viability Analysis ;
- Sales figures – tickets, merchandise, catering, etc.;
- Visitor and participant statistics – attendance, profiles (exit surveys, tickets collected, etc.);
- Number and value of sponsors;
- Number of flyers, adverts, posters, press releases and PR, media utilised, etc.;
- Accidents, complaints, compliments, etc. reported;

- Number of volunteers recruited, number of volunteers hours.

## **7.2 Measurement of qualitative Event Performance Outputs**

- Post event visitor attendance surveys to include questions regarding length of stay; type of accommodation used; propensity for return visit; personal recommendation; stays and visits to other attractions in Monmouthshire; changing perception of Monmouthshire; spend during visit; etc.
- Post event artists surveys to assess their experiences, e.g. quality of venue; quality of event management; overall experience; propensity to return; future recommendations; etc.;
- Post event local business surveys to assess local economic benefit in terms of increased customer numbers; increased turnover; raised marketing profile; etc.
- Post event volunteer survey to assess the wider socio economic benefits of event volunteering e.g. skills gained; networking contacts increased; confidence gained; improved sense of well-being;
- Post event de-briefing sessions will also be held with venues, staff and contractors to ensure any lessons learned are captured and best practice examples are opportunised.
- A programme of post event communications will also take place to maximise media opportunities and profile raising opportunities for the Council and the County.

## **Appendix 1:**

### **Events department external hire and project management**

Throughout 2016/17 the Events team undertook a number of external hires which generated income for the Council to offset the surplus budget and also enabled staff to increase industry networking opportunities. These external operations included anything from a dry hire of some of the team's staging units, to full production and technical management which included the provision of Stage Managers for one of the world's biggest music festivals.

Some examples of their work included:

#### **Glastonbury festival:**

Provision: Assistant Stage Manager for the Main stage – Stage crew for the West Holts Stage

Turnover: £1,872.00

#### **Morgan Classic cars:**

Provision: Full project management, production design, specification, budgeting and delivery for another event client. 3 staff, transport coordination and technical management.

Turnover: £16,980.00

#### **South Wales Argus – Health and Care awards:**

Provision – Technical management and delivery of lighting, staging and set elements.

Turnover: £1,200.00

#### **Ticketmaster summit conference – London**

Provision: Technical production manager on site delivery

Income generated: £350.00

#### **UEFA champions' league final**

Provision: Site manager – Real Madrid fan zone Cardiff

Turnover: £1,400.00

### **Totals**

Overall this year the events team external hire services have generated the following:

Turn over: £32,489.83

Profit: £9,435.22

The Team's calendar is filling for 2018 with 12 jobs already confirmed and many more pencilled in.

This external hire opportunity not only gives the team a means of generating income, but also extends the reach of services into the community whilst generating experience gaining opportunities for the staff. The hire services therefore provide an opportunity to assist the team's income generation opportunities with a view to it becoming self-sustaining although this is clearly not their only remit.

**Appendix B**

**Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council**

<b>Title of Report:</b>	<b>Events and Special Projects</b>
<b>Date decision was made:</b>	<b>19<sup>th</sup> July 2018</b>
<b>Report Author:</b>	<b>Cath Fallon</b>

**What will happen as a result of this decision being approved by Cabinet or Council?**  
 Further to consideration by Audit Committee, an analysis has been undertaken of the options appraisal and a preferred option has been set out to inform a full decision-making report to Cabinet.

*Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?*

**What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?**  
 Recommendations of the options appraisal to be considered by Committee which will inform the decision making report to Cabinet

*Paint a picture of what has happened since the decision was implemented. Give an overview of how you fared against the criteria. What worked well, what didn't work well. The reasons why you might not have achieved the desired level of outcome. Detail the positive outcomes as a direct result of the decision. If something didn't work, why didn't it work and how has that effected implementation.*

**What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?**

Six month appraisal

*Give an overview of whether the decision was implemented within the budget set out in the report or whether the desired amount of savings was realised. If not, give a brief overview of the reasons why and what the actual costs/savings were.*

*Any other comments*



## Future Generations Evaluation (includes Equalities and Sustainability Impact)

<b>Name of the Officer</b> Cath Fallon  <b>Phone no:</b> 07557 190969 <b>E-mail:</b> <a href="mailto:cathfallon@monmouthshire.gov.uk">cathfallon@monmouthshire.gov.uk</a>	<b>Events and Special Projects</b>
<b>Name of Service:</b> Enterprise	<b>Date:</b> Future Generations Evaluation 26 <sup>th</sup> June 2017

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***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc.***

**1. Does your proposal deliver any of the well-being goals below?**


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs	To ensure a much valued local service is maintained and continue to provide employment and volunteering opportunities.	Income generation and investment to be robustly interrogated to ensure sustainability, and sustained growth moving forward.  Continue to invest and grow the very successful volunteering support team whilst also developing





Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
		opportunities for positive engagement with local communities.
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Continue our close working partnership with Arts Council for Wales to ensure our arts and cultural resource is supported.	
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	Positive impact by ensuring quality services are provided by offering events to encourage engagement with communities contributing to their wellbeing and healthy lifestyles.	Working with key partners will ensure opportunities are widely available that will contribute to the overall wellbeing, and cultural experiences of those who attend performances.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	The Events team is a central resource and the Authority's on-going support will enhance its community engagement and connection with local priorities - this will lead to service offer improvements and continuing to understand what matters to our customers and partners.	To ensure the Events Team has a structure which focuses on encouraging community cohesion as one of its social drivers.
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The Events team have delegated responsibility to ensure high standards are met and maintained that do not conflict with the global drivers.	Any decisions taken by the Events team will take into account global and well-being issues as part of its day to day processes.



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>The Events team contribute greatly to the local culture, heritage and art, which includes the promotion and protection of the Welsh language, which forms part of the core values and aims of the service.</p>	<p>One of the key drivers of the Events team is the promotion of arts, culture and heritage and its structure and key developments reflect this.</p> <p>We will also seek to develop partnerships and seek to access new forms of funding to secure longevity through established and new partnerships.</p>
<p><b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances</p>	<p>The Events team provide services for all age ranges and deliver a diverse and comprehensive programme for local communities.</p>	<p>With the ability to better market and understand data there will be opportunities to target areas of the community that may not currently be aware of all that the Events team offer.</p>

## 2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	<p>Further analysis and future viability exercises will continue to be carried out. During this period there is still a need to ensure the services continue to function and develop.</p>	<p>Development and coordination of a county wide events programme will assist the future viability of the team.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The Events team has some key partners which provide grants and deliver services. Some key partners include Arts Council Wales; Acting for the Borough (A4B) and associated performers and local community events groups.</p>	<p>The newly focused team will scope opportunities to enable key objectives to be actioned.</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>There is an ongoing engagement programme in place to ensure all the relevant people are consulted. This includes Arts Council Wales; A4B and current audiences.</p>	<p>The engagement process will be constantly reviewed and evaluated to ensure the views of all those who have an interest are taken into account.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The proposed seed corn funding will ensure the future viability of the service.</p>	<p>Leadership is provided from the Head of Economy and Community Development to work alongside the team to identify key income and grant pipelines and how these can be developed in the future.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>Opportunities are being identified and scoped to develop current and new ways of delivering this service, whilst identifying additional income streams to sustain the long term future of the team. This will enable improved wellbeing outcomes for other partners, particularly grant funding bodies. It is important that this service is able to clearly demonstrate and understand their input and impacts on wellbeing goals,</p>	<p>Working with the Abergavenny Borough Theatre, one of the key drivers of the Events Team will be the promotion culture, welsh language and art and its structure and key developments will reflect that. All of this will be linked back to ensuring the key priorities of the Future Generations Act are met.</p>

**3. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality

Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Age	The Events Team and their associated events programme will provide continued opportunities for all ages as they develop and builds on existing facilities and programmes. It will also enable a joined up approach with other MCC services including the Abergavenny Borough Theatre, to provide a much wider offer to ensure inclusivity to all characteristics.	N/A	Continued communication and engagement with all parties and customers will assist in establishing a viable Events team.
Disability	Any new re-design or development of events venues used will be compliant with the Equalities Act.	N/A	With the proposed refurbishment of the Community Hub and Market Hall, working with Abergavenny Borough Theatre specifically, we can ensure all new facilities and re-developments have/will be fit for purpose and suitable for all abilities.
Gender reassignment	As per Age Line Above	As per Age Line above	As per Age Line Above
Marriage or civil partnership	As per Age Line Above	As per Age Line above	As per Age Line Above

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Pregnancy or maternity	As per Age Line Above	As per Age Line above	As per Age Line Above
Race	As per Age Line Above	As per Age Line above	As per Age Line Above
Religion or Belief	As per Age Line Above	As per Age Line above	As per Age Line Above
Sex	As per Age Line Above	As per Age Line above	As per Age Line Above
Sexual Orientation	As per Age Line Above	As per Age Line above	As per Age Line Above
Welsh Language	All marketing materials and general information for customers will be provided bilingually including planned social media. There will be opportunities for all staff to access Welsh Language courses to enable them to meet and greet customers.	N/A	Events team will be encouraged in improving their ability to communicate through the medium of Welsh. There is support for this centrally via a scheduled training program to ensure the team are in a good position to deliver the core aims within a set timeframe.

4. **Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities?** For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>

Safeguarding	We will ensure safeguarding is at the forefront of all plans with the relevant documentation, systems and procedures and levels of training in place for all staff relevant to the role consistently across the service.	N/A	We will continue to prioritise our safeguarding measures, reflect on current practice and continue to train staff to the appropriate level to ensure the safety of event goers.
Corporate Parenting	We will continue to work with our partners to assist in any way we can and add value to the current provisions.	N/A	We will ensure that the Events team has representation at team meetings and continuously monitors and review all systems and procedures mentioned above to ensure we are providing as safe an environment for all of our customers as possible. We actively encourage all staff to be vigilant and report any instances they feel appropriate and have procedures in place for this.

**5. What evidence and data has informed the development of your proposal?**

Various internal audit reports and the independent review report produced in March 2018.

**6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?**

The review of the Events team has provided a thorough analysis of lessons learned and identified opportunities for the future sustainability of the Events team. Events are crucial to the local economy and community well-being generating employment and growth opportunities for both paid staff and volunteers. The proposed solutions that have been identified will develop and sustain a viable events programme with income generation potential which will ensure this much valued service is not lost.

Continuing to incorporate the Events team into the Enterprise Services contributes greatly to our local culture, heritage and art, the promotion of health and wellbeing forming part of its key aims whilst also providing much needed support for the Abergavenny Borough Theatre.

**7. ACTIONS:** As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Adopt changes as a result of the scrutiny process and amend the recommendations accordingly.	July 2018	Cath Fallon	
Approval sought for the Report	July 2018	Cath Fallon	
Six month appraisal	February 2019	Cath Fallon	

**8. MONITORING:** The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	February 2019.
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**9. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	<i>Economy and Development Select</i>	<i>19<sup>th</sup> July 2018</i>	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>

**SUBJECT: Performance report 2017/18 - well-being objectives & national performance measures**

**MEETING: Economy and Development Select Committee**

**DATE: 19<sup>th</sup> July 2018**

**DIVISIONS/WARDS AFFECTED: All**

## 1. PURPOSE

1.1 To present the 2017/18 performance information under the remit of Economy and Development Select Committee, this includes:

- Reporting back on how well we did against the well-being objectives which the previous Council set for 2017/18 (appendix 2)
- 2017/18 performance information on how we performed against a range of nationally set measures used by all councils in Wales (appendix 3).

## 2. RECOMMENDATIONS

2.1 Members are invited to scrutinise how well the authority performed against the objectives it set for the previous financial year and scrutinise performance measured using a range of nationally set indicators that fall within the remit of the committee.

## 3. KEY ISSUES

3.1 The council currently has an established performance framework, this is the way in which we translate our vision - *building sustainable and resilient communities* - into action and ensure that everyone is pulling in the same direction to deliver real and tangible outcomes. This is shown at appendix 1. Further information on the council's performance framework is available on the council's intranet, the hub.

3.2 The information contained within the report, in many cases will cover the performance of service areas already scrutinised as part of the Select Committee's work programme. The purpose of bringing the information together is to allow Select Committee to understand performance in the context of the strategic plan or performance framework within which it is set. Committee members are encouraged to utilise their time appropriately in consideration of the scrutiny the committee has already undertaken in service areas and has planned on the committee's work programme. The report may identify further areas of scrutiny that committee may want to consider for inclusion on the forward work programme. Activity that contributes to the delivery of some objectives cross cuts select committee remits. Therefore it is suggested members particularly focus their scrutiny on the activity relevant to the committee with consideration of its contribution to the objective as a whole.

3.3 In March 2017 full Council set Monmouthshire County Council's well-being objectives for 2017/18. These objectives were set just prior to local government elections in May 2017, in order to meet the legislative requirement of approving and publishing Wellbeing Objectives by 31st March 2017. Given the timing of the publication the latest available evidence from the Monmouthshire well-being assessment, as well as policy and legislation was used to set the Objectives.

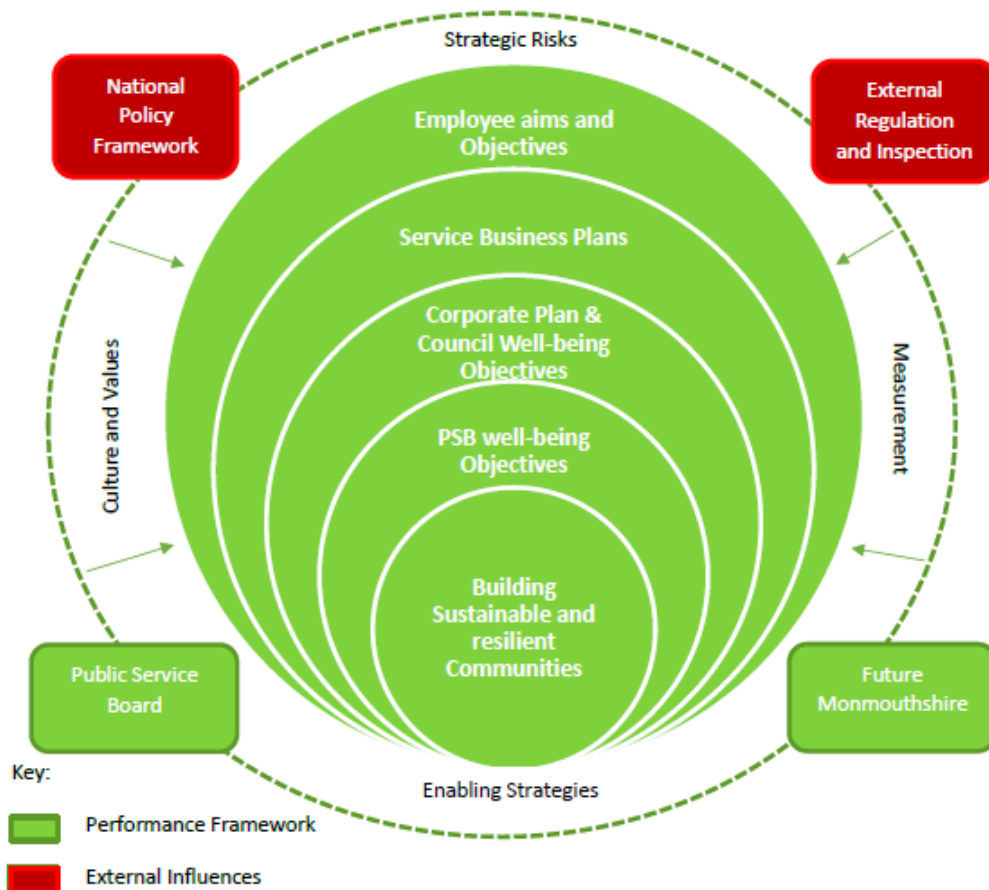
- 3.4 The approval of the Corporate Plan 'A Monmouthshire that works for everyone' which sets five priority goals the Council will be working towards by 2022 supersedes the Council's well-being objectives set in March 2017. Despite these objectives being superseded by the Corporate Plan it is important, and we have a duty, to report back on the progress we made in 2017/18 against the well-being objective set in March 2017. The report in appendix 2 provides the progress with the objective that is under the remit of the select committee. This includes progress against areas of work related to the objective, an understanding of key performance information and future activity the Council has agreed as part of the Corporate Plan. As well as being presented to select committees the objectives will be included alongside a fuller evaluation of the Council's performance in 2017/18 that will be reported to Council in September 2018 and published by October 2018.
- 3.5 Performance data and information is essential to our performance framework to track and evaluate the progress being made. One important nationally set framework used to measure local authority performance is 'Public Accountability Measures' set by Data Cymru. Appendix 3 shows the performance in 2017/18 for the performance indicators that are part of this framework and are under the committee's remit. Benchmarking data compared to other Councils in Wales will be published in August 2018 and will be made available to members as part of the report mentioned in paragraph 3.4
- 3.6 Future performance reporting will be based around monitoring and evaluating progress against the actions set in the Corporate Plan. It is important to consider the information in this report supported by a range of performance information that is part of our performance framework and performance reports that select committees receive and can request as part of their work programme.
- 4. REASONS:**
- 4.1 To ensure that members have an understanding of Council performance in 2017/18 and can scrutinise how well the authority performed.
- 5. AUTHOR:**  
Richard Jones, Performance Manager  
e-mail: [richardjones@monmouthshire.gov.uk](mailto:richardjones@monmouthshire.gov.uk)  
Telephone: 01633 740733



## Appendix 1: Performance Management Framework

Our performance management framework makes sure that everyone is pulling in the same direction to deliver real and tangible outcomes.

Building sustainable and resilient communities is the unifying purpose of the diverse range of services for which we are responsible. We are a partner in the Public Service Board, which is responsible for setting well-being objectives for the county. The council's own well-being objectives are set by the Council based on the same well-being assessment as the PSB objectives and, form the backbone of our Five Organisational Goals in the corporate plan. Each of our teams has a business plan that aligns to these objectives. We have a range of performance measures that we use to keep track of our progress. Our risk management policy enables us to manage strategic risks to our delivery. Our employee aims and objectives show the contributions that individual colleagues make to these objectives and delivering our vision in accordance with our values.



## Appendix 2 - Well-being Objective 2017/18

### Wellbeing Objective: Develop opportunities for communities and businesses to ensure a well-connected and thriving county

#### Why we chose this?

Monmouthshire is often perceived as an affluent county and many measures of the economic and labour market reflect this, although these headline measures mask some clear disparities, including wage levels available locally are low, property prices are high and many people commute out of the County to work. There are pockets of inequalities between and within communities, with factors causing poverty sometimes varying between urban and rural communities.

In order to enable the county to thrive we need to ensure there is sufficient transport infrastructure, housing and job opportunities available locally for people, particularly younger generations, to live and work in the county. We can't do this alone and we can't plan for Monmouthshire in isolation. We will need to work closely with private, public and third sector partners to plan for opportunities across South East Wales and beyond.

#### Overview

In March 2018 Monmouthshire County Council approved the Cardiff Capital Region Five-Year strategic Business Plan. The Business Plan is the next step in achieving the long-term objectives, outlining the required actions and outcomes of the CCR City Deal, and how the 'Wider Investment Fund' will be used over the next five years to drive the actions forward.

The Regional Cabinet of the 10 local authorities' leaders have agreed two significant investments already, including in May 2017 agreeing to invest £37.9 million to support the development of a compound semiconductor industry cluster in the region. The project is expected to leverage up to £375 million of private sector investment over the next five years, and the creation of up to 2,000 high value, high-tech jobs, with the potential for hundreds more in the wider supply chain and cluster development.

There have been improvements to the number of businesses now able to access superfast broadband, however over 20% of premises remain without sufficient broadband provision. The Council has continued to work with Welsh Government to support access to Superfast Cymru Two. We continue to undertake digital connectivity pilots through the Rural Development Programme and Rural Community Development Fund.

Monmouthshire County Council commissioned a study to understand the dynamics of rural transport in the Vale of Usk region which has identified the challenges and opportunities for addressing transport and access and makes recommendations on potential measures to take forward. The council has been successful in a bid to the GovTech challenge to be allocated up to £1.25 million of Cabinet Office funding to encourage technology firms to develop and pilot solutions to isolation and limited rural transport in our communities.

Monmouthshire Business and Enterprise and Partners have continued to advise and support pre-start and existing businesses and potential inward investors. In May 2018 Cabinet agreed Monmouthshire County Council's Social Justice Strategy which demonstrates the council's commitment to address inequalities and improve outcomes for the county's people and communities

In March 2018 Council approved work to commence on a new Local Development Plan (LDP) for Monmouthshire. Currently several key Local Development Plan policy indicator targets and monitoring outcomes relating to housing provision are not currently being achieved, including new dwelling completions and affordable dwelling completions.

### What progress have we made?

#### **Cardiff Capital Region (CCR) City Deal & South Wales Metro scheme**

Monmouthshire County Council has approved the Cardiff Capital Region Five-Year strategic Business Plan, which has been formally approved by the members of all 10 local authority partners.

The Business Plan is the next step in achieving the long-term objectives, outlining the required actions and outcomes of the CCR City Deal, and how the 'Wider Investment Fund' will be used over the next five years to drive the actions forward. The agreement with the UK Government and Welsh Government provides £1.2 billion of which £734m is allocated to the Metro, with the balance of £495m being made available as the 'Wider Investment Fund'. This provides funding to support schemes which will stimulate the economic growth of the region.

The plan specifies the regional strategic objectives of the CCR City Deal, which are:

1. Prosperity and Opportunity - Building the capacity of individuals, households, public sector and businesses to meet challenges and grasp opportunity, creating a more productive economy
2. Inclusion and Equality - A vibrant and sustainable economy which contributes to the well-being and quality of life of the people and communities in the region now and in the future
3. Identity, Culture, Community and Sustainability - Forging a clear identity and strong reputation as a City Region for trade, innovation, and quality of life

To ensure the right investments are made to achieve significant economic growth the CCR City Deal has set a small number of key targets, which are the creation of 25,000 new jobs by 2036 and leveraging £4 billion of private sector investment as a result of the £1.2bn public sector investment.

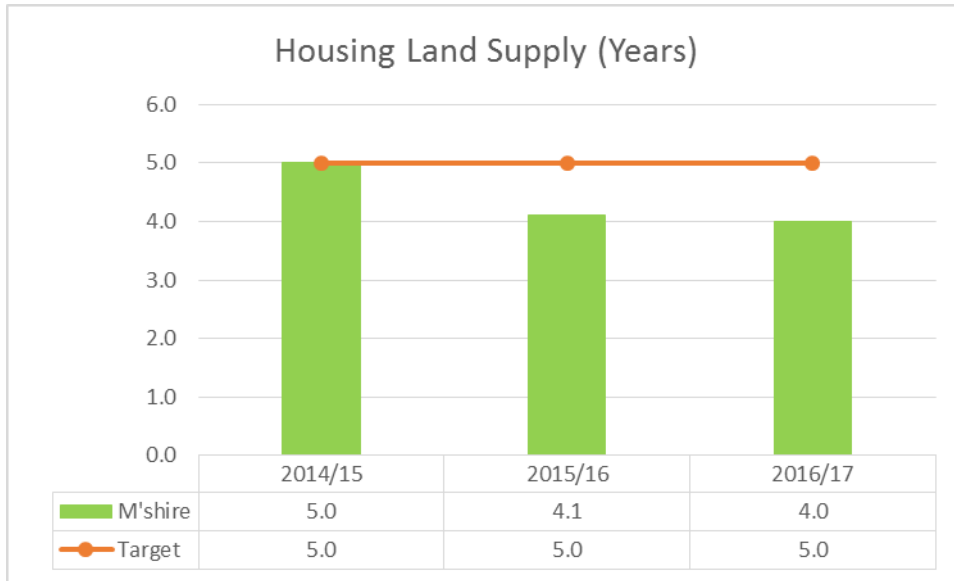
The Regional Cabinet of the 10 local authorities' leaders have agreed two significant investments already. In May 2017, the Cabinet agreed to invest £37.9 million to support the development of a compound semiconductor industry cluster in the region.

The project is expected to leverage up to £375 million of private sector investment over the next five years, and the creation of up to 2,000 high value, high-tech jobs, with the potential for hundreds more in the wider supply chain and cluster development.

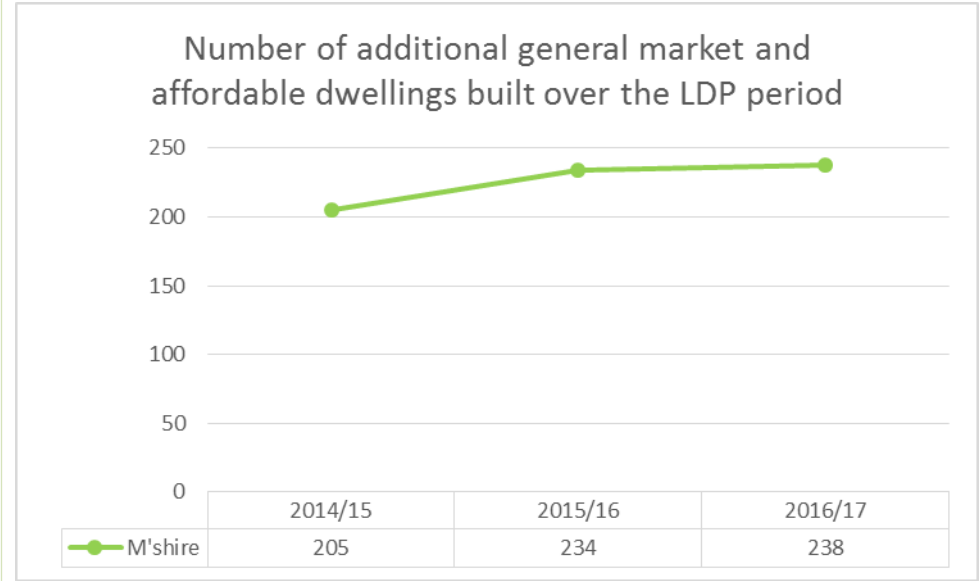
	<p>In January 2018, the Cabinet agreed to commit £40 million to support in principle the £180 million Metro Central Development, a project that will deliver a new central transport interchange at the heart of Cardiff's city centre Core Employment Zone.</p>
<p><b>Increasing the land supply for homes and businesses</b></p>	<p>Several key Local Development Plan policy indicator targets and monitoring outcomes relating to housing provision are not currently being achieved, including new dwelling completions and affordable dwelling completions. The latest Monmouthshire Joint Housing Land Availability Study (JHLAS) for 2016-17 demonstrates that the County had 4.0 years housing land. This is the second consecutive year that the land supply has fallen below the 5 year target.</p> <p>In March 2018 Council approved work to commence on a new Local Development Plan (LDP) for Monmouthshire. The recommendations in the report to Council will ensure Monmouthshire maintains statutory Development Plan coverage to shape and manage development proposals, allows the Council and our communities to review future growth options and their relationship with the pressing challenges and opportunities before us, such as our demography, affordability and availability of housing, economic growth and our role in the wider region.</p>
<p><b>Broadband improvements</b></p>	<p>There have been improvements to the number of businesses now able to access superfast broadband which presents them with further opportunities. However over 20% of premises remain without sufficient broadband provision. The Council has continued to work with Welsh Government to support access to Superfast Cymru Two and is one of two local authorities represented on the Advisory Panel. The Council has also continued to promote the Access Broadband Cymru scheme for areas outside the superfast Cymru roll out area. UK Government funding has now been made available to give small businesses access to full fibre broadband with the potential to radically improve digital infrastructure in the county with businesses able to apply for vouchers of up to £3000 each to cover the cost of connection.</p> <p>We continue to undertake digital connectivity pilots through the Rural Development Programme and Rural Community Development Fund. For example the TV white space project has been approved to investigate and trial a newly available broadband technology known as television "white space" in digitally deprived areas and through funding secured via the Rural Community Development Fund, digital connectivity in community hubs is being trialled by focusing on four villages within the Llanover ward.</p> <p>In March 2018 it was announced that Monmouthshire would be one of three locations to benefit from £2m for funding to trial the use of 5G technology acting as a testbed to bring world class digital infrastructure to Monmouthshire.</p>

<p><b>Improvements to rural transport</b></p>	<p>Monmouthshire County Council commissioned a study through the Rural Development Plan to understand the dynamics of rural transport in the Vale of Usk region and to develop suitable recommendations to solve the issues uncovered. The <a href="#">report</a> , completed in March 2018, identifies the challenges and opportunities for addressing transport and access and makes recommendations on potential measures to take forward.</p> <p>The council has been successful in a bid to the GovTech challenge to be allocated up to £1.25 million of Cabinet Office funding to encourage technology firms to develop and pilot solutions to isolation and limited rural transport in our communities. We will launch a competition here in Monmouthshire in July 2018 using the Small Business Research Initiative approach that our councillors explored as part of a member seminar on innovative procurement approaches. Five pots of £50,000 are being made available to firms to develop prototypes for us. The best solutions can be awarded up to £1 million to go from prototype to fully operational if it can successfully demonstrate how technology can reduce loneliness and increase peoples' ability to travel in rural areas.</p>
<p><b>Attracting new industries to increase wage levels to bring people out of poverty and narrow the gender pay differential; Schemes to address rural poverty</b></p>	<p>Monmouthshire Business and Enterprise and Partners have continued to advise and support pre-start and existing businesses and potential inward investors. During 2017/18 advice &amp; support has been provided to 63 businesses.</p> <p>In May 2018 Cabinet agreed Monmouthshire County Council's Social Justice Strategy which demonstrates the council's commitment to address inequalities and improve outcomes for the county's people and communities. It establishes the council's purpose, intentions and activities for the next four years and sets targets to place social justice at the forefront of its actions. This includes programs of work related to:</p> <ul style="list-style-type: none"> <li>• Give Children The Best Start In Life, Overcoming Barriers to Attainment And Opportunity</li> <li>• To Overcome Inequalities In Access To Economic Prosperity</li> <li>• Tackle The Scourge Of Loneliness And Isolation</li> </ul> <p>Included in the strategy is a commitment to work with partners to develop a Tackling Poverty Plan for the county which will take account of both worklessness and in-work poverty.</p>
<p><b>Future generations act Well-being goal our action has contributed to</b></p>	
<p>A prosperous Wales  A resilient Wales  A healthier Wales  A more equal Wales  A Wales of cohesive communities  A globally responsible Wales</p>	

**Performance Indicators progress**



The graphs shows the Monmouthshire Housing land supply calculated from the Monmouthshire County Council Joint Housing Land Availability Studies undertaken.



The graph shows the total new dwelling completions (general market and affordable that were recorded each year as part of the Monmouthshire County Council Adopted Local Development Plan 2011 – 2021 Annual Monitoring Reports

**Future actions in our Corporate Plan 2017-2022**

The Corporate Plan 2017/2022 includes a number of programmes of work which the Council is committed to deliver by 2022. The programmes of work identified in the corporate plan that will further progress the activity from this objective include:

Thriving and well-connected county:

- 6) the council develops and delivers a new economy and enterprise strategy
- 7) the council maximises economic potential through delivering the Cardiff capital region city deal
- 8) the council delivers better infrastructure connectivity & opportunity
- 9) the council provides more opportunities for local living, working & leisure

**Appendix 3 – National Performance Indicators 2017/18**

Ref	Measure	2014/15	2015/16	2016/17	2017/18	2017/18 Target	Progress against target	Trend	2016/17 Quartile	Comments
PAM /013	Percentage of empty private properties brought back into use	10.27	14.18	3.88	3.57	5	✘	↓	Lower Middle	New guidance for the indicator was applied in 2016/17 decreasing the number of properties that can be included in the indicator as returned to use through the Council's direct action. Direct action is based on the Council contacting empty home owners with advice.
	Number of empty private properties brought back into use	64	94	27	26					
	Number of empty private sector properties	623	663	696	728					
PAM /014	Number of new homes created as a result of bringing empty properties back into use	n/a	n/a	n/a	0	Not set	n/a	n/a	n/a	No empty properties counted as returned to use through the Council's direct action were divided into additional dwellings.
PAM /017	Number of visits to leisure centres per 1,000 population	7,893	8,205	7,425	7,376	6,600	✓	↓	Bottom	The main impact on the decrease in visitor numbers recently has been the new school re-build in Monmouth impacting upon visitor numbers to Monmouth leisure centre. The target for 2017/18 was set lower reflecting the expected impact of the full closure of Monmouth leisure centre in November 2017. The temporary gym provision in place in the Market Hall in Monmouth Town and moving some bookings to Shire Hall has meant the impact was not as severe as it could have been. Work has also continued to develop the Monmouthshire Games
	Number of visits to leisure centres	726,918	757,591	686,614	687,999					

Ref	Measure	2014/15	2015/16	2016/17	2017/18	2017/18 Target	Progress against target	Trend	2016/17 Quartile	Comments
D	Total population	92,100	92,336	92,476	93,276					activities with increasing numbers through the doors and a maintained focus on membership promotions.
PAM /018 N D Page 106	Percentage of all planning applications determined in time	76	79	90	91	80	✓	↑	n/a	This is a measure of speed of determination. This PI has improved significantly in recent years due to more focus on officer workload and deadlines, along with the subsequent allowance for applications determined under extensions of time (beyond the 8 week statutory period). The target has been set at above 80%.
	Number of all planning applications determined in time	803	862	976	975					
	Number of all planning applications determined	1053	1085	1087	1071					
PAM /019 N D	Percentage of planning appeals dismissed	69	71	73	47	70	✘	↓	n/a	This provides a broad indication of how robust the Council's decision on an application is. A low number of appeals means performance can fluctuate based on cases being decided. The target is to achieve around 70% of appeals being dismissed. The fall in the number appeals is an indication of the work to encourage applicants to amend schemes to reach a positive outcome.
	Number of planning appeals dismissed	20	17	11	7					
	Number of planning appeals decided	29	24	15	15					



## REPORT

<b>SUBJECT</b>	<b>REVENUE &amp; CAPITAL MONITORING 2017/18 OUTTURN STATEMENT</b>
<b>DIRECTORATE</b>	<b>Resources</b>
<b>MEETING</b>	<b>Economy &amp; Development Select Committee</b>
<b>DATE</b>	<b>19<sup>th</sup> July 2018</b>
<b>DIVISIONS/ WARD AFFECTED</b>	<b>All Authority</b>

### 1. PURPOSE

- 1.1 The purpose of this report is to provide Members with information on the revenue and capital outturn position of the Authority at the end of reporting period 3 which represents the financial outturn position for the 2017/18 financial year.
- 1.2 This report will also be considered by Select Committees as part of their responsibility to,
- assess whether effective budget monitoring is taking place,
  - monitor the extent to which budgets are spent in accordance with agreed budget and policy framework,
  - challenge the reasonableness of projected over or underspends, and
  - monitor the achievement of predicted efficiency gains or progress in relation to savings proposals.

### 2. RECOMMENDATIONS PROPOSED TO CABINET

- 2.1 That Members consider a net revenue outturn unspend of £653,000, an improvement of £694,000 on period 2 (month 7) outturn predictions.
- 2.2 Members consider a capital outturn spend of £46.8 million against a revised budget of £47.2 million, after proposed slippage of £11.8 million, resulting in a net underspend of £395k.
- 2.3 Considers the use of reserves proposed in para 3.7.1,
- 2.4 Supports the apportionment of general underspend in supplementing reserve levels as described in para 3.7.3 below, i.e.:
- |                                     |       |
|-------------------------------------|-------|
| Priority Investment Fund            | £155k |
| Capital Receipts Generation Reserve | £50k  |
| Balance Invest to Redesign Reserve  | £448k |
| Total                               | £653k |
- 2.5 Members note that the low level of earmarked reserves will notably reduce the flexibility the Council has in meeting the challenges of scarce resources going forward.
- 2.6 Members notes the extent of movements in individual school balances placing emphasis on schools to review the extent that recovery plans can be delivered over shortened timescales, and appreciates a net use of balances of only £94k instead of the original budgeted intention of schools to draw on balances by £877k.

### 3. MONITORING ANALYSIS

#### 3.1 Revenue Position

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

#### 3.1.2 **Responsible Financial Officer's Summary of Overall Position Period 4 : Final outturn**

**Table 1: Council Fund 2017/18 Outturn Forecast Summary Statement at Outturn**

Service Area	Initial 2017-18 Annual Budget	Virements to budget	Outturn Annual Budget	Revised Forecast Outturn	Forecast Over/ (Under) @ Outturn £'000	Forecast Over/ (Under) @ Month 7 £'000
	£'000			£'000		
Adult Services	6,972	11	6,983	7,225	242	36
Children Services	10,018	120	10,138	11,716	1,578	1,052
Community Care	22,162	-111	22,051	21,031	-1,020	-371
Commissioning	1,600	0	1,600	1,444	-156	-93
Partnerships	350	5	355	380	25	0
Public Protection	1,455	1	1,456	1,398	-58	-7
Resources & Performance	864	-172	692	667	-25	-12
<b>Total Social Care &amp; Health</b>	<b>43,421</b>	<b>-146</b>	<b>43,275</b>	<b>43,861</b>	<b>586</b>	<b>605</b>
Individual School Budget	43,166	153	43,319	43,488	169	128
Resources	1,425	-51	1,374	1,289	-85	-63
Standards	4,983	0	4,983	5,076	93	399
<b>Total Children &amp; Young People</b>	<b>49,574</b>	<b>102</b>	<b>49,676</b>	<b>49,853</b>	<b>177</b>	<b>464</b>
Business Growth & Enterprise	824	427	1,251	1,258	7	311
Governance, Democracy and Support		3,973	3,973	3,898	-75	61
Planning & Housing	1,852	-374	1,478	1,532	54	55
Tourism Life & Culture	3,140	34	3,174	3,463	289	107
<b>Total Enterprise</b>	<b>5,816</b>	<b>4,060</b>	<b>9,876</b>	<b>10,151</b>	<b>275</b>	<b>534</b>
Governance, Engagement & Improvement	4,333	-4,333		0	0	0
Legal & Land Charges	446	0	446	423	-23	7
Operations	16,562	-2,138	14,424	15,039	615	471
<b>Total Chief Executives Unit</b>	<b>21,341</b>	<b>-6,471</b>	<b>14,870</b>	<b>15,462</b>	<b>592</b>	<b>478</b>
Finance	2,287	75	2,362	2,131	-231	-182
Information Communication Technology	2,421	92	2,513	2,432	-81	-130
People	1,583	-5	1,578	1,569	-9	-10

Commercial and Corporate Landlord Services	-504	1,639	1,135	1,056	-79	10
<b>Total Resources</b>	<b>5,787</b>	<b>1,801</b>	<b>7,588</b>	<b>7,273</b>	<b>-400</b>	<b>-312</b>
Precepts and Levies	17,075	330	17,405	17,401	-4	-4
Coroners	100	0	100	119	19	19
Gwent Joint Records	182	0	182	182	0	0
Corporate Management (CM)	181	-20	161	111	-50	-38
Non Distributed Costs (NDC)	733	0	733	712	-21	0
Strategic Initiatives	654	-204	450	132	-318	-450
Insurance	1,264	-30	1,234	1,061	-173	17
<b>Total Corporate Costs &amp; Levies</b>	<b>20,189</b>	<b>76</b>	<b>20,265</b>	<b>19,633</b>	<b>-547</b>	<b>-456</b>
<b>Net Cost of Services</b>	<b>146,128</b>	<b>-578</b>	<b>145,550</b>	<b>146,233</b>	<b>683</b>	<b>1,313</b>
Fixed Asset disposal costs	123	-53	70	70	0	0
Interest and Investment Income	-138	116	-22	-158	-136	-12
Interest payable & Similar Charges	3,673	13	3,686	2,957	-729	-733
Charges required under regulation	3,815	292	4,107	3,990	-117	-98
Contributions to Reserves	165	-1,369	-1,204	-1,425	-221	41
Contributions from Reserves	-1,653	1,817	164	513	349	0
Capital Expenditure funded by revenue contribution		92	92	92	0	0
<b>Appropriations</b>	<b>5,985</b>	<b>908</b>	<b>6,893</b>	<b>6,039</b>	<b>-854</b>	<b>-802</b>
General Government Grants	-61,380	0	-61,380	-61,380	0	0
Non Domestic rates	-30,418	0	-30,418	-30,418	0	0
Council Tax	-66,450	-330	-66,780	-67,050	-270	-300
Council Tax Benefits Support	6,135	0	6,135	5,924	-211	-169
<b>Financing</b>	<b>-152,113</b>	<b>-330</b>	<b>-152,443</b>	<b>-152,924</b>	<b>-481</b>	<b>-469</b>
Budgeted contribution from Council Fund				0		
<b>Net Council Fund (Surplus) / Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-652</b>	<b>-652</b>	<b>42</b>

3.1.3 The bottom line situation of a £652k underspend is an improvement of £694k on the reported month 7 forecast.

3.1.4 Of note, net cost of services showed an improvement of £630k against month 7 predictions. Whilst Children's Services continues to evidence a degree of volatility (£1.7million adverse), with an increase of £0.5million against the forecasted outturn costs reported at month 7, this additional volatility has been mitigated by savings elsewhere within Social Care, to end the year below the level predicted at month 7. There was a £300k improvement in the reported additional Learning Needs deficit reported by Children and Young People colleagues. The anticipated provision for insurance claim contribution has been reduced by £173k, following a full year examination of anticipated liability and last 12 months claims activity. Enterprise Directorate indicated a net £259k improvement to end the year only, predominantly the artificial effect of rural development plan work and costs being deferred, with the related reserve funding involved transferred to back to reserves for use in 2018-19 through Appropriations account. Pleasingly, despite the pressures caused by unanticipated winter maintenance and clear up cost, Operations have managed to restrict further costs to £144k adverse cost during the inclement winter months, whilst accommodating reductions in income experiencing in Grounds maintenance, streetscene and waste.

3.1.5 Whilst any overall underspend is a pleasing result for the year, and the outturn variance may seem a big amount. Putting the outturn variance in context, the outturn exhibiting less than 0.6% variation against the net cost budget before financing. That is an incredibly close correlation given the volume of budget holders involved in the process, the volatility in pressures and savings proposals experienced during the year and the need to secure compensatory savings to mitigate adverse positions highlighted earlier in the year. The use of periodic monitoring as a tool for change during the year should not be underestimated.

3.1.6 A comparison of the Net Council fund line against previous years activity indicates the following,

Net Council Fund Surplus	2017-18	2016-17	2015-16	2014-15
	£'000	£'000	£'000	£'000
Period 1	164 deficit	1,511 deficit	867 deficit	219 deficit
Period 2	62 deficit	839 deficit	1,066 deficit	116 deficit
Period 3		79 surplus	162 deficit	144 deficit
Outturn	652 surplus	884 Surplus	579 surplus	327 surplus

### 3.2.1 Redundancy costs

Members are commonly keen to understand the extent of an redundancy payments made during the year, as staffing remains the most significant and controllable expense to most service areas.

Directorate	Service	Redundancy Costs 2017-18
		£'000
Enterprise	Community Education	58
	Libraries	37
	Policy	21
	Development Control	5
	Community & Partnership Dev	43
	<b>Sub Total</b>	<b>164</b>
Chief Executives	Highways & Traffic	73
	Building Cleaning	5
	<b>Sub total</b>	<b>78</b>
Resources	<b>Asset Management</b>	<b>3</b>
Social Care & Health	Children's Services	1
	Adult Services	5
	<b>Sub total</b>	<b>6</b>

Children & Young People	Schools	346
	Resources	71
	<b>Sub total</b>	<b>417</b>
Total		<b>668</b>

3.2.2 Given the financial challenges that will continue to face the Authority for the foreseeable future, Chief Officers continue to be tasked with ensuring that services live within the budgets and savings targets set for the current financial year.

3.2.3 It isn't particularly usual for the Senior Finance Officer to proffer symptomatic considerations as part of the periodic monitoring report, but it would be sensible to highlight,

- The extent of compensatory ad hoc savings needing to be identified during the year's monitoring process and delivered in a short period before year end to mitigate an overspend situations. Unfortunately these overspend situations aren't being volunteered accurately or completely to senior leadership team, to allow it to make proactive alternate choices rather than simply accept and mitigate the consequence. These remedial savings whilst necessary can be rather speculative, particularly in relation to social care which involves colleagues negotiating effectively with third parties. They have been quite successful in such deliberations previously, but probability suggests, they won't win every case.
- Relatedly, the financial environment facing Councils over the next 4 years is very challenging. It will be increasingly difficult to find additional remedial savings through the year in addition to those required to allow a balanced budget to be established every February. This volatility risk is traditionally mitigated by a heightened accountability culture whereby service managers are reminded of the need to comply within the budget control totals established by members, and are more responsible for any variances to SLT and Cabinet and equally for Select Committees to exhibit a more focussed reflection upon the adequacy of budget monitoring being applied. Members may wish to re-enforce such accountabilities.
- An increasing feature for all Councils is how to sustain core services rather than reduce them. This does lend itself to the consideration of activities not traditional to Councils, often described as innovative, commercial or private sector influenced. Experience of such activities within MCC suggest the implementation phase is key to the success or otherwise of such initiatives. Commercial skills aren't necessarily commonplace to a local authority, such that when faced with considering such, members should increasingly test out the practicalities involved and establish a tolerance to any business case received after which officers are required to re-report to members. This is necessary as the Council has a different duty in the protection of public funds that wouldn't apply in private sector, and the private sector can more easily respond to a deficient project by dropping or amending the proposal. It isn't as easy to do that at pace in a public entity which is problematic as Councils have limited capacity to absorb the effect of deficient projects, so instead public sector will commonly look to reassess the success of the scheme against an alternate lens, most commonly the social benefit when instead the proposal was volunteered to members primarily as a financial benefit.

3.3.1 A summary of main pressures and under spends within the Net Cost of Services Directorates include,

### **3.3.2 Stronger Communities Select Portfolio (£1,690k net underspend)**

- Chief Executives Unit (£592k overspend)

**Legal division** exhibited a **£23k surplus**, due to professional and specialist fee savings. **Operations exhibited** a worsening of £144k on month 7 position to end the year at a **combined £615k deficit**. The position for each of main Operations areas is as follows, Highways £39k surplus (despite the costs incurred in winter maintenance in March for which only about 15% were

reimbursed by Welsh Government), catering £29k deficit, cleaning £4k deficit, Passenger Transport £322k deficit, Transport administration £4k surplus, Waste and Streetscene £159k deficit.

- Resources Directorate (£400k underspend)

**An underspend in Finance Division costs of £231k**, predominantly predicted savings in housing benefit and council tax administration, holding staffing vacancies, additional grants and retendering of Security and merchant fee contracts. **IT** showed an **£81k underspend**, due to saving in Digital programme office costs, and return of reserve held previously by SRS on MCC's behalf. **People services exhibited £9k surplus**. **Landlord division** ended the year with **£79k surplus**, the effect of savings in facilities management and asset management, compensating for the net saving in procurement not delivered.

- Corporate (£547k underspend)

Following assessment of insurance provision based on last 12 months activity, a saving of £172k has been realised. A saving on redundancy and corporate pension costs budgets has resulted totalling £339k. Corporate management includes net £50k effect of duplicate payment reimbursements from suppliers and the effect of unidentified income at the end of financial year, which compensates for a net pressure to the Coroners Joint committee budget of £14k.

- Appropriations (£854k underspend)

Caused predominantly by a net £982k saving in treasury/borrowing costs from active treasury management and utilising recurrent short term borrowing as an alternative to taking out more expensive long term borrowing. Net borrowing costs are also favourably affected by any delay in the timing of expenditure, capital slippage and capital underspends where it avoids borrowing presumed. The extent of underspend is affected by the level of net unbudgeted contributions made to reserves of £128k.

- Financing (£481k underspend)

The net effect from an excess of Council tax receipts and less than anticipated Council tax benefit payments

## **RESOURCES DIRECTOR CONTEXT & COMMENTARY**

I am delighted to see the directorate achieve an under spend position at the end of the year having struggled throughout the year to contain pressures resulting primarily from budget savings that were identified as being unachievable. These pressures have impacted significantly on the outturn position but have been offset as a result of efforts made across the directorate to contain and limit expenditure. One-off savings were achieved as a result of one-off grant and income in housing benefits and strategic property management and cemeteries. The directorate has also benefitted from vacancy savings resulting from delays in restructuring. Moving into 2018/19 the directorate did benefit from unachievable budget savings from the current year being removed. That said 2018/19 will still be a challenging year as the directorate looks to deliver its savings plans and continues to support the organisation at large with its agenda for change.

## **HEAD OF OPERATIONS CONTEXT & COMMENTARY**

The stark bottom line in terms of financial outturn for the Operations department is an over spend of £614,000. This is 'new territory' for the department as in previous years an under spend has always been achieved to contribute to the Council's overall outturn. That being said there are various issues that have contributed to the final financial position.

In particular we suffered significant extra cost associated with snow clearing. There were two major incidents this year and whilst our operational response is rapid and effective at getting the roads open, towns working etc. it does come at a cost. Extra funding came through one-off WG grants and we generated income from other agencies that we work for but in gross terms the response cost over £400,000.

Unusually Waste and Street scene declared an over spend with trade waste income below budget and grounds external income being down. Trade waste is an ongoing battle with private providers and just now there is some aggressive pricing from some contractors; grounds relies upon a significant level of external income each year (£1m plus) and although custom improved towards the end of the year it is possible that cut backs are hitting our external customers as well with the resultant 'squeeze' upon ourselves.

There are variations to budget elsewhere within the Operations Department but the final significant overspend has occurred in Passenger Transport and particularly school transport. A significant element of the overspend occurred when a company suddenly ceased trading (announced on a Friday with immediate effect), alternative arrangements were made with other companies taking on routes and more direct provision but the inevitable impact was an increase in costs of around £1200 per day. There has also been an increase in the number of bespoke transport arrangements being put in place for ALN students. These arrangements are often individual taxi services, sometimes with escorts, with subsequent high costs. Two specific issues are mentioned above but the overall cost of passenger transport continues to rise as fuel costs increase and there are less operators in the market. A major review of passenger transport is underway in 18/19.

In conclusion this year has seen a turning point in the outturn with Operations being overspent and it suggests that the cumulative effect of budget cuts year on year is squeezing front line budgets such that the flexibility within budgets to respond to demands has disappeared and funding for the basic services is increasingly under pressure.

### **3.3.3 Economy & development Select Portfolio (£217k net overspend)**

- Enterprise Directorate (£275k net overspend)

**Business growth and enterprise** incurred a net **£7k overspend**, the net effect of RDP grant funded expenditure being deferred through Appropriations Account compensating in the main for £196k adverse position incurred with Events function.

**Planning & Housing (£54k overspend)** – Development control exhibits a deficit of £201k through reduced development and income activity, conversely development plans area exhibits £218k surplus, which is rather artificial as the saving is largely resultant from Local development plan (LDP) costs being deferred which will instead crystallise next year (hence the reserve movement through Appropriations). Housing exhibits a £70k overspend which is the net effect of the lodging scheme pressure following removal of grant, compensated in part by savings in homelessness and careline spends.

**Tourism, leisure & culture (£289k overspend)** - Countryside exhibit an underspend of £11k from part vacancy. There is a £196k overspend in respect of Cultural services (after transferring Outdoor education trading deficit to their trading reserve account), of which the main pressures are Caldicot Castle (£101k), Old Station (25k), Shire Hall (£30k) and Museums (40k). This is an improvement on 2016-17 but still a significant challenge to the impending Leisure trust. Leisure services ended the year with a £34k deficit, predominantly the effect of Monmouth leisure centre closure and effect on its income level.

- Social Care & Health (£58k underspend)

**Public Protection (£58k underspend)** – predominantly a saving within occupational health service and net fees & charges within Public Health service.

2017/18 has been a challenging year. The outturn position for Enterprise straddles a number of budget areas given the impact of recent restructures – and this will need to be remedied in 18/19 in order to present a full and complete picture. With pressures continuing in areas of Tourism, Attractions and Culture in the main - the work in moving the services towards a sustainable and viable Alternative Delivery model steps up and structure changes and systems modifications related to this, will start to yield impact in 18/19. Other areas of Enterprise have performed well and income levels continue to meet targets reflecting well on the excellent practice and developments we see on the ground.

### **3.3.4 Adult Select Portfolio (net £959k underspend)**

- Social Care & Health

**Adult Services (£242k overspend)** – pressures exhibited in Severn View staffing, and direct care budgets. The latter being affected by winter conditions and for which Welsh Government has provided additional funding in year.

**Community Care (£1,020k underspend)** – Significant Welsh Government unbudgeted grants received together with net savings in commissioning team costs, and underspends to the shared frailty budget.

**Commissioning (£156 underspend)** – predominantly saving to Commissioning staffing structure pending review, a reduction in the cost of various service contracts, and a continued savings within Drybridge Gardens service area.

**Resources (£25k underspend)** – reduced costs incurred in the support of management of bespoke developed Social Care application

### **SCH DIRECTOR'S CONTEXT & COMMENTARY**

The overall outturn for 2017/18 is an overspend of £587K, which includes a £24K overspend in the Youth Offending Service to be met from its reserve, and £58K of Corporate Safeguarding costs which throughout the year we were reporting to be borne by equivalent underspends in Corporate Financing. This position reflects savings of £380K from the M7 recovery plan plus total mandated savings of £627K.

Children's Services continues to operate under extreme pressures, which is not just a local issue but typical across Wales and England. Since M7 the overspend at outturn has increased from £1.052M to £1.579M largely relating to complex placements and use of agency workforce. However, progress has been made in latter months with agency exit plans seeing a reduction in numbers, and progress made in some areas of the M7 recovery plan, but savings will not materialise until 2018/19. The costs of Corporate Safeguarding are incorporated within the Children's outturn.

Adult Services has delivered an underspend of £959K at outturn, increasing by £519K since M7, which also included mandated savings of £586K and additional savings from the M7 recovery plan of £140K. The healthy outturn position has been due to the continuation of the practice change agenda that has produced savings for a number of years, a Winter Pressures grant received in the



last month of the year, property sales and increased income from client contributions and Frailty underspend resulting from clinical vacancies.

Public Protection, given its very small budget allocation, contributed a £58K underspend to the bottom line due to the Occupational Health nurse vacancy and efforts to increase income in areas of Registrars, Licensing and Commercial activities.

### **3.3.5 Children & Young People Select Portfolio (net £1,755k overspend)**

- Social Care & Health (£1,603k overspend)

**Children's Services (net £1,578k overspend)** – this can be a fairly volatile area to manage budget wise, with individual placements potentially having a significant effect. The effect of 2 cases within young people accommodation budget are flagged as main cause for £366k overspend. Similarly looked after children activity exhibits a £415k overspend against budget.

There is also £722k overspend reported in respect of Children's services team costs predominantly explained through the continued use of agency resourcing. There is a cost of £58k in relation to safeguarding position that members approved earlier in the year to be borne by overall bottom line effect for the Council. This has been resolved in 2018-19 as an addition to the budget. Supporting Children's service also incurred a £105k overspend, due to an excess of external provision costs.

**Youth offending team partnership (£25k deficit)** – whilst this shows as an overspend as part of the management accounting spreadsheets caused in the main by pressures on declining funding, this service is a partnership administered by the Council on behalf of itself and others and the deficit balance is transferred through Appropriations to a ring-fenced trading reserve.

- Children and Young People (net £177k overspend)

**School Budget Funding** exhibited a **£169k overspend** due to additional support provided by LEA in respect of wage protections and transport. There is an **underspend of £85k** within the **Resources subdivision** caused by net interim management arrangements whilst awaiting a restructure. **Standards subdivision** exhibits a **£93k overspend** position which hides some large movements, with 55k savings in management and £109k in Early years costs compensating in part for net £256k overspend in Additional Learning Needs.

### **SOCIAL CARE & HEALTH DIRECTOR'S CONTEXT & COMMENTARY**

The overall outturn for 2017/18 is an overspend of £587K, which includes a £24K overspend in the Youth Offending Service to be met from its reserve, and £58K of Corporate Safeguarding costs which throughout the year we were reporting to be borne by equivalent underspends in Corporate Financing. This position reflects savings of £380K from the M7 recovery plan plus total mandated savings of £627K.

Children's Services continues to operate under extreme pressures, which is not just a local issue but typical across Wales and England. Since M7 the overspend at outturn has increased from £1.052M to £1.579M largely relating to complex placements and use of agency workforce. However, progress has been made in latter months with agency exit plans seeing a reduction in numbers, and progress made in some areas of the M7 recovery plan, but savings will not materialise until 2018/19. The costs of Corporate Safeguarding are incorporated within the Children's outturn.

Adult Services has delivered an underspend of £959K at outturn, increasing by £519K since M7, which also included mandated savings of £586K and additional savings from the M7 recovery plan of £140K. The healthy outturn position has been due to the continuation of the practice change agenda that has produced savings for a number of years, a Winter Pressures grant received in the last month of the year, property sales and increased income from client contributions and Frailty underspend resulting from clinical vacancies.

Public Protection, given its very small budget allocation, contributed a £58K underspend to the bottom line due to the Occupational Health nurse vacancy and efforts to increase income in areas of Registrars, Licensing and Commercial activities. The overall outturn for 2017/18 is an overspend of £587K, which includes a £24K overspend in the Youth Offending Service to be met from its reserve, and £58K of Corporate Safeguarding costs which throughout the year we were reporting to be borne by equivalent underspends in Corporate Financing. This position reflects savings of £380K from the M7 recovery plan plus total mandated savings of £627K.

Children's Services continues to operate under extreme pressures, which is not just a local issue but typical across Wales and England. Since M7 the overspend at outturn has increased from £1.052M to £1.579M largely relating to complex placements and use of agency workforce. However, progress has been made in latter months with agency exit plans seeing a reduction in numbers, and progress made in some areas of the M7 recovery plan, but savings will not materialise until 2018/19. The costs of Corporate Safeguarding are incorporated within the Children's outturn.

## **CHILDREN & YOUNG PEOPLE DIRECTOR'S CONTEXT & COMMENTARY**

The Directorate's outturn position is an overspend of £177,000. However, £93,000 of reserves held in the Authority's maternity and sickness compensation schemes will be utilised to offset the overspend incurred in these areas in 2017-18, bringing the overspend position down to £84,000. Efficiencies have been delivered across many parts of the directorate in order to bring the budget closer to a balanced position, and a significant improvement since Month 7 has resulted. Much of the mitigation against the overspend at month 7 has been through the management of vacant posts. It will not be possible to maintain this position in the medium to longer term and it is important that the directorate is effectively staffed to meet the needs of children and young people of the county.

The Additional Learning Needs budget continues to remain under significant pressure due to the requirement to support more of our pupils with complex needs. This is a particularly challenging budget given the volatility of children arriving into the area and younger children requiring more complex packages of support. The two main elements of this budget have moved in different directions. The Out of County budget has improved its position and ended with a £36,000 underspend. The in-County budget, which provides additional support to children in the classroom, is experiencing significant pressure and the overspend, as a result, amounted to £292,000.

### **3.4 2017/18 Budget Savings Progress**

- 3.4.1 This section monitors the specific savings initiatives and the progress made in delivering them during 2017-18 as part of the MTFP budgeting process.

In summary they are as follows,

<b>Disinvestment by Directorate 2017-18</b>	2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable YTD
REVENUE MONITORING 2017-18	£000	£000	£000	£000	£000	£000
Children & Young People	(395)	(395)	(395)	(395)	0	0
Social Care & Health	(627)	(627)	(627)	(627)	0	0
Enterprise	(84)	(84)	(83)	(84)	0	0
Resources	(266)	(257)	(236)	(266)	0	0
Chief Executives Units	(1,224)	(955)	(991)	(935)	(53)	(235)
Corporate Costs & Levies	(118)	(118)	(98)	(98)	(20)	0
Appropriations	(1,708)	(1,708)	(1,648)	(1,648)	0	(60)
Financing	(885)	(885)	(885)	(885)	0	0
<b>DIRECTORATE Totals</b>	<b>(5,308)</b>	<b>(5,029)</b>	<b>(4,964)</b>	<b>(4,939)</b>	<b>(73)</b>	<b>(295)</b>

3.4.2 Mandated saving performance is running at 93% of budgeted levels, a slight reduction on levels reported in period 2(month 7), with currently £295,000 being deemed potentially unachievable, and a further £73,000 to be delayed to later years.

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

3.4.4 Consequently the savings appendix (appendix 1) also has a traffic light system to indicate whether savings are likely to be achieved or have justifiable reasons explaining delayed implementation. The following summary of savings mandates are highlighted as requiring further work to crystallise or exhibit an anticipated degree of volatility.

### 3.4.5 Stronger Communities Select Portfolio

Resources Directorate

- Estates restructure proposals (£30k) affecting markets and community development officer have now been enacted, such Directorate reports full extent of annual savings achieved.

Chief Executive's Office

- Contact Centre (£14k) reorganisation has been delayed and whole place saving of £100k exhibits a shortfall of £65k.
- The procurement saving (£100k) is not yet manifest across Directorates to apportion from the reduced Procurement budget.
- Reduced grass cutting and maintenance schedules (£15k) at Monmouth sports grounds haven't reverted to level of original lease agreement as yet. Rationalisation of Grounds Maintenance tree management services has been delayed resulted compromising the £24k saving.
- Trade waste income levels are reported to be down by circa £80k, with neither (£10k plus £30k) of the extra income savings yet being manifest deliverable.
- Anticipated winter maintenance savings 30k have not been achieved.

### 3.4.6 Economy & Development Select Portfolio

Enterprise (ENT) Directorate

- Directorate colleagues report current year savings have been delivered in full.

### **3.4.7 Adult Select Portfolio**

#### Social Care & Health (SCH) Directorate

- Directorate colleagues report current year savings are anticipated to be delivered in full, however without any progress narrative supplied, the more significant have still been flagged as medium risk based on past pressures and experience, and members may wish to check progress with service officers around adult social care transformation and charges increases given the £242k reported in respect of Adult Social Care, predominantly from Direct Care cost budgets.

### **3.4.8 Children and Young People Select Portfolio**

#### Children and Young People (CYP) Directorate

- Directorate colleagues report current year savings are anticipated to be delivered in full, although Members may wish to check how £150k savings in ALN and childcare voluntary organisations have been achieved, whilst ALN element of Standards subdivision exhibited £256k adverse deficit at end of year.

### 3.5 Capital Position

3.5.1 The summary Capital position at Outturn is as follows

<b>MCC CAPITAL BUDGET MONITORING 2017-18 AT Outturn by SELECT COMMITTEE</b>						
<b>SELECT PORTFOLIO</b>	<b>Actual Spend at Outturn</b>	<b>Slippage Brought Forward</b>	<b>Total Approved Budget 2017/18</b>	<b>Capital Slippage to 2018/19</b>	<b>Revised Capital Budget 2017/18</b>	<b>Capital Expenditure Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Children &amp; Young People</b>	35,541	15,302	45,129	(9,360)	35,769	(228)
<b>Adult</b>	2	0	2	0	2	(0)
<b>Economic &amp; Development</b>	2,279	966	2,458	(98)	2,360	(81)
<b>Strong Communities</b>	8,954	1,100	11,414	(2,374)	9,040	(86)
<b>Capital Schemes Total</b>	<b>46,775</b>	<b>17,368</b>	<b>59,003</b>	<b>(11,832)</b>	<b>47,171</b>	<b>(395)</b>

#### Revisions to the programme in year

3.5.2 Major revisions to the capital programme within year included Cabinet approvals for The Monmouth Leisure Centre and Pool redesign (£7,405K), The Cardiff Region City Deal (£1.500k) and £350k for the Public Realm Abergavenny Town Centre scheme.

#### Slippage to 2018-19

3.5.3 Total Slippage at Outturn amounted to £11,832k. This mainly relates to Future Schools (£9,0369k), £650k within individual S106 schemes, Car Park refurbishments and Ticket Machine improvements (£256k), a further £252k in relation to Granville Street / Wyebridge Street car parks and £141k in respect of new Monmouth Leisure Centre and Pool re-design.

3.5.4 In comparison with period 2 (month 7), service managers collectively identified slippage levels of £6.8m, the main difference being increased slippage in relation to schools programme.

3.5.5 For the last 3 years a more detailed examination of slippage requests has been made based upon the principles established previously i.e.

- whether there has been little or no progress in previous 12 month,
- the level of expenditure incurred this year has been less than in year budget and slippage b/fwd., to consider any opportunity to realign the budget to more realistic levels or reprofile budget more accurately over multiple years.

- or where there are identified problems/barriers to progress e.g. no agreement over scheme, archaeological considerations, planning considerations not yet satisfied or where the manager hasn't clearly evidenced why this should be slippage in the request made.

3.5.6 The capital monitoring tends to be used by Members as a progress/performance tool. Examination of slippage requests suggest capital projects continue to be put into current year when there is little likelihood of being progressed. It is recommended that any report advocating to Council additional capital expenditure needs to highlight accurately which year the spend relates to so it can be profiled into the correct capital programme. Similarly with Property maintenance the slippage narratives indicate work can only proceed at certain times of the year. Where that hasn't occurred it would be sensible to reallocate the budget to an alternate priority and reintroduce in the following year out of the next year's allocation.

3.5.7 Given an upheaval in the accountabilities caused by the creation of Corporate landlord, as a one off, a more relaxed stance has been adopted in respect of slippage requests concerning Property Maintenance and County farms maintenance budgets, which would not normally constitute slippage as officers often highlight a backlog of repair, and are encouraged to decommit any repair work they can't obtain access for, to future year's repair budget expenditure replacing it with priority backlog work. Slippage was requested in respect of the unspent proportion of the Council's access for all capital scheme, it was confirmed there are no active schemes that this expenditure relates to, and so the balance has been more correctly attributed as an underspend on the years' activities.

### **Capital Outturn**

3.5.8 Allowing for the extent of supported slippage requests, outturn capital spending was £46.8 million against a budget of £47.2 million, creating an underspend of £395k.

3.5.9 The main sources of this underspend are

Schools IT	£222k
Access for all	£44k
Solar Farm costs	£69k
Woodstock Way sc106 scheme	£12k
Misc property Service scheme underspends	£48k

3.5.10 However this is not all available for redistribution. For instance the underspends resulting from not automatically slipping sc 106 scheme balances forward will provide no net saving to the authority and will be returned to sc106 balances for refresh and possible reallocation. In financing the capital programme, a pragmatism has been adopted to translate the net effect of any underspend into unused capital receipts rather than saving on borrowing. The approach adopted acknowledges the common delays associated with realising such receipts, and is designed to mitigate the need for temporary borrowing in advance of receipts being realised. Members may recall a need to generate £32m receipts to afford their tranche A Future schools aspirations. Those levels aren't yet secured in full, this isn't a problem per se as the Council has been prioritising the use of Welsh Government funding ahead of its own.

### 3.6 Capital Financing and Receipts

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

<b>MCC CAPITAL FINANCING BUDGET MONITORING 2017-18 at Outturn By FINANCING CATEGORY</b>						
<b>CAPITAL FINANCING SCHEME</b>	<b>Annual Financing</b>	<b>Slippage Brought Forward</b>	<b>Total Approved Financing Budget 2017/18</b>	<b>Provisional Budget Slippage to 2018/19</b>	<b>Revised Financing Budget 2017/18</b>	<b>Forecast Capital Financing Variance 2017/18</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Supported Borrowing	2,402	0	2,402	(0)	2,402	0
General Capital Grant	1,462	0	1,462	0	1,462	0
Grants and Contributions	12,913	5,628	17,627	(4,725)	12,902	11
S106 Contributions	723	522	1,358	(650)	708	15
Unsupported borrowing	11,725	5,663	12,956	(1,231)	11,725	(0)
Earmarked reserve & Revenue Funding	226	302	452	(168)	284	(58)
Capital Receipts	17,246	5,253	22,635	(5,024)	17,611	(365)
Low cost home ownership receipts	78	0	112	(34)	78	0
Unfinanced	0	0	0	0	0	0
<b>Capital Financing Total</b>	<b>46,775</b>	<b>17,368</b>	<b>59,003</b>	<b>(11,832)</b>	<b>47,171</b>	<b>(395)</b>

## Useable Capital Receipts Available

- 3.6.2 In the table below, the effect of the changes to the forecast capital receipts on the useable capital receipts balances available to meet future capital commitments is shown. This is also compared to the balances forecast within the 2017/21 MTFP capital budget proposals.

Movement in Available Useable Capital Receipts Forecast

<b>TOTAL RECEIPTS</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Balance b/f 1 <sup>st</sup> April	18,931	3,411	4,424	7,304
<b>Add:</b>				
Receipts received in YTD	1,722			
Receipts forecast received	0	11,885	3,225	6,251
Deferred capital receipts	4	324	164	164
<b>Less:</b>				
Receipts to be applied	(17,246)	(11,196)	(509)	(509)
Set aside	0	0	0	0
<b>Predicted Year end receipts balance</b>	<b>3,411</b>	<b>4,424</b>	<b>7,304</b>	<b>13,210</b>
<b>Financial Planning Assumption 2017/21 MTFP Capital Budget</b>	<b>608</b>	<b>0</b>	<b>5,156</b>	<b>4,861</b>
<b>Increase / (Decrease) compared to MTFP Capital Receipts Forecast</b>	<b>2,803</b>	<b>4,424</b>	<b>2,148</b>	<b>8,349</b>

- 3.6.3 At Outturn, £5,024k of budgeted capital receipts are forecasted to slip therefore allowing the capital receipts already generated to finance the capital receipt budgeted expenditure on 21<sup>st</sup> Century Schools within the 2017-18 financial year.

- 3.6.4 There is still an increasingly significant risk to the Council resulting from the need to utilise capital receipts in the same year that they come into the Council. This provides no tolerance or flexibility should the receipts be delayed, which isn't uncommon, and would necessitate compensatory temporary borrowing which is more costly than utilising capital receipts and would necessitate additional revenue savings annually to afford.



### 3.7 Reserves

#### Slippage on Earmarked Reserve funded projects

3.7.1 The following table indicates the extent of budgeted reserve funding utilised by Directorates and that element of approved expenditure previously approved that they request to be deferred into 2018-19. These include,

Project	Reserve Source	Reserve funding utilised in 2017-18	Reserve funding deferred to 2018-19
		£'000	£'000
Document Management System	IT transformation	0	54
Digital Programme and Capital IT Costs	IT transformation	6	100
Accounts Payable System	IT transformation	42	5
Cash Receipting System	IT transformation	0	67
Handsets (Connected worker)	Invest to Redesign	20	29
Innovation and marketing assistance	Invest to Redesign	127	36
Inspire to Work	Invest to Redesign	17	0
Vehicle leasing	Invest to Redesign	61	0
Local Development Plan	Priority Investment	0	375
Community Infrastructure Levy Development	Priority Investment	0	30
SCH Leadership Review	Priority Investment	160	39
Future Monmouthshire	Priority Investment	130	0
Children's Service Temporary staff	Priority Investment	86	0
Legal Costs for Revocation	Priority Investment	92	88
Leisure Trust, extra Council costs	Priority Investment	0	155
Schools sickness and maternity compensation scheme	CYP sickness and maternity reserve	93	0
Rural Development Plan	Rural Development Plan Reserve	0	63
Elections Account	Election Reserve	100	0
Museums Acquisitions	Museums Acquisition Fund	1	0
Grass Routes Acquisitions	Trading Account	38	0
Youth Offending Team Partnership	Trading Account	25	0
Building Control	Trading Account	4	0
Outdoor Education Partnership	Trading Account	61	0
Redundancy Strain Costs	Redundancy & pension	298	0
Insurance Provisions and MMI costs	Insurance Reserve	37	0
Fixed asset disposal	Capital receipts generation reserve	70	72
Capital Prog costs	Capital Investment Fund	127	0
<b>TOTAL</b>		<b>1,595</b>	<b>1,113</b>

3.7.2 The following reserve balances reflects capital and revenue movements during 2017-18 and provide a prediction on 2018-19 year end level based on existing approval levels and slippage levels above.

Account	2016/17	2017/18			2018/19		
	C/F	Net Draw on Reserve	Replenishment of Reserve	C/F	Net Draw on Reserve	Replenishment of Reserve	C/F
<b>Sub Total Council Fund</b>	<b>-7,379,864</b>	93,561	0	<b>-7,286,303</b>	0	0	<b>-7,286,303</b>
<i>Earmarked Reserves:</i>				0			
<b>Sub-Total Invest to Redesign</b>	<b>-960,943</b>	225,488	<b>-138,888</b>	<b>-874,343</b>	399,183	<b>-170,681</b>	<b>-645,841</b>
<b>Sub-Total IT Transformation</b>	<b>-727,784</b>	47,903	<b>-55,000</b>	<b>-734,881</b>	225,913	0	<b>-508,969</b>
<b>Sub-Total Insurance and Risk Management</b>	<b>-1,083,295</b>	36,879	0	<b>-1,046,416</b>	0	0	<b>-1,046,416</b>
<b>Sub-Total Capital Receipt Generation</b>	<b>-347,511</b>	70,372	0	<b>-277,139</b>	153,415	0	<b>-123,724</b>
<b>Sub Total Treasury Equalisation</b>	<b>-990,024</b>	0	0	<b>-990,024</b>	0	0	<b>-990,024</b>
<b>Sub-Total Redundancy and Pensions</b>	<b>-795,297</b>	298,484	0	<b>-496,813</b>	163,978	0	<b>-332,835</b>
<b>Sub-Total Capital Investment</b>	<b>-775,522</b>	127,186	0	<b>-648,336</b>	17,999	0	<b>-630,337</b>
<b>Sub-Total Priority Investment</b>	<b>-1,000,171</b>	468,420	0	<b>-531,751</b>	686,751	0	155,000
<b>Sub-Total Other Earmarked Reserves</b>	<b>-1,123,847</b>	321,721	<b>-319,111</b>	<b>-1,121,237</b>	86,471	<b>-53,000</b>	<b>-1,087,766</b>
<b>Total Earmarked Reserves</b>	<b>-7,804,395</b>	1,596,452	<b>-512,999</b>	<b>-6,720,942</b>	1,733,710	<b>-223,681</b>	<b>-5,210,913</b>
<b>Total useable revenue reserves</b>	<b>-15,184,260</b>	1,690,013	<b>-512,999</b>	<b>-14,007,245</b>	1,733,710	<b>-223,681</b>	<b>-12,497,216</b>

3.7.3 Earmarked reserves remain at limited levels unlikely to provide any material capacity/headroom to meet unanticipated volatility or significantly facilitate future service re-engineering and design.

With regard to the allocation of bottom line surplus to replenish reserves, the Sc151 officer's considered advice would be:

Priority Investment Fund	£155k (to extinguish ADM deficit)
Capital Receipts Generation Reserve	£70k (Capital receipts generation reserve part funds Valuation team's cost, and a top up is necessary to accord with their indicative 2018-19 costs.)
Balance Invest to Redesign Reserve	£448k
<b>Total</b>	<b>£653k</b>

3.7.4 Despite the proposed top ups, current predicted use of the Priority investment reserve means that it will likely expire by the end of 2018-19 as a funding source. Given the forecast use of earmarked reserves, Cabinet has previously approved a policy on earmarked reserves to ensure that earmarked reserves are focused on investment in areas where they can achieve most impact hence putting the balance for redistribution into "Invest to Redesign".

## Schools Reserves

3.7.6 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. The net effect of an individual school's annual surplus or deficit is shown in a ring-fence reserve for the particular school.

3.7.7 Our Fairer Funding Regulations adopted by Council and Governing Bodies have traditionally precluded governing bodies from planning for a deficit position. This was changed last year to allow licensed deficits where a recovery plan is agreed and followed. However this flexibility only extended as far as there being a collective schools reserve surplus i.e.

*"There is an arrangement in place whereby schools are allowed to plan for a deficit budget funded by a collective surplus of school balances held by the authority on behalf of schools."*

3.7.8 As a consequence of month 2 monitoring report, CYP colleagues prepared a Cabinet report requesting that this consideration be temporarily withdrawn i.e.

- *Members allow an exception to the breach of the Fair Funding (Scheme for Financing Schools) Regulations for the financial year 2017-18.*

On the basis that

- *The deficit projected at the beginning of the year was £608,000, at the end of month 2 this had reduced to £428,000. The collective deficit will not exceed the budget position of £608,000.*

That report went on to reassure Cabinet that,

The actions that the Local Authority have put in place are detailed below:

- *Immediate work with all schools has ensured that the month 2 report details an improvement in the school balances of £180,000.*
- *All schools with a significant deficit have met with the Chief Officer for Children and Young People and relevant Finance officers. At these meetings the schools have outlined how they are intent to recover from the deficit with timescales.*
- *All recovery plans will be monitored on a monthly basis and Headteachers and Governing Bodies are held to account to ensure all the savings will be made.*
- *Where applicable the Cabinet Members for Finance and CYP will meet with schools in the autumn term to gain reassurance and an understanding of each recovery plan.*

3.7.9 Pleasingly, the summary outturn position is £175k surplus,

Opening reserves 2017-18 (Surplus)/Deficit	In Year position at Month 7 (Surplus)/Deficit	Difference reported from month 7 to outturn (Surplus)/Deficit	Outturn Position (Surplus)/Deficit	Projected carry forward at year end 2017-18 (Surplus)/Deficit
(268,786)	823,090	(729,529)	93,561	(175,225)

3.7.10 Schools month 7 prediction was a collective use of £823k of reserves. Whilst an extraordinary Welsh Government grant of £344k in the last quarter of 2017-18 is anticipated to have had a knock on beneficial effect to their reserves, schools outperformed their intentions, such that they only collectively used £94k of their reserves, which suggests quality of forecasting could be improved.

3.7.11 Appendix 2 indicates the forecast position for each school, together with an explanation of variance provided by CYP colleagues.

3.7.12 Interpreting that, 12 schools started the year in deficit, 3 schools came out of deficit and a differing 3 went into deficit. So at the end of the year 12 schools remain in deficit, and in tracking the movement of just the 15 schools involved, the collective net deficit position for those involved went up by £188k. The situation is particularly influenced by secondary schools, with Chepstow Comprehensive School significantly outperforming its recovery plan to end the year at £158k surplus, but for King Henry, Caldicot and Monmouth to end the year at £162k, £101k and £424k deficit respectively.

3.7.13 Collectively school balances at the beginning of the financial year amounted to £269,000 surplus, given the year end position the following pattern is apparent.

<b>Financial Year-end</b>	<b>Net level of School Balances</b>
2011-12	(965)
2012-13	(1,240)
2013-14	(988)
2014-15	(1,140)
2015-16	(1,156)
2016-17	(269)
2017-18	(175)

3.7.14 Whilst extraordinary funding from WG and beneficial revisions to budgeted draw on reserves will sustain the reserve situation for longer than currently predicted, it remains unlikely that the collective level of reserves will sustain the traditional annual draw by schools on reserves in recent years, which will add additional focus by schools to address the need to remain within budget going forward rather than passporting the consequences to their reserves, given that collective flexibility is now pretty much exhausted.

## **4 REASONS**

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

## **5 RESOURCE IMPLICATIONS**

5.1 As contained in the report.

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

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

## **7 CONSULTEES**

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

## **8 BACKGROUND PAPERS**

Outturn Monitoring Reports (Period 4), as per the hyperlink provided

<http://corphub/initiatives/Budgetmon/20172018/Forms/Q4.aspx>

## **9 AUTHOR**

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### **Appendices (attached below)**

Appendix 1 Mandated Savings Progress Report

Appendix 2 School Reserves












**Appendix 1 – Savings Matrix**

<b>Disinvestment by Directorate 2017-18</b>	<b>2017/18 Budgeted Savings</b>	<b>Value of Saving forecast at Month 2</b>	<b>Value of Saving forecast at Month 7</b>	<b>Value of Saving achieved at Outturn</b>	<b>Delayed Savings</b>	<b>Savings deemed Unachievable YTD</b>	<b>Traffic Light based Risk Assessment</b>
REVENUE MONITORING 2017-18	£000	£000	£000	£000	£000	£000	£000
Children & Young People	(395)	(395)	(395)	(395)	0	0	
Social Care & Health	(627)	(627)	(627)	(627)	0	0	
Enterprise	(84)	(84)	(83)	(84)	0	0	
Resources	(266)	(257)	(236)	(266)	0	0	
Chief Executives Units	(1,224)	(955)	(991)	(935)	(53)	(235)	
Corporate Costs & Levies	(118)	(118)	(98)	(98)	(20)	0	
Appropriations	(1,708)	(1,708)	(1,648)	(1,648)	0	(60)	
Financing	(885)	(885)	(885)	(885)	0	0	
<b>DIRECTORATE Totals</b>	<b>(5,308)</b>	<b>(5,029)</b>	<b>(4,964)</b>	<b>(4,939)</b>	<b>(73)</b>	<b>(295)</b>	






Ref	Children & Young People	2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment
		£000	£000	£000	£000	£000	£000	£000
B20	ALN	(150)	(150)	(150)	(150)			
	<b>Resources</b> - Removal of training budget	(8)	(8)	(8)	(8)			
	<b>Resources</b> - Loss of 3 posts within support services	(70)	(70)	(70)	(70)			
	<b>Resources</b> - Removal of professional fees for the directorate	(8)	(8)	(8)	(8)			
	<b>Early Years</b> - To remove the funding provided to childcare voluntary organisations - Wales PPA, Mudiad Meithrin & Clybiau Plant Cymru Kids' Club.	(15)	(15)	(15)	(15)			
Page 129	<b>ALN</b> - Reduce the Independent Special School Budget	(50)	(50)	(50)	(50)			
	<b>Other</b> - Reduction in pupil numbers	(81)	(81)	(81)	(81)			
	<b>Other</b> - Reduction in contribution required by EAS	(14)	(14)	(14)	(14)			
	<b>CHILDREN &amp; YOUNG PEOPLE Budgeted Savings Total</b>	<b>(395)</b>	<b>(395)</b>	<b>(395)</b>	<b>(395)</b>	0	0	

Ref	Social Care & Health	2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment
		£000	£000	£000	£000	£000	£000	£000
34	Adult Social Care Service Transformation	(200)	(200)	(200)	(200)			
	<b>Adults</b> - Parity on pricing structure between day service and community meals	(25)	(25)	(25)	(25)			
	<b>Adults</b> - Development of café at Mardy park and establish private and business partnerships to develop catering services	(2)	(2)	(2)	(2)			
	<b>Adults</b> - Hire of Mardy Park outside or core hours	(1)	(1)	(1)	(1)			
Page 130	<b>Adults</b> - Restructure finance and benefits advice team to replace 2 posts on lower grades	(16)	(16)	(16)	(16)			
	<b>Adults</b> - Reduce IT Development budget	(10)	(10)	(10)	(10)			
	<b>Adults</b> - alignment of welfare benefits information, advice and assistance services	(13)	(13)	(13)	(13)			
	<b>Adults</b> - Detailed Contract Review	(56)	(56)	(56)	(56)			
	<b>Adults</b> - Terminate room rental in Abergavenny	(4)	(4)	(4)	(4)			
	<b>Adults</b> - Changing transport practice. two types of transport savings:- mileage incurred by staff to transport service users, and cost of providing transport	(27)	(27)	(27)	(27)			
	<b>Adults</b> - Review of transport policy to support people who can transport themselves	(32)	(32)	(32)	(32)			
	<b>Adults</b> - explore live in carer rather than hourly cost via care agency	(47)	(47)	(47)	(47)			
	<b>Adults</b> - income generation from MDMY	(3)	(3)	(3)	(3)			
	<b>Public Protection</b> - training provided during core time rather than over time	(7)	(7)	(7)	(7)			





















<b>Disinvestment by Directorate 2017-18</b>		2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable YTD	Traffic Light based Risk Assessment
REVENUE MONITORING 2017-18		£000	£000	£000	£000	£000	£000	£000
	<b>Public Protection</b> - FSA Grant for food safety management work	(7)	(7)	(7)	(7)			
	<b>Public Protection</b> - Start charging for health export certificates	(3)	(3)	(3)	(3)			
	<b>Public Protection</b> - food standards sampling grant	(1)	(1)	(1)	(1)			
	<b>Public Protection</b> - Implement "buy with confidence" trader approval scheme	(3)	(3)	(3)	(3)			
	<b>Public Protection</b> - Regional Animal Health Coordination	(3)	(3)	(3)	(3)			
	<b>Public Protection</b> - WHoTS Coordination - recharge	(3)	(3)	(3)	(3)			
Page 131	<b>Public Protection</b> - Set up Primary Authority Partnership scheme for TS proactive work	(2)	(2)	(2)	(2)			
	<b>Public Protection</b> - Restructure of licensing team	(6)	(6)	(6)	(6)			
	<b>Public Protection</b> - Increase charge for marriages at Old Parlour Usk	(1)	(1)	(1)	(1)			
	<b>Public Protection</b> - Increase cost of certificates of "priority certificates"	(6)	(6)	(6)	(6)			
	Social Services income charge rise	(150)	(150)	(150)	(150)			
<b>SOCIAL CARE &amp; HEALTH Budgeted Savings Total</b>		<b>(627)</b>	<b>(627)</b>	<b>(627)</b>	<b>(627)</b>	<b>0</b>	<b>0</b>	

Ref	Enterprise	2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment
		£000	£000	£000	£000	£000	£000	£000
	<b>Development Plans</b> - Reduce 'Premises' budget li	(2)	(2)	(2)	(2)			
	<b>Development Plans</b> - End membership of Severn I	(3)	(3)	(3)	(3)			
	<b>Development Plans</b> - Reduce 'Photocopying' budg	(2)	(2)	(2)	(2)			
	<b>Development Plans</b> - Reduce 'Postage' budget lin	(1)	(1)	(1)	(1)			
	<b>Development Plans</b> - Reduce 'Advertising' budget	(1)	(1)	(1)	(1)			
	<b>Development Plans</b> - Reduce 'Professional Fees' k	(8)	(8)	(8)	(8)			
Page 132	<b>Development Management</b> - Additional fee income from pre-application advice fee charges	(5)	(5)	(5)	(5)			
	<b>Development Management</b> - Move towards paperless planning files and consultations; reduction in copying and printing and postage	(5)	(5)	(5)	(5)			
	<b>Development Management</b> - Additional fee income from i) a new Fast Track pre-application advice service and ii) a new Fast Track applications service for householder	(2)	(2)	(2)	(2)			
	<b>Development Management</b> - Fee income from a new Completion certificates service for developers or solicitors/ householders buying and selling their home	(2)	(2)	(2)	(2)			
	<b>Development Management</b> - Reduce Professional & Specialist Fees budget (D080)	(9)	(9)	(9)	(9)			

<b>Disinvestment by Directorate 2017-18</b>		2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable YTD	Traffic Light based Risk Assessment
REVENUE MONITORING 2017-18		£000	£000	£000	£000	£000	£000	£000
	<b>Building Control</b> - Reduce supplies and services budget (£33k) by £2,638	(3)	(3)	(3)	(3)			
	<b>Housing</b> - Decision already made to end the joint/shared Housing Solutions Service with TCBC and re-align the service to an MCC only focus.	(20)	(20)	(20)	(20)			
	<b>Housing</b> - Replace Flare grants software with Ferret software	(6)	(6)	(6)	(6)			
	<b>Housing</b> - Continue to tackle the use of B & B through increased prevention and private sector housing development	(8)	(8)	(8)	(8)			
	<b>Housing</b> - Re-structure of Housing Renewal team	(6)	(6)	(6)	(6)			
<b>ENTERPRISE Budgeted Savings Total</b>		<b>(84)</b>	<b>(84)</b>	<b>(83)</b>	<b>(84)</b>	<b>0</b>	<b>0</b>	

Ref	Chief Executive's Unit	2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment
		£000	£000	£000	£000	£000	£000	£000
	<b>Garden waste income</b>	(50)	(50)	(50)	(50)			
	<b>Communities, Hubs, Libraries</b> - Re-structure of management level of Community hubs and SLS	(52)	(52)	(52)	(52)			
	<b>Communities, Hubs, Libraries</b> - Cease the purchase and rental of DVD's	(4)	(4)	(4)	(4)			
	<b>Communities, Hubs, Libraries</b> - Amalgamation of SLS supporting posts from 2 into 1	(34)	(34)	(34)	(34)			
Page 134	<b>Contact Centres</b> - Reduction of staff (Information Officer) by half a post	(14)	0	0	0	(14)		
	<b>Legal</b> - Colleague reducing days	(31)	(31)	(31)	(31)			
	<b>Policy</b> - Reduce capacity of team by deleting some posts and replacing them with posts with reduced responsibilities and working hours	(13)	(13)	(13)	(13)			
	<b>Community Safety</b> - Reduce the purchase and maintenance capability for CCTV equipment and repairs to existing system.	(2)	(2)	(2)	(2)			
	<b>Partnerships</b> - £5,900 non staff costs can be made through removal of professional fees and licenses	(6)	(6)	(6)	(6)			
	<b>Communications</b> - Reducing the budget for a post to a budget of £8,841 (this post is currently being filled by contractors on a day rate of £250 per day).	(18)	(18)	(18)	(18)			

<b>Disinvestment by Directorate 2017-18</b>		2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable YTD	Traffic Light based Risk Assessment
REVENUE MONITORING 2017-18		£000	£000	£000	£000	£000	£000	£000
	<b>Fleet</b> - To withdraw from renting Severn Bridge Social Club car park, Bulwark.	(9)	(9)	(9)	(9)			
	<b>Fleet</b> - To decrease general contracts maintenance budget	(5)	(5)	(5)	(5)			
	<b>Fleet</b> - Proactively market the scheme with a view to increase numbers.	(7)	(7)	(7)	(7)			
	<b>Fleet</b> - Restructure/redesign within the Transport Section (posts)	(9)	(9)	(9)	(9)			
	<b>Fleet</b> - Savings on spare parts	(12)	(12)	(12)	(12)			
Page 135	<b>Fleet</b> - Savings on consumables & outside contract work	(21)	(21)	(21)	(21)			
	<b>Waste</b> - Charge schools for the full cost of their waste collections and disposal	(30)	0	0	0		(30)	
	<b>Waste</b> - Reduce scheduled cuts and maintenance of Monmouth sports grounds to level of original lease agreement	(15)	0	0	0	(15)		
	<b>Waste</b> - Project Gwyrdd annuity payment from WG for 17-18	(70)	(70)	(70)	(70)			
	<b>Waste</b> - Increase bulky waste collection charges by 50% (£12 to £18) and reduce our contribution to Homemakers accordingly	(10)	(10)	(10)	(10)			

Chief Executive's Unit	2017/18 Budgeted Savings £000	Value of Saving forecast at Month 2 £000	Value of Saving forecast at Month 7 £000	Value of Saving achieved at Outturn £000	Delayed Savings £000	Savings deemed Unachievable £000	Traffic Light based Risk Assessment £000
<b>Waste</b> - Additional income from trade waste	(10)	0	0	0		(10)	
<b>Waste</b> - Managing impact of reduced activity/ income on tree works	(24)	(24)	(24)	0	(24)		
<b>Highways</b> - reduction in maintenance budget to reflect impact of investment in new (led) lanterns	(8)	(8)	(8)	(8)			
<b>Highways</b> - reduce pumping station maintenance budget	(2)	(2)	(2)	(2)			
<b>Highways</b> - rsl veb1000 recycling plant : in place and operational saving	(14)	(14)	(14)	(14)			
<b>Highways</b> - welfare units : in place and operational saving	(10)	(10)	(10)	(10)			
<b>Highways</b> - overtime back office : adjust start and finish times	(2)	(2)	(2)	(2)			
<b>Highways</b> - sim cards : review and reduce where not required	(2)	(2)	(2)	(2)			

<b>Disinvestment by Directorate 2017-18</b>		2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable YTD	Traffic Light based Risk Assessment
REVENUE MONITORING 2017-18		£000	£000	£000	£000	£000	£000	£000
	<b>Highways</b> - review all wales tenders : subject to 2nd layer of reducing cost	(2)	(2)	(2)	(2)			
	<b>Highways</b> - cross hire within ops : use in house kit before hire	(1)	(1)	(1)	(1)			
	<b>Highways</b> - external hire	(2)	(2)	(2)	(2)			
	<b>Highways</b> - fill structure : release additional hours being worked	(3)	(3)	(3)	(3)			
	<b>Highways</b> - reduce the amount of scrim investigations undertaken each year.	(3)	(3)	(3)	(3)			
Page 137	<b>Highways</b> - reduce the amount of revenue structures maintenance undertaken each year.	(41)	(41)	(41)	(41)			
	<b>Highways</b> - to increase road closure charges by 50% and recover costs against appropriate capital scheme	(20)	(20)	(20)	(20)			
	<b>Highways</b> - to increase skips, scaffolding licences and street name & numbering fee by 50% in 2016/ 2017	(10)	(10)	(10)	(10)			
	<b>Highways</b> - to extend charges to other services (to be identified by working group)	(7)	(7)	(7)	(7)			
	<b>Property Services</b> - Train existing staff to carry out risk assessments	(25)	(25)	(25)	(25)			
	<b>Property Services</b> - To withdraw the 60% of the Corporate Procurement Training budget.	(6)	(6)	(6)	(6)			
	<b>Property Services</b> - Non replacement of Shared Facilities Manager, following resignation. (£11,500 saving)	(7)	(7)	(7)	(7)			

# Disinvestment by Directorate 2017-18

REVENUE MONITORING 2017-18

2017/18  
Budgeted  
Savings

£000

Value of  
Saving  
forecast at  
Month 2

£000

Value of  
Saving  
forecast at  
Month 7

£000

Value of  
Saving  
achieved at  
Outturn

£000

Delayed  
Savings

£000














Savings deemed  
Unachievable  
YTD












£000








Traffic Light based Risk  
Assessment



£000








	<b>Property Services</b> - Mouton House Restructure	(19)	(19)	(19)	(19)			
	<b>Property Services</b> - Increase School meal price from £2.00 to £2.10 (5p already in MTFP)	(21)	(21)	(21)	(21)			
	<b>Property Services</b> - flexible retirement, reduced 5 days to 3	(11)	(11)	(11)	(11)			
	<b>Property Services</b> - Vehicles – reduction in leasing costs for courier vehicles	(2)	(2)	(2)	(2)			
	<b>Property Services</b> - Press Notices – cease advertising Bank Holiday office closures in the Press	(3)	(3)	(3)	(3)			
	<b>Property Services</b> - Refreshment provision – cease providing refreshment supplies	(1)	(1)	(1)	(1)			
Page 139	<b>Property Services</b> - Increase the time between risk assessments for Legionella, Asbestos, Fire & Glazing from the current 2/3 years to minimum of 5 years	(10)	(10)	(10)	(10)			
	<b>Property Services</b> - 10% reduction in corporate building maintenance reactive budget	(54)	(54)	(54)	(54)			
	<b>Property Services</b> - Realignment of budget for previous efficiencies achieved	(15)	(15)	(15)	(15)			
	Recycling Plant	(70)	(70)	(70)	(70)			
	Whole Place	(100)	0	(35)	(35)	0	(65)	
	Pension Contribution Savings	(160)	(160)	(160)	(160)			
	Procurement Savings	(100)	0	0	0		(100)	
	<b>CHIEF EXECUTIVES' UNIT Budgeted Savings Total</b>	<b>(1,224)</b>	<b>(955)</b>	<b>(991)</b>	<b>(935)</b>	<b>(53)</b>	<b>(235)</b>	

Ref	Resources	2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment
		£000	£000	£000	£000	£000	£000	£000
	<b>Finance</b> - Delete two part time vacant posts from structure (Cashiers & Systems)	(31)	(31)	(31)	(31)			
	<b>Finance</b> - Revise and reduce the structure of the Benefits Shared service thereby reducing MCC's annual contribution	(20)	(20)	(20)	(20)			
	<b>Finance</b> - Reduce the Sections budget for postage costs to reflect the planned shift to automation, email and self service through the web	(6)	(6)	(6)	(6)			
Page 140	<b>Finance</b> - Release savings from Security Carrier tender evaluation	(10)	(10)	(10)	(10)			
	<b>Finance</b> - Cancel contract for folding machine maintenance to reflect reduced mail in 5.3 and planned moved to outsourcing of mail to Canon	(4)	(4)	(4)	(4)			
	<b>Finance</b> - Savings in insurance fees and studies	(30)	(30)	(30)	(30)			
	<b>Finance</b> - Cut the budget for consultancy across the Division	(22)	(22)	(22)	(22)			
	<b>Finance</b> - Reduce the number of cases referred to external Enforcement Agents	(5)	(5)	(5)	(5)			
	<b>Finance</b> - Training budget internal audit	(7)	(7)	(7)	(7)			
	<b>Digital</b> - Reduction in Enterprise Agreement	(13)	(13)	(13)	(13)			
	<b>Digital</b> - General reduction in laptop replacement budget	(30)	(30)	(30)	(30)			

<b>Disinvestment by Directorate 2017-18</b>		2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable YTD	Traffic Light based Risk Assessment
REVENUE MONITORING 2017-18		£000	£000	£000	£000	£000	£000	£000
	<b>Digital</b> - Specific Server virtual management software no longer required, using existing software to remove cost	(23)	(23)	(23)	(23)			
	<b>Estates</b> - Removal of Assistant Markets Officer Post	(23)	(18)		(23)	0		
	<b>Estates</b> - Community Development Officer - 3 to 2 days	(7)	(3.5)		(7)	0.0		
	<b>Estates</b> - Facilities Officer reduced hours	(16)	(16)	(16)	(16)			
	<b>Estates</b> - Savings from Solar Farm	(9)	(9)	(9)	(9)			
	<b>People, HR</b> - Generate income from selling training	(5)	(5)	(5)	(5)			
	<b>People, HR</b> - Stop producing paper payslips for schools and move to electronic payslips	(5)	(5)	(5)	(5)			
	<b>RESOURCES Budgeted Savings Total</b>	<b>(266)</b>	<b>(257)</b>	<b>(236)</b>	<b>(266)</b>	<b>0</b>	<b>0</b>	

Ref	Corporate Costs & Levies	2017/18 Budgeted Savings £000	Value of Saving forecast at Month 2 £000	Value of Saving forecast at Month 7 £000	Value of Saving achieved at Outturn £000	Delayed Savings £000	Savings deemed Unachievable £000	Traffic Light based Risk Assessment £000
	Crematoria Income	(98)	(98)	(98)	(98)			
	Grant Audit Fees	(20)	(20)	0	0	(20)		
	<b>CORPORATE COSTS Budgeted Savings Total</b>	<b>(118)</b>	<b>(118)</b>	<b>(98)</b>	<b>(98)</b>	<b>(20)</b>	<b>0</b>	

Ref	Appropriations	2017/18 Budgeted Savings £000	Value of Saving forecast at Month 2 £000	Value of Saving forecast at Month 7 £000	Value of Saving achieved at Outturn £000	Delayed Savings £000	Savings deemed Unachievable £000	Traffic Light based Risk Assessment £000
	MRP Supported borrowing	(1,536)	(1,536)	(1,536)	(1,536)			
	Headroom in appropriations	(12)	(12)	(12)	(12)			
	Solar Farm income	(160)	(160)	(100)	(100)		(60)	
	<b>APPROPRIATIONS Budgeted Savings Total</b>	<b>(1,708)</b>	<b>(1,708)</b>	<b>(1,648)</b>	<b>(1,648)</b>	<b>0</b>	<b>(60)</b>	

Ref	Financing	2017/18 Budgeted Savings £000	Value of Saving forecast at Month 2 £000	Value of Saving forecast at Month 7 £000	Value of Saving achieved at Outturn £000	Delayed Savings £000	Savings deemed Unachievable £000	Traffic Light based Risk Assessment £000
	Reduced demand for CTRS payments	(370)	(370)	(370)	(370)			
	CT Base, rate & number of properties	(515)	(515)	(515)	(515)			
	<b>FINANCING Budgeted Savings Total</b>	<b>(885)</b>	<b>(885)</b>	<b>(885)</b>	<b>(885)</b>	<b>0</b>	<b>0</b>	

**Appendix 2 – Individual Schools Reserves**

	Opening reserves 2017-18 (Surplus)/ Deficit	In Year position at Month 7 (Surplus)/ Deficit	Difference reported from month 7 to outturn (Surplus)/ Deficit	Outturn Position (Surplus)/ Deficit	Closing Reserves at year end 2017-18 (Surplus)/ Deficit	Notes
<b>Abergavenny cluster</b>						
King Henry VIII Comprehensive School	139,355	107,272	(84,167)	23,105	162,460	£24k Welsh Government Schools Revenue Maintenance Grant ; over estimation of potential supply costs coupled with the good attendance record of staff; Actual income generated through Education Achievement Service /Pioneer School to School work eventually exceeded £160k and Parent support for payment for sports transport.
Cantref Primary School	(52,766)	12,043	(25,242)	(13,199)	(65,965)	£7k Welsh Government Schools Revenue Maintenance Grant. £5k additional bids approved from EAS for various project work. £7k savings achieved against premises related budgets, plus £2.5k additional band funding received in Q4 to support pupils with ALN.
Deri New Primary School	(27,297)	25,586	(38,289)	(12,703)	(40,000)	£9k Welsh Government Schools Revenue Maintenance Grant ; £11k Education Achievement Service Income received after October 2017; A saving against actual costs of £9k on Premises costs relating to Building Maintenance, and Utilities (Gas & Electricity) £18k of unallocated grants at Month 7 (new Head teacher from 1/9/17)
Gilwern Primary School	(39,636)	5,729	(18,346)	(12,617)	(52,253)	£7k Welsh Government Schools Revenue Maintenance Grant. Teacher estimated within forecast as M6 on teachers pay spine actually paid on M1 as Maternity Leave cover.
Goytre Fawr Primary School	(25,371)	25,370	(10,802)	14,568	(10,803)	£7k Welsh Government Schools Revenue Maintenance Grant ; £7k of Grants (Education Improvement Grant and Pupil Development Grant) unallocated in October 2017 but utilised against existing staff/resources expenditure.

Llanfoist Fawr Primary School	(68,056)	42,110	(23,634)	18,476	(49,580)	£7k Welsh Government Schools Revenue Maintenance Grant; £18k unallocated Grants (Education Improvement Grant and Pupil Development Grant) unallocated at October 2017 but subsequently the majority allocated against Support Staff costs.
Llantillio Pertholey CiW Primary School (VC)	(20,967)	20,765	(4,238)	16,527	(4,440)	
Llanvihangel Crucorney Primary School	3,117	13,370	(16,998)	(3,628)	(511)	£4k Welsh Government Schools Revenue Maintenance Grant ; £16k of unallocated grants (Small and Rural Schools, Education Improvement Grant and Pupil Development Grant) at M7 some of which utilised against existing staff (Head teacher release) and resources costs.
Our Lady and St Michael's RC Primary School (VA)	(45,505)	45,417	7,172	52,589	7,084	
Ysgol Gymraeg Y Fenni	(48,966)	19,883	(29,882)	(9,999)	(58,965)	£8k Welsh Government Schools Revenue Maintenance Grant ; £7k Education Achievement Service Income; £7k underspend on Supplies and Services due to revised spending plans ; £3k unutilised spend on Building Maintenance and £5k unallocated grant as at M7 subsequently allocated to existing support staff costs.
<b>Caldicot cluster</b>						
Caldicot Comprehensive School	(33,736)	169,544	(35,171)	134,373	100,637	£32k Welsh Government Schools Revenue Maintenance Grant
Archbishop Rowan Williams CiW Primary School (VA)	(49,657)	20,226	(50,024)	(29,798)	(79,455)	£7k Welsh Government Schools Revenue Maintenance Grant; £18k Head teacher Secondment Savings ; £13k unallocated Grants (Education Improvement Grant and Pupil Development Grant ) at M7 subsequently allocated to Support Staff costs.£4k unrequired Building Maintenance allocation: Two Teachers on Welsh Sabbaticals during the Spring Term.
Castle Park Primary School	46,115	10,093	(12,549)	(2,456)	43,659	£7k Welsh Government Schools Revenue Maintenance Grant and additional ALN band funding to support pupils.
Dewstow Primary School	(90,125)	(3,019)	(12,482)	(15,501)	(105,626)	£7k Welsh Government Schools Revenue Maintenance Grant
Durand Primary School	(53,931)	8,962	(26,696)	(17,734)	(71,665)	£7k Welsh Government Schools Revenue Maintenance Grant plus £5k additional band funding received in Q4 to support pupils with ALN. Supplies and services budget came in on target when a £6k overspend was previously anticipated at Month 7.

Magor CiW Primary School (VA)	(35,179)	44,475	9,931	54,406	19,227	
Rogiet Primary School	(34,184)	12,365	(4,326)	8,039	(26,145)	
Undy Primary School	50,037	(19,041)	(2,775)	(21,816)	28,221	
Ysgol Gymraeg Y Ffin	67,410	27,835	(57,629)	(29,794)	37,616	£6k Welsh Government Schools Revenue Maintenance Grant plus additional bids approved to the value of £10k from the EAS for various project work. In addition, a considerable amount of PDG and EIG was realigned in the latter stages of the financial year against expenditure previously expected to have been incurred against school budget.
<b>Chepstow cluster</b>						
Chepstow Comprehensive School	81,068	(97,588)	(141,936)	(239,524)	(158,456)	Income was far higher than projected due to higher than anticipated claims on the absence insurance that is in place (sickness absence unpredictable) and EAS projects that we were unaware of at the start of the financial year. Savings on utilities: Water and Gas. Savings on ancillary staff as a number of TLA posts could not be filled but conversely this was then spent on supply. In order to be consistent Chepstow School applied the same accruals/prepayment methodology as in the last financial year as the school wish to use a standard set of budgetary principles. As the school was projecting favourably in month 7, that accruals/prepayment methodology was not applied at that point to the forecasted outturn as the main prepayment that has such an effect on the projected year end is exam entries and in month 7 we were only just enrolling for Welsh BACC and BTEC's.
Pembroke Primary School	(8,826)	1,063	7,582	8,645	(181)	
Shirenewton Primary School	(87,369)	(21,568)	(9,662)	(31,230)	(118,599)	
St Mary's Chepstow RC Primary School (VA)	13,192	(16,225)	(3,022)	(19,247)	(6,055)	
The Dell Primary School	(46,094)	21,637	2,292	23,929	(22,165)	
Thornwell Primary School	20,534	(27,341)	16,372	(10,969)	9,565	Long term sickness absence of two teachers and one Support Staff member during late Autumn 2017 and Spring 2018 terms. Additional Supplies and Services costs due to increased pupil numbers.

<b>Monmouth cluster</b>						
<b>Monmouth Comprehensive School</b>	<b>100,573</b>	<b>265,000</b>	<b>58,378</b>	<b>323,378</b>	<b>423,951</b>	Supply cover costs were an additional £30k more than anticipated due to an increase in cover requirements owing to changes to public examinations specifications, with the introduction of non-examination assessments and orals, and the need to maintain continuity of learning in the absence of staff in key areas. General maintenance and repair of IT equipment not being taken through to the new school incurred costs of £4.5k. Supply costs and professional fees to cover other staff related absences resulted in increased costs of £10,695. A budgeted shortfall in a secondment position also created a shortfall of £12k.
<b>Cross Ash Primary School</b>	<b>(45,620)</b>	<b>9,096</b>	<b>(22,832)</b>	<b>(13,736)</b>	<b>(59,356)</b>	£7k Welsh Government Schools Revenue Maintenance Grant; Maternity Leave of an established and experienced member of the teaching staff covered by a less expensive supply teacher.
<b>Kymin View Primary School</b>	<b>(10,294)</b>	<b>(5,580)</b>	<b>(18,783)</b>	<b>(24,363)</b>	<b>(34,657)</b>	£6k Welsh Government Schools Revenue Maintenance Grant, plus additional bids approved from EAS for various project work.
<b>Llandovery Primary School</b>	<b>9,736</b>	<b>7,161</b>	<b>(4,448)</b>	<b>2,713</b>	<b>12,449</b>	
<b>Osbaston CiW Primary School (VC)</b>	<b>(18,570)</b>	<b>18,079</b>	<b>(144)</b>	<b>17,935</b>	<b>(635)</b>	
<b>Overmonnow Primary School</b>	<b>(3,959)</b>	<b>16,849</b>	<b>(41,279)</b>	<b>(24,430)</b>	<b>(28,389)</b>	£11k Welsh Government Schools Revenue Maintenance Grant ; £26k Education Achievement Service Income received in February and March 2018 ; £8k Education Improvement Grant and Pupil Development Grant unallocated at Month 7 subsequently allocated to existed Support Staff costs.
<b>Raglan CiW Primary School (VC)</b>	<b>111,977</b>	<b>54,207</b>	<b>(18,441)</b>	<b>35,766</b>	<b>147,743</b>	£7k Welsh Government Schools Revenue Maintenance Grant, plus additional bids approved from EAS for various project work.
<b>Trellech Primary School</b>	<b>(85,762)</b>	<b>10,271</b>	<b>(12,159)</b>	<b>(1,888)</b>	<b>(87,650)</b>	£6k Welsh Government Schools Revenue Maintenance Grant, plus £7k additional band funding received in Q4 to support pupils with ALN.
<b>Usk CiW Primary School (VC)</b>	<b>(56,108)</b>	<b>41,235</b>	<b>(48,047)</b>	<b>(6,812)</b>	<b>(62,920)</b>	£8k Welsh Government Schools Revenue Maintenance Grant ; £13k unrequired Building Maintenance allocation at year end ; £23k Education Achievement Service Income received in February and March 2018 ; Allocation of Administrative and Caretaking costs to the Community Education Centre Budget.



	<b>(344,862)</b>	<b>865,281</b>	<b>(672,276)</b>	<b>193,005</b>	<b>(151,857)</b>	
<b>Special Schools</b>						
<b>Mounton House Special School</b>	<b>142,417</b>	<b>(75,670)</b>	<b>(33,163)</b>	<b>(108,833)</b>	<b>33,584</b>	£4k Welsh Government Schools Revenue Maintenance Grant, £10k savings achieved against premises related budgets. £20k cluster funding received, where budgeted spend will be incurred in 18-19.
<b>E095 Pupil Referral Unit</b>	<b>(66,340)</b>	<b>33,479</b>	<b>(24,090)</b>	<b>9,389</b>	<b>(56,951)</b>	£13k PDG awarded to the PRU via the EAS late in the financial year which was aligned to existing expenditure already incurred. In addition, grant funding linked to ALN innovation was awarded and AWPU reclaims were utilised to support provision put in place for those pupils.
	<b>76,077</b>	<b>(42,191)</b>	<b>(57,253)</b>	<b>(99,444)</b>	<b>(23,367)</b>	
	<b>(268,786)</b>	<b>823,090</b>	<b>(729,529)</b>	<b>93,561</b>	<b>(175,225)</b>	

### Appendix 3 – Capital Slippage Analysis

SELECT	Budget Holder	SCHEME TITLE	Year End Slippage Request	Amount Proposed for endorsement	Amount endorsed but proposed to be added back expenditure year is certain	Amounts not proposed for endorsement
CYP	Simon Kneafsey	New Monmouth Comp – 21c Schools	-9,281,832	-9,281,832		
CYP	Simon Kneafsey	New Caldicot School – 21c Schools	-4,627,357	-4,627,357		
CYP	Simon Kneafsey	Welsh Medium Secondary (Joint Project)	-1,000,000	-1,000,000		
CYP	Rob O'Dwyer	Chepstow School – Removal & Replacement of Asbestos Cladding Panels	-15,000	-15,000		
CYP	Rob O'Dwyer	Usk Primary: Remodel Entrance, Office & Shower	-26,469	-26,469		
CYP	Sian Hayward	Schools ICT Outline Business Case	-351,233	-351,233		
SCOMM	Rob O'Dwyer	Generic - Asbestos removal	-27,281	0		-27,281
SCOMM	Rob O'Dwyer	Generic - Radon response	-7,610	0		-7,610
SCOMM	Rob O'Dwyer	Aber Castle - Refurb to prolong & cons ancient walls	-22,492	-22,492		0
SCOMM	Rob O'Dwyer	Monitor & update fire & intruder alarms	-3,910	-3,910		
SCOMM	Rob O'Dwyer	Generic - Fire Safety remedial works to ensure compliance	-5,391	0		-5,391

		with 2005 regulatory reform			
SCOMM	Rob O'Dwyer	Abergavenny LC - Replace CHP Plant	-21,240	-21,240	
SCOMM	Rob O'Dwyer	Hilston Park: Internal Areas	-7,500	0	-7,500
SCOMM	Rob O'Dwyer	Chepstow Museum: Repair External Lime Render	-12,584	-12,584	
SCOMM	Rob O'Dwyer	Generic - Rectification after Fixed Wire Testing	-6,756	0	-6,756
SCOMM	Rob O'Dwyer	Shire Hall – Emergency Structural Investigation and repairs to staircase	-7,500	-7,500	
SCOMM	Deb Hill -Howells	Community Hubs	-51,122	0	-51,122
SCOMM	Dan Davies	Caldicot Castle Kitchen	-10,071	0	-10,071
SCOMM	Mike Moran	Monmouth Sports Ground Drainage	-1,902	0	-1,902
SCOMM	Ben Winstanley	Non County Farms Fixed Asset Disposal Costs	-84,874	-84,874	
SCOMM	Roger Hoggins	Car Park Granville St & Wyebridge St	-152,214	-152,214	
SCOMM	Mathew Lewis	Structural Repairs - PROW	-22,647	-22,647	
SCOMM	Paul Keeble	Footway Reconstruction	-99,445	-99,445	
SCOMM	Paul Keeble	Carriageway Resurfacing - Various	-52,562	-52,562	
SCOMM	Paul Keeble	Safety Fence Upgrades	-71,370	-71,370	
SCOMM	Mark Davies	Signing Upgrades And Disabled Facilities	-23,091	-23,091	
SCOMM	Mark Davies	Road Safety & Trafficman Programme	-75,088	-75,088	
SCOMM	Sian Hayward	Purchase of Sharepoint and Active Directory Licences	-5,572	0	-5,572
SCOMM	Lisa Widenham	Upgrade to the Agresso system	-9,888	-9,888	

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SCOMM	Lisa Widenham	Provision of online facilities Revenue's section	-13,000	-13,000	
SCOMM	Shirley Wiggam	Low Cost Home Ownership	-112,293	0	-112,293
SCOMM	Deb Hill-Howells - Ben Winstanley	County Farms Maintenance & Reinvestment	-30,000	-30,000	
SCOMM	Mike Moran	Sc 106 Multi Use Games Area Bayfield Open Space	-5,470	0	-5,470
SCOMM	Mike Moran	S106 – Recreation Croesonen	-6,129	0	-6,129
SCOMM	Debbie McCarty	S106 – Town Centre Partnership	-1,700	-1,700	
SCOMM	Mike Moran	S106 Crick Wildlife Garden (Caer Off Site)	-10,866	-10,866	
SCOMM	Mike Moran	S106 Mardy Allotments (Croesonen)	-18,900	0	-18,900
SCOMM	Mike Moran	S106 Croesonen Play Park (Croesonen)	-14,527	-14,527	
SCOMM	Mike Moran	S106 Monmouth Petanque Floodlights (Monmouth)	-2,493	0	-2,493
SCOMM	Mike Moran	S106 Monmouth Gateway (Monmouth)	-20,000	0	-20,000
SCOMM	Mike Moran	S106 St Thomas Church Refurb (Monmouth)	-2,000	-2,000	
SCOMM	Mike Moran	S106 Wyesham Community Woodland (Monmouth)	-21,000	-21,000	
SCOMM	Mike Moran	S106 Destination Play Area (Monmouth)	-85,000	0	-85,000
SCOMM	Mike Moran	S106 Drybridge Nature Park (Monmouth)	-9,537	-9,537	
SCOMM	Mike Moran	S106 Cricket Wicket and Changing Rooms (Little Mill)	-20,000	-20,000	
SCOMM	Mike Moran	S106 Little Mill Trail (Little Mill)	-27,720	0	-27,720
SCOMM	Mike Moran	S106 Gilwern Fitness Equip (Ty Mawr)	-7,065	0	-7,065

SCOMM	Mike Moran	S106 Gilwern Petanque Terrain (Ty Mawr)	-3,960	0	-3,960
SCOMM	Mike Moran	S106 Heaven Scent Garden (Ty Mawr)	-945	0	-945
SCOMM	Mike Moran	S106 Clydach Playing Field Barrier (Ty Mawr)	-70	-70	
SCOMM	Mike Moran	S106 Gilwern Bowling Green (Ty Mawr)	-496	-496	
SCOMM	Mike Moran	S106 Gilwern Playing Field Improvements (Ty Mawr)	-10,190	-10,190	
SCOMM	Mike Moran	S106 Incredible Edible Project (Ty Mawr)	-1,215	-1,215	
SCOMM	Mike Moran	S106 - Upgrading play area Caldicot Castle	-8,935	-8,935	
SCOMM	Mike Moran	Rogiet Playing Field Car Park and Magor GRIP study	-40,084	-40,084	
SCOMM	Mike Moran	S106 Gilwern Towpath Upgrade (Cae Meldon)	-18,000	-18,000	
SCOMM	Mike Moran	S106 Gilwern Scooter Park (Cae Meldon)	-21,555	-21,555	
SCOMM	Mike Moran	S106 Gilwern Comm Centre Heating (Cae Meldon)	-11,475	-11,475	
SCOMM	Mike Moran	S106 Gilwern OEC (Cae Meldon)	-56,802	-56,802	
SCOMM	Mike Moran	New Playing Pitches (Clydach Juniors – Cae Meldon)	-53,000	-53,000	
SCOMM	Mike Moran	S106 Llanelly Hill Welfare Car Park (Cae Meldon)	-22,441	-22,441	
SCOMM	Mike Moran	Cae Meldon S106 Off Site Recreation	-23,020	-23,020	
E&D	Rob O'Dwyer	Replacement Cattle Market	-183,357	-183,357	
E&D	Amy Longford	Caerwent House, Major Repairs	-50,800	-50,800	
E&D	Ben Winstanley	Solar Farm – Oak Grove	-505,740	-505,740	

E&D	Deb Hill Howells	Sc106 Woodstock Way Linkage Scheme	-226,504	-226,504		
			<b>-17,730,290</b>	<b>-17,317,110</b>	<b>-214,712</b>	<b>-198,468</b>

## Economy and Development Select Committee

### Action List

7<sup>th</sup> June 2018

Minute Item:	Subject	Officer	Outcome
1.	Appointment of Select Committee Chairs	Hazel Ilett / Cllr. P. Pavia	The Committee considered that, in future, the election of chairs for all Select Committees should be taken at the Democratic Services Committee rather than being undertaken by the Conservative Group. The Chair would discuss this matter with the Chair of the Democratic Services Committee.
6.	Alternative Delivery Model	Hazel Ilett / Cllr. P. Pavia	The Select Committee expressed concern regarding the direction of scrutiny in respect of this issue. Defer consideration of this agenda item to another meeting of the Select Committee, potentially a special meeting in the near future.
7.	City Deal Joint Scrutiny - Report on the governance arrangements	Hazel Ilett / Cllr. P. Pavia	Members interested in performing the role may choose to make a short presentation to Council. The Chair stated that he would contact the Scrutiny Manager regarding the next steps in this process.

8.	<p>Economy and Development Select Committee Forward Work Programme</p> <ul style="list-style-type: none"> <li>• Economies of the Future WORKSHOP 2</li>   <li>• Procurement</li> </ul>	<p>Hazel Ilett / Cllr. P. Pavia</p> <p>Hazel Ilett / Cllr. P. Pavia</p>	<p>Gloucestershire First has been invited to join the Select Committee in a workshop session scheduled to take place in the afternoon of the 12<sup>th</sup> July 2018. The Strong Communities Select Committee will be invited to join the workshop.</p> <p>Councillor Pavia will liaise with officers to establish another workshop session. He will also liaise with the Chief Officer for Resources with a view to obtaining an update report regarding progress in respect of this matter.</p>
9.	<p>Council and Cabinet Business Forward Work Programme</p>	<p>Hazel Ilett / Cllr. P. Pavia</p>	<p>A report regarding this matter to be brought to a future meeting of the Select Committee.</p>



*Monmouthshire's Scrutiny Forward Work Programme 2018*

Economy Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
12th July 2018 2pm	Economies of the Future WORKSHOP 2	Following the Economies of the Future Workshop:  Members are seeking to build links with neighbouring authorities and to explore issues that cross county boundaries to find synergies/shared learning.  Opportunity to find out more about Gloucestershire First's work.	Kellie Beirne Mark Hand Cath Fallon James Woodhouse  Invite CX of Gloucestershire First.	Action Learning
13th July 2018 (Special Meeting)	Scrutiny of Enabling Strategies	Scrutiny of the following interrelated strategies: <ul style="list-style-type: none"> <li>• Digital Strategy</li> <li>• Procurement Strategy</li> <li>• Commercialisation Strategy</li> </ul>	Peter Davies Deb Hill Howells	Pre-decision Scrutiny
19th July 2018 5 Am (extended?)	Call-in: Attractions Restructure	Call-in of the Cabinet Decision of 4 <sup>th</sup> July 2018.	Ian Saunders	Call-in
	Events and Special Projects: Next Steps	Progress report on Events further to the findings of an independent Events review; and to consider the options that will underpin a forward plan and future Events Strategy.	Cath Fallon	Performance Monitoring
	Abergavenny Borough Theatre and Monmouthshire Events	An update on Abergavenny Borough Theatre following surrender of the lease, returning ownership and control to the Authority. Members to consider progress to date and future actions.	Cath Fallon	Performance Monitoring
	Inspire2Achieve and Inspire to Work Programmes	Performance update of the outcomes of these funded programmes.	Hannah Jones	Performance Monitoring

## *Monmouthshire's Scrutiny Forward Work Programme 2018*

	<b>Annual Performance reports 2017/18</b>	Scrutiny of progress against the Council's well-being objectives set for 2017/18 and the monitoring of performance against national performance indicators.	Richard Jones	Performance Monitoring
	<b>Budget Monitoring Outturn Report</b>	To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).	Mark Howcroft	Budget Monitoring
TBC September 2018	<b>Cross Border Issues WORKSHOP 1</b>	Discussion with the Forest of Dean Council on issues of mutual interest:  <ul style="list-style-type: none"> <li>✓ Impact of the removal of the Severn Tolls</li> <li>✓ Tourism and enterprise</li> <li>✓ Affordable housing, transport</li> </ul>	Mark Hand Cath Fallon James Woodhouse	Action Learning
Page 156 27 <sup>th</sup> September 2018	<b>Abergavenny Outdoor Structure *TBC*</b>	Invite Councillors Woodhouse and Powell.	Rachael Rogers	Pre-decision Scrutiny
	<b>Broadband *TBC*</b>	To invite Welsh Government back to the committee to discuss progress in the rollout of the Superfast Cymru Programme.	Cath Fallon Sara Jones	Performance Monitoring
	<b>Alternative Delivery Model</b>	To scrutinise the draft 5 year Business Plan.	Tracey Thomas Ian Saunders Marie Bartlett	Performance monitoring/policy development

## *Monmouthshire's Scrutiny Forward Work Programme 2018*

### Future Meeting Items:

#### **Agreed Scrutiny Focus for 2017-18:**

- Affordable housing, transport and the LDP
- Impact of the removal of the Severn Tolls
- City Deal and the regional agenda (business plan sign off February 2018)
- Tourism and enterprise
- **ICT in Schools** ~ scrutinise jointly with CYP Select ~ Post Evaluation Review to return. Joint scrutiny of the outcomes for young people: Implementing the technology → delivering the teaching and learning → digital attainment levels.
- Marketing Monmouthshire for Business ~ potential workshop

### Work Programme Items for circulation:

#### **Agreed for the following reports to be emailed as opposed to tabled (unless requested by members):**

- **Velethon Report for 2017 when available**
- **I County Strategy 2** ~ revised strategy to incorporate digital maturity and culture ~ October
- **Information Strategy** ~ linking 3 strands: information governance, data insight and digital data ~ October
- **Employability Grant** ~ October

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## Cabinet, Council and Individual Cabinet Member Decisions (ICMD) Forward Plan

Monmouthshire County Council is required to publish a forward plan of all key decisions to be taken. Council and Cabinet items will only be considered for decision if they have been included on the planner no later than the month preceding the meeting, unless the item is considered urgent.

Committee / Decision Maker	Meeting date / Decision due	Subject	Purpose	Author	Date item added to the planner	Date item originally scheduled for decision
Cabinet	06/06/2019	Budget Monitoring report - month 12 (period 3) - outturn	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2018/19 financial year.	Joy Robson/Mark Howcroft	17/04/2018	
Cabinet	03/04/2019	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2018/19, meeting 9 held on the 7th March 2019.	Dave Jarrett	17/04/2018	
Cabinet	06/03/2019	2019/20 Education and Welsh Church Trust Funds Investment and Fund Strategies	The purpose of this report is to present to Cabinet for approval the 2019/20 Investment and Fund Strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2018/19 grant allocation to Local Authority beneficiaries of the Welsh Church Fund.	Dave Jarrett	17/04/2018	
Cabinet	06/02/2019	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2018/19, meeting 8 held on the 17th January 2019.	Dave Jarrett	17/04/2018	
Cabinet	09/01/2019	Final Draft Budget Proposals or recommendation to Council.		Joy Robson	17/04/2018	
Cabinet	09/01/2019	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2018/19, meeting 7 held on the 13th December 2018.	Dave Jarrett	17/04/2018	
Cabinet	09/01/2019	Budget Monitoring report - month 7 (period 2)	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2018/19 financial year.	Joy Robson/Mark Howcroft	17/04/2018	
Cabinet	05/12/2018	Reorganisation of ALN and Inclusion Services update	Cabinet consider objections received on the Reorganisation	Debbie Morgan	25/05/2018	
Cabinet	05/12/2018	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2018/19, meeting 6 held on the 25th October 2018.	Dave Jarrett	17/04/2018	
Cabinet	05/12/2018	Council Tax Base 2019/20 and associated matters	To agree the Council Tax Base figure for submission to the Welsh Government, together with the collection rate to be applied for 2019/20 and to make other necessary related statutory decisions	Sue Deacy/Ruth Donovan	17/04/2018	

Cabinet	05/12/2018	Reviews of Fees and Charges	To review all fees and charges made for services across the Council and identify proposals for increasing them in 2019/20	Mark Howcroft	17/04/2018	
Cabinet	07/11/2018	MTFP and Budget Proposals for 2019/20	To provide Cabinet with Revenue Budget proposals for 2019/20 for consultation purposes	Joy Robson	17/04/2018	
Cabinet	07/11/2018	Corporate Plan: Progress Report		Matthew Gatehouse	10/07/2018	
Cabinet	07/11/2018	Capital Budget Proposals	To outline the proposed capital budget for 2019/20 and indicative capital budgets for the 3 years 2020/21 to 2022/23	Joy Robson	17/04/2018	
Cabinet	03/10/2018	Welsh Church Funding Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of applications 2018/19, Meeting 5 held on the 20th September 2018.	Dave Jarrett	17/04/2018	
Council	20/09/2018	Well-being Objectives and Statement Annual Report 2017/18	For Council to approve the Annual Report 2107/18 on MCCs wellbeing objectives and statement	Richard Jones	30/05/2018	
Council	20/09/2018	Fairtrade		Hazel Clatworthy	24/05/2018	
Cabinet	05/09/2018	Childacre Offer		Rebecca Davis	12/06/2018	
Cabinet	05/09/2018		For Cabinet to approve targets for performance indicators set in the Corporate Plan 2017-22	Richard Jones	30/05/2018	
Cabinet	05/09/2018	Corporate Plan 2017-2022 target setting				
Cabinet	05/09/2018	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2018/19, meeting 4 held on the 26th July 2018	Dave Jarrett	17/04/2018	
Cabinet	05/09/2018	Recommendations on the review of ALN & Inclusion Services	Cabinet to receive recommendations based on the consulta	Debbie Morgan	25/05/2001	
Cabinet	05/09/2018	Regional Safeguarding Board Annual Report		Claire Marchant		
Cabinet	05/09/2018	S106 Procedure Note and S106 Guidance Note	DEFERRED from May	Mark Hand		
ICMD	08/08/2018	Financial Systems support team - change of role and job description		Ruth Donovan	03/07/2018	
Council	26/07/2018	Shadow Board recruitment for the ADM		Cath Fallon	15/06/2018	
Council	26/07/2018	Stock Transfer – Promises Kept/Missed & Added Value		Ian Bakewell	08/06/2018	
Council	26/07/2018	Audit Committee Annual Report		Wendy Barnard	24/05/2018	

Council	26/07/2018	Strategic Development Plan (SDP) Responsibility Authority Report		Mark Hand	09/05/2018	
Council	26/07/2018	Resource Strategy	To comprise Commercial; Procurement; People; Digital; Financial strategies	Peter Davies	23/04/2018	
Council	26/07/2018	Chief Officer Annual Report		Claire Marchant		
Council	26/07/2018	Safeguarding Evaluative Report		Claire Marchant		
ICMD	25/07/2018	Private Sector Housing Loan Schemes - Change of Terms		Steve Griffiths	21/06/2018	
Cabinet	25/07/2018	Youth Enterprise			20/06/2018	
Cabinet	25/07/2018	Borough Theatre			20/06/2018	
Cabinet	25/07/2018	Events			20/06/2018	
Cabinet	25/07/2018	Month 2 Budget Report			20/06/2018	
ICMD	25/07/2018	Care Homes Fees – Fair Rate for Care Exercise	Cllr P Jones	Nicola Venus- Balgobin		
ICMD	25/07/2018	Housing Renewal Policy		Ian Bakewell	17/05/2018	
ICMD	25/07/2018	B&B Policy		Ian Bakewell	17/05/2018	
ICMD	25/07/2018	'Disposal of land adjacent to A40 at Monmouth for highway improvements'	DEFERRED from June	Gareth King/Cllr P Murphy	03/05/2018	13/06/2018
Cabinet	25/07/2018	Budget Monitoring report - Month 2 (period 1)	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2018/19 financial year.	Joy Robson/Mark Howcroft	17/04/2018	
Cabinet	25/07/2018	The delivery of budget savings for 2018/19.	To provide Cabinet with a level of comfort and	Peter Davies	15/04/2018	
ICMD	11/07/2018	FLOOD and Water Management Act 2010 -		Paul Keeble	22/06/2018	
ICMD	11/07/2018	RECRUITMENT OF BSSG ADMIN OFFICER		Christian Schmidt	22/06/2018	
ICMD	11/07/2018	Workforce Update Report - Children's Services	DEFERRED	Claire Robins	07/06/2018	
Cabinet	04/07/2018	Disposal of Land between Llanishen and Trellech	To declare approx 36 acres of land between Llanishen and Trellech surplus to requirements and to seek consent for its disposal	Gareth King	15/06/2018	
Cabinet	04/07/2018	Care Leavers Report		Ruth Donovan	07/06/2018	
Cabinet	04/07/2018	Restructure of attractions services in TLCY		Tracey Thomas	07/06/2018	
Cabinet	04/07/2018	Review of ALN & Inclusion Services	Cabinet to consider the results of the statutory consultation	Debbie Morgan	25/05/2018	
Cabinet	04/07/2018	School Meal Debt Management		Roger Hoggins	17/05/2018	
Cabinet	04/07/2018	Draft NEET Reduction Strategy		Hannah Jones	08/05/2018	
Cabinet	04/07/2018	Inspire Programmes (Inspire2Achieve and Inspire2Work)	DEFERRED	Hannah Jones	08/05/2018	
Cabinet	04/07/2018	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2018/19, meeting 3 held on the 21st June 2018.	Dave Jarrett	17/04/2018	
Cabinet	04/07/2018	Crick Road Business Case	ITEM DEFERRED	Colin Richings		
Cabinet	04/07/2018	The Knoll, Section 106 funding, Abergavenny	DEFERRED from June	Mike Moran		07/03/2018

Cabinet	04/07/2018	Chippenham Mead Play Area	DEFERRED from 6/6/18	Mike Moran		
ICMD	27/06/2018	REALLOCATION OF SECTION 106 FUNDING, MONMOUTH		Mike Moran	08/06/2018	
ICMD	27/06/2018	Definitive Map Modification Order Section 53 (C) (i) Wildlife & Countryside Act 1981 Restricted Byway (53-16) Great Panta Devauden		Paul Keeble/Cllr B Jones	31/05/2018	
ICMD	27/06/2018	Planning advice charges for LDP candidate sites.		Mark Hand	24/05/2018	Report deleted from Planner 7/6/18
ICMD	27/06/2018	Early help Duty and Assessment – Hierarchy Update – Service Manager		Claire Robins	24/05/2018	
Council	21/06/2018	Corporate Parenting Strategy		Claire Marchant	07/06/2018	
Council	21/06/2018	Plastic Free County		Hazel Clatworthy	24/05/2018	
Council	21/06/2018	Joint Scrutiny of the City Deal		Hazel Ilett	30/04/2018	
ICMD	13/06/2018	Housing Restructure		Ian Bakewell	17/05/2018	
ICMD	13/06/2018	Re-fit Cymru programme	To seek approval to enter into a contract with Local Partnerships to utilise their framework to access energy efficient technologies.	Deb Hill Howells/Phil Murphy	10/05/2018	
ICMD	13/06/2018	Supporting People contract procurement		Chris Robinson	10/04/2018	
ICMD	13/06/2018	Children with Disability - Hierachy Update		Claire Robins	05/03/2018	15/02/2018 Report
Cabinet	06/06/2018	<a href="#">Twr Mihangel Section 106 Funding</a>		Mike Moran	18/05/2018	
Cabinet	06/06/2018	<a href="#">Section 106 Off-Site Play Contributions</a>		Mike Moran	18/05/2018	
Cabinet	06/06/2018	ADM Update		Tracey Thomas	18/05/2018	
Cabinet	06/06/2018	Proposed 25 year lease of Former Park Primary , Abergavenny, to Abergavenny Community Trust		Nicola Howells	15/05/2018	
Cabinet	06/06/2018	Council Response to the LGR Green Paper		Matt Gatehouse	14/05/2018	
Cabinet	06/06/2018	Revenue and Capital Monitoring 2017/18 Outturn Forecast Statement	To provide Members with information on the outturn position of the Authority for the 2017/18 year.	Mark Howcroft	17/04/2018	09/03/2018
Cabinet	06/06/2018	Welsh Church Fund Working Group	The purpose of this combined report is to make recommendations to Cabinet on the Schedule of	Dave Jarrett	17/04/2018	
Cabinet	06/06/2018	Corporate Parenting Strategy		Jane Rodgers	22/03/2018	
Cabinet	06/06/2018	Welsh Language Monitoring Report	Moved to Strong Communities Select	Alan Burkitt		07/03/2018
Cabinet	06/06/2018	Kerbcraft Update	DEFERRED from May			
ICMD	23/05/2018	Creation of an Asset Officer Post, Estates		Deb Hill Howells/Cllr P Murphy	03/05/2018	
ICMD	23/05/2018	Letting of Penarth Farm, Llanishen		Gareth King/Cllr P Murphy	03/05/2018	
ICMD	23/05/2018	High Street Rate Relief Scheme for 2018/19	To adopt the scheme of 2018/19 in accordance with Welsh Government Guidance	Ruth Donovan	26/04/2018	07/03/2018
ICMD	23/05/2018	Proposed 30mph Speed Limit, Llandeenny Road, Llandeenny, Mill		Paul Keeble/Cllr B Jones	25/04/2018	
ICMD	23/05/2018	Transfer to Torfaen - Assessment of free school meal entitlement for MCC		Nikki Wellington/Cllr Murphy	10/04/2018	
Council	10/05/2018	Strategic Asset Management Plan		Peter Davies	23/04/2018	
Council	10/05/2018	To agree update on the Safeguarding Policy		Cath Sheen	16/04/2018	
Council	10/05/2018	Local Development Plan Delivery Agreement		Mark Hand	11/04/2018	
Council	10/05/2018	Boundary Review		John Pearson		



ICMD	09/05/2018	Rural Programmes Team – ICT and Finance Apprentice Post		Michael Powell	23/04/2018	
ICMD	09/05/2018	GDPR Data Protection Policy		Rachel Trusler	20/04/2018	
ICMD	09/05/2018	Trellech Speed Limits		Paul Keeble	18/04/2018	
ICMD	09/05/2018	Civil Parking Enforcements	Moved from Cabinet 11/04/18	Paul Keeble	13/04/2018	
ICMD	09/05/2018	PROHIBITION OF WAITING AT ANY TIME (CHAPEL ROAD, STANHOPE STREET, CANTREF ROAD, AVENUE ROAD, HAROLD ROAD) ABERGAVENNY		Paul Keeble/Cllr B Jones	13/04/2018	
ICMD	09/05/2018	Creation of fixed term Senior Planning Policy Officer Post for 3.5 years		Mark Hand/Cllr Greenland	12/04/2018	
ICMD	09/05/2018	Amendment to existing fixed term Senior Landscape and Urban Design Officer post to make it a permanent post;		Mark Hand/Cllr Greenland	12/04/2018	
ICMD	09/05/2018	Creation of fixed term Apprentice Planner post (exact job title tbc)		Mark Hand/Cllr Greenland	12/04/2018	
ICMD	09/05/2018	Re-evaluation of Post of Lead - Community Improvement Supervisor		Nigel Leaworthy	10/04/2018	
ICMD	09/05/2018	Supporting People contract procurement exemptions	DEFERRED TO 13 JUNE	Chris Robinson	15/02/2018	
ICMD	09/05/2018	Adoption of highway management plan including appointment of Highway Asset inspector and changes to Asset Planning Officer posts		Paul Keeble		09/03/2018
Cabinet	02/05/2018	Adoption of Road Safety Strategy		Paul Keeble		
Cabinet	02/05/2018	Social Justice Strategy		Cath Fallon		
Council	19/04/2018	Bryn Y Cwm Change of name		Matt Gatehouse	21/03/2018	
Council	19/04/2018	Council Diary 2018/19		John Pearson	12/03/2018	12/03/2018
Council	19/04/2018	Sale of old County Hall Site		Roger Hoggins	16/02/2018	
Council	19/04/2018	Chief Officer Report CYP		Will Mclean	25/01/2018	
ICMD	18/04/2018	Communities for Work		Hannah Jones	22/03/2018	
ICMD	18/04/2018	Disposal of easement at Wonastow Road		Ben Winstanley	14/03/2018	
Cabinet	11/04/2018	Tree Policy		Roger Hoggins	19/02/2018	
Cabinet	11/04/2018	VAWDASV		Joe Skidmore	08/02/2018	
Cabinet	11/04/2018	Disposal of County Hall		Roger Hoggins		
Cabinet	11/04/2018	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 6 held on the 22nd February 2018	Dave Jarrett		
ICMD	28/03/2018	Property Maintenance Framework Agreement		Phil Kenney/P Murphy	06/03/2018	
ICMD	28/03/2018	Children's Services Business Support Team - Hierachy Update		Claire Robins	05/03/2018	
ICMD	28/03/2018	Social Care & Health - Business Support Post		Claire Robins	05/03/2018	
ICMD	28/03/2018	Staffing Restructure of SCH Workforce Development Team		Sian Sexton	05/03/2018	
ICMD	28/03/2018	Operational Changes to Trading Standards		Gareth Walters/Sara Jones	27/02/2018	
ICMD	28/03/2018	Section 106 Major Maintenance Capital for the repairs to the footbridge over the Gavenny at Penyval.		Nigel Leaworthy		
Council	19/03/2018	City Deal Business Plan		Paul Matthews		
Council	19/03/2018	LDP		Mark Hand		
ICMD	14/03/2018	Future of Melin Private Leasing Scheme		Ian Bakewell	15/02/2018	
ICMD	14/03/2018	2nd Phase Families Support Review		Claire Marchant		
ICMD	14/03/2018	Award Garden Waste Contract		Carl Touhig		

ICMD	14/03/2018	S106 Transport Projects		Richard Cope		
Cabinet	07/03/2018	2018/19 Education and Welsh Church Trust Funds Investment and Fund strategies	To present to Cabinet for approval the 2018/19 Investment Fund Strategy for Trust Funds for which the authority acts as sole or custodian trustee for adoption and to approve the 2017/18 grant allocation to LA beneficiaries of the Welsh Church Fund	Dave Jarrett		
Cabinet	07/03/2018	Corporate Parenting Strategy		Claire Marchant		
Cabinet	07/03/2018	EAS Business Plan		Will Mclean		
Cabinet	07/03/2018	Proposed changes to the schools mfunding formulafor the funding of building maintenance costs	To seek approval to reduce the funding of building maintenance costs for our new schools	Nikki Wellington		
Cabinet	07/03/2018	Replacement document management system for revenues		Ruth Donovan		
Cabinet	07/03/2018	Review of Additional Learning Needs and inclusion services	To seek cabinet approval to commence the statutory consultation process associated with proposed changes to ALN and Inclusion Services	Matthew Jones		
Cabinet	07/03/2018	Turning the World Upside Down	DEFERRED	Claire Marchant		
Cabinet	07/03/2018	Whole Authority Risk Assessment		Richard Jones		
Council	01/03/2018	Treasury Strategy		Peter Davies	08/02/2018	
Council	01/03/2018	Approval of public service board well-being plan		Matt Gatehouse		
Council	01/03/2018	Area Plan - Population Needs Assessment		Claire Marchant		
Council	01/03/2018	Council Tax Resolution 2018/19		Ruth Donovan		
Council	01/03/2018	Pooled fund for care homes		Claire Marchant		
Council	01/03/2018	Social Justice Policy	ITEM DEFERRED	Cath Fallon		
Cabinet	28/02/2018	Borough Theatre		Tracey Thomas	19/02/2018	
ICMD	28/02/2018	Recruitment for Maternity Cover: Development Management Team		Phil Thomas	08/02/2018	
ICMD	28/02/2018	Restructure of Mental health Social Work Staffing		John Woods	08/02/2018	
ICMD	28/02/2018	Staffing Restructure of Adult Disability Service		John Woods	08/02/2018	
Cabinet	28/02/2018	Final Budget Proposals		Peter Davies		
ICMD	28/02/2018	Charges in relation to the delivery of the auths private water supply responsibilities		Huw Owen		
ICMD	28/02/2018	Fixed Penalty Notice charges for fly tipping offences		Huw Owen/Sara Jones		
ICMD	28/02/2018	Gypsy and Traveller Pitch allocation policy report		Steve Griffiths		
ICMD	28/02/2018	Re-designation of Shared Housing		Ian Bakewell/Greenland		
ICMD	28/02/2018	Removal of under 18 burial charges		Deb Hill Howells		
Council	15/02/2018	Active Travel Plan and Civil Parking Enforcement		Roger Hoggins		
Council	15/02/2018	Corporate Plan		Kellie Beirne		
Council	15/02/2018	Pay Policy		Sally Thomas		
ICMD	14/02/2018	All Wales Play opportunities grant		Matthew Lewis/Cllr Greenland		
ICMD	14/02/2018	Development Management Enhanced Services proposals		Phil Thomas		
ICMD	14/02/2018	Loan to Foster Carers		Jane Rodgers		
ICMD	14/02/2018	Personal Transport Budgets		Roger Hoggins		
ICMD	14/02/2018	Public Health Wales Act - Intimate Piercing		David Jones		
ICMD	14/02/2018	Residents only parking permit scheme Usk View, Merthyr Road, Abergavenny		Paul Keeble		



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