

24<sup>th</sup> December 2013**Notice of Meeting:****Economy and Development Select Committee****Thursday 9<sup>th</sup> January 2014 at 10.00am  
Council Chamber, County Hall, Usk.**

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

**AGENDA**

Item No	Item
1.	Apologies for absence.
2.	Declarations of Interest.
3.	To confirm and sign the minutes of the Economy & Development Select Committee meetings held on:  i) 24 <sup>th</sup> October 2013 (copy attached) ii) 7 <sup>th</sup> November 2013 – Special (copy attached) iii) 20 <sup>th</sup> November 2013 – Special (copy attached) iv) 27 <sup>th</sup> November 2013 – Special (copy attached) v) 12 <sup>th</sup> December 2013 – Special (copy attached)
4.	Public Open Forum

<b>5.</b>	Reports from the Head of Finance as follows (copies attached): <ul style="list-style-type: none"><li>i) Budget Proposals 2014/15 to 2017/18</li><li>ii) Capital Budget Proposals 2014/15 to 2017/18</li></ul>
<b>6.</b>	Work Programme (copies attached): <ul style="list-style-type: none"><li>i) The Select Committees Work Programme for 2013 – 2014 To note items to be received by the committee for budget scrutiny.</li><li>ii) The Cabinet Forward Work Planner</li></ul>
<b>7.</b>	Summing up and date and time of the next meeting: <ul style="list-style-type: none"><li>• Thursday 30<sup>th</sup> January 2014 at 10.00 am at Usk</li></ul>

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

# Economy and Development Select Committee

## County Councillors:

D.L.S. Dovey  
G. Down  
D.J. Evans  
D.L. Edwards  
R.J.C. Hayward  
S. Jones  
P. Jordan  
J.L. Prosser  
A.C. Watts  
S. White  
K. Williams

## *Connecting with people*

### Our outcomes

The Council has agreed five whole population outcomes. These are *People in Monmouthshire will:*

- Live safely and are protected from harm
- Live healthy and fulfilled lives
- Benefit from education, training and skills development
- Benefit from an economy which is prosperous and supports enterprise and sustainable growth
- Benefit from an environment that is diverse, vibrant and sustainable

### Our priorities

- Schools
- Protection of vulnerable people
- Supporting enterprise, job creation and entrepreneurship

### Values

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



**Minutes of the Economy and Development Select Committee  
held at County Hall, Usk  
on Thursday 24<sup>th</sup> October 2013 at 10.00 am**

**PRESENT:** County Councillor J.L. Prosser (Chairman)

County Councillors: D.L.S Dovey, G.L. Down, D.J. Evans, D.L. Edwards, R.J.C. Hayward, S. Jones, A.C. Watts, S. White and K. Williams.

County Councillors G. Howard and P. Watts also in attendance.

**OFFICERS IN ATTENDANCE:**

Mr R. Hoggins	- Head of Infrastructure, Networks and Sustainability
Mr M. Lewis	- Countryside Manager
Mr M. Lewis	- Chief Operating Officer (SRS)
Mrs T. Harry	- Head of Improvement and Democracy
Mrs S. King	- Democratic Services Officer

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from County Councillor P. Jordan.

**2. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**3. CONFIRMATION OF MINUTES**

We received the minutes of the Economy and Development Select Committee as follows:

- i) The minutes of the Economy and Development Select Committee held on 12<sup>th</sup> September 2013 were confirmed as an accurate record and signed by the Chairman.
- ii) The minutes of the Special Economy and Development Select Committee held on 2<sup>nd</sup> October 2013, were confirmed as an accurate record and signed by the Chairman, subject to the following change:
  - *Addition to Apologies for Absence:* S. White

## **MONMOUTHSHIRE COUNTY COUNCIL**

### **Minutes of the Economy and Development Select Committee held at County Hall, Usk on Thursday 24<sup>th</sup> October 2013 at 10.00 am**

#### **4. PUBLIC OPEN FORUM**

There were no members of the public present.

#### **5. CALDICOT CASTLE COUNTRY PARK BUSINESS PLAN**

The Countryside Manager presented a report which updated the Economy and Development Select Committee on progress with preparation of a business plan for Caldicot Castle Country Park.

Officers outlined the following issues:

- In summary the castle and country park have been run as a single operating unit since the 2011 season. During 2012 RDP grant aid enabled preparation of a visitor study, comprising an audience development plan, interpretation plan and visitor management plan. These were developed through an inclusive process involving existing and potential users and the castle and country park advisory group. The study identified a vision and a number of “transformational projects”. The resulting Operational and Management Plan supported successful bids in 2013 for Museum Re-accreditation and a Green Flag Award.
- Work is underway developing detailed proposals as part of the wider mandate, and those will be reported to the committee on 27<sup>th</sup> November 2013. In the meantime this report summarises the options appraisal exercise recently undertaken with the advisory group, which it is intended will underpin future proposals.
- Positive Aspects – forward plan to retain accreditation and green flag award for park; free entry increased visitor numbers; growing education provision; and 2000 have gone through re-enactment.
- Challenges – current and future operating environment; income £80k behind budget (due to structural issues), significantly challenging structural overspend; visitor spend behind industry standard; need to adopt tighter business type focus; asset deterioration, estimated £2-3 million ideally to spend; and recognised deteriorated state has long term impact.
- Reaching Objectives – Need to make savings, potentially £120k on £210k; critical if lots of growing visitor numbers but no additional spend; events are income stream so want to switch to events attraction that welcomes visitors; short term objective in place but don't want to lose sight of long term objectives and ‘vision’; discussions with National Resources Wales and Heritage Lottery Fund; doubled income from £70k to £125k; not supporting revenue generating parts of business; mismatch between operating structure and incurring costs, bottom line not improving and; future role of volunteering, to add value.

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- Future Options – Developed forward strategy with advisory group:  
A number of options had been identified and assessed, in summary:
  - a) Do nothing
  - b) Development into a quality visitor destination (the “vision” option)
  - c) Continued operation/development as a visitor attraction under a revised operating model
  - d) Retention as a visitor attraction to include partial disposal of areas for commercial development
  - e) Managed withdrawal of MCC from operation
  - f) Moth-balling the Castle.
- Following discussions with the advisory group options A & F have been set aside. Option B is the preferred approach at a strategic level, validating the previously developed “vision” from the visitor study; but recognising that elements of options C and D represent areas for further investigation, specifically in reviewing areas for potential commercial partnering and maximising income. It was also felt that option E should not be discounted and further discussions should take place to investigate alternative management options.
- Short Term Actions – Partnership, part or full; feasibility of infrastructure projects; moving main point of access, from Church Road to Mitel Roundabout (recognise issues regarding Neddern Bridge); and synergies with Shire Hall, Castle and Old Station running together, more joined up and effective with museums.

Members were invited to ask questions and during discussion the following points were noted:

- One member expressed disappointment that options were in place but that the Town Council had not been approached, figures had been requested and the Town Council were awaiting further information. There was strong opposition in mothballing or partially closing the facility. We noted that some problems had occurred, the tea shop had only opened on weekends and the entrance shop was limited. It was recognised that further interaction with Town Council and discussions with the community was required.
- In response, we noted that Town Council representatives were on the Advisory Group and some financial information had been provided and further details were being developed. The entry model had been changed and free entry had increased income, as all customers were charged on event days. New options were being investigated and there was a requirement to bring the castle to a financially sustainable model. An exercise was undertaken in 2012/13 with community involvement and leaflet distribution had proved successful outside Monmouthshire but not as beneficial within Monmouthshire.

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- A query was raised whether discussions and input had been received from CADW, Visit Wales and Capital Regional Tourism. It was suggested that discussions with local businessmen and potential funding streams could be included as part of the business plan. We were informed that the Destination Development Plan discusses issues with other organisations. An application for accreditation had been submitted to Visit Wales. Limited discussions had been held with the local private sector. The European Funding Stream was unclear at present and feasibility studies for future funding would be conducted through the Rural Development Plan. There was a requirement to undertake work beforehand in order to be in an advantageous position.
- Clarification was requested regarding number of employees and whether an officer was employed to liaise regarding functions. We were advised that there was a Site Manager and Deputy Site manager, plus caretaker/castle warden and part time custodial officers. Casual staff were employed for Crown Catering weddings and events and the Deputy Manager was responsible for liaising with wedding bookings, further discussions were in place regarding a more effective service provision. Weddings were booked for 2014/15 on a more realistic cost basis and packages were being developed, with the assistance of an external wedding planner, at present duties were being undertaken by existing staff in addition to their normal duties.
- A member of the committee highlighted the importance of the asset and encouraged other elected members to visit. It was agreed that members were welcome to visit the site and have a conducted tour with the Countryside Manager.
- Concerns were expressed in relation to day to day catering. Previous catering companies did not seem to offer what was required at the castle and there would be a necessity to know all essential details, prior to a company entering into a contract. It was confirmed that the offer had not been right for the facility and it had been difficult to get the right balance to make an economic provision/proposition.
- A query was raised regarding National Trust ownership. Officers had not made enquiries directly, however, it was noted that deals had been made with other Local Authorities which were unaffordable.
- It was recognised that improvements had occurred at the castle and country park.

In summing up, the Chairman highlighted the following points:

- Closer discussion required with the Town Council.
- Information regarding financial streams required on 27<sup>th</sup> November 2013.
- Discussions held with Visit Wales.
- Considered joined up business plan with models.
- Guided tour on offer for members.
- Costs required with business plan.
- Transfer to National Trust unaffordable.



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We thanked the Officer for the report and welcomed receipt of additional information at the special meeting on 27<sup>th</sup> November 2013.

#### 6. SHARED RESOURCES SERVICES (SRS) UPDATE

We received a report from the Chief Operating Officer, Shared Resource Services, which enabled members to scrutinise the performance over the last nine months, as follows:

- The weekly Chief Operating Officer Update Reports.
- The performance of key projects since the last committee meeting.
- The month three budget monitoring report.
- The forward looking project plan.
- The forward looking performance framework.

The weekly update contained information regarding issues such as, weekly overview, sickness/vacancy and out of hours statistics, weekly Service Desk statistics, the weekly Meeting Tracker, the project Red, Amber, Green (RAG) monitoring and a progress update on audit compliance.

Key projects include, 1) A two Authority storage solution, 2) Monmouthshire Schools, 3) New Internet site, 4) New Intranet site, 5) Homecare system and 6) The "connected worker" project.

The SRS has developed a performance framework that will be used to drive a position performance outcome. This framework has been through the three Leadership Teams in the organisations and is also being inputted into Ffynon to allow all three organisations to track performance.

Members were invited to ask questions and the following points were noted:

- The committee wanted assurance that Monmouthshire County Council were receiving value for money from a well-run service.
- It was noted that there had been some difficulty in reading the document, due to small print, different colours and use of acronyms (glossary needed).
- It was requested that the minutes of the SRS meetings were provided to members.
- A member noted that there was a significant amount of data within the reports which gave the impression of performance. However, concern was expressed regarding open status of the majority of jobs and lack of outcomes/closure. A query was raised why one project was included in the list. In response, we were advised that there are a number of projects on-going across three organisations and a review of the list may be required.
- Further information was required regarding the schools project and opportunities for development with Ireland Wales Programme. We were

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advised that Hub was introduced as Ireland Wales was going live. Ireland Wales related to virtual learning for education, the Welsh Government had chosen the Hub.

- A project had been in place and it was anticipated that Ireland Wales would be selected by Welsh Government. However, it was felt that the Hub was a preferred focus for primary schools and Ireland Wales for comprehensive schools.
- Members recognised time and money was being invested and wanted clarification of return on investment. We were informed that examples of areas were, CCTV opportunities, business solutions and provision of services.
- The committee were advised that details within the report had been requested at a previous meeting.
- Concerns were expressed that an alternative system was introduced, as it was believed that SRS were a leading organisation within South Wales. Members suggested that further questions were directed to Assembly Members at Welsh Government.
- A factor to be considered for the committee was how procurement measurements could be changed to allow for more collaborative working, currently there was no mechanism in place for another authority to take on a contract.
- Discussions were held regarding increasing connectivity. We were advised that work was being undertaken to obtain costs and alternative options. Discussions had been held with private providers and a level three cloud would be installed to host data. Mechanism would be to use partners to access framework.
- SRS Business Solutions is the trading arm and there would be a role for someone to promote the business aspect, in order to generate business.

In summing up, the Chairman highlighted the following points:

- Minutes of the Project Board and SRS meetings to members.
- Sharper on completing projects, not lots of lists.
- Opportunities for generating income – CCTV initiatives.
- More concise information, costs, profits, problems etc.
- Ireland Wales and Hub Projects
- Beneficial to receive member feedback.
- List of opportunities and concerns.
- Procurement contract – how can the service be more efficient and what are restrictions.
- Analysis of Service Desk performance – improvement required.

It was agreed that the Chief Operating Officer would assist members in writing a letter to the Assembly Member for reasons why Welsh Government called off Ireland Wales.

The Chair thanked the officer for attending and providing members with information.

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#### 7. WORK PROGRAMME

##### i) Select Committee Work Programme

Members considered the Select Committee Work Programme.

Special Meetings had been arranged for the 7<sup>th</sup> and 27<sup>th</sup> November 2013, in order to consider budget mandates and business cases.

The Head of Infrastructure Networks and Sustainability advised that the Car Park report from the consultant had been expected in early November and a meeting had been held with the consultants.

It was anticipated that the report would be ready by end of November to early December 2013.

##### ii) Cabinet Forward Work Planner

Members received and noted the Cabinet Forward Planner

#### 8. DATE AND TIME OF THE NEXT MEETING

We noted dates and times of next meetings as follows:

- Thursday 5<sup>th</sup> December 2013 at 10am – Ordinary meeting
- **Special meetings:**
  - Thursday 7<sup>th</sup> November 2013 at 10am – Budget
  - Wednesday 20<sup>th</sup> November 2013 at 10am – Museums Business Plan
  - Wednesday 27<sup>th</sup> November 2013 at 10am – Budget

The meeting ended at 12:05 pm.



**Minutes of the Special Economy and Development Select Committee  
held at County Hall, Usk  
on Thursday 7<sup>th</sup> November 2013 at 10.00 am**

**PRESENT:** County Councillor J.L. Prosser (Chairman)

County Councillors: D.L.S. Dovey, G.L. Down, D.J. Evans, D.L. Edwards, R.J.C. Hayward, S. Jones, P. Jordan, A.C. Watts, S. White and K. Williams.

Also in attendance County Councillors P. Murphy and V. Smith.

**OFFICERS IN ATTENDANCE:**

Mrs K. Beirne	- Chief Officer, Regeneration and Culture
Mr R. Hoggins	- Head of Infrastructure Networks and Sustainability
Mr R. Cope	- Passenger Transport Unit Manager
Mrs D. Jackson	- Transport Manager
Mr I. Saunders	- Head of Leisure Services
Mr R. Simpkins	- Business Development Manager
Miss H. Ilett	- Scrutiny Manager
Mrs S. King	- Democratic Services Officer

**1. APOLOGIES FOR ABSENCE**

There were no apologies for absence received.

**2. DECLARATIONS OF INTEREST**

Declarations of interest were noted under the relevant item.

**3. BUDGET MANDATES AND BUSINESS CASE**

We received a report from the Head of Infrastructure Networks and Sustainability which outlined mandates and business cases budget saving ideas, for the Regeneration and Culture Directorate.

We received reports as follows:

**i) Leisure Services**

- **Introduction of Swimming Direct Debit's and a 50 Week Lesson Programme – Return on investment £20k**
- **Sauna Charges – Return on investment £5k**
- **Swimming Changes to 60+ Swimming – Return on investment £10k**
- **Memberships, Personal Training & Weight Loss Sessions – Return on investment £30k**

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- **Sport Development & Junior Fitness (NRG) – Return on investment £15k**
- **Training Academy (CYQ – Central YMCA Qualification) – Return on investment £5k**
- **Cleaning – Return on investment £10k**
- **Volunteering/NVQ – Return on investment £30k**
- **Memberships IT Systems – Return on investment £9k**

During the presentation of the report the following points were noted:

#### **Swimming Direct Debit**

- A member requested further information regarding swimming waiting lists, we were advised that these were extensive and capacity was at 95% due to different levels and particular number of pupils to teacher. Clarification was requested regarding detail.
- A query was raised why initially lessons were set up for 39 weeks but had been increased to 50. Members were informed that the Whole Aquatic Plan had increased contributions to swimming lessons and there was scope to introduce different plans and activities inside lessons.
- The committee were reminded of the importance of Leisure Services being run by Monmouthshire County Council, in terms of size of service and partnerships with health and well-being, also commercial opportunities.
- The Leisure Service would provide services to all people and aims to assist in helping people out of poverty.
- We discussed the feasibility of generating the proposed additional income.
- One member was aware that there was a significant waiting list and highlighted the importance of managing the use of the pools.
- Undertaking staff development, through training and developing of workforce, which would include volunteers. Staff already delivering lessons and would take on additional classes.
- The Leisure Services Team were commended for the work that had been undertaken over the past two years and the area was being operated in an effective and efficient way.
- There is a statutory requirement to provide for primary school swimming lessons, as part of the curriculum.

#### **Sauna Charges**

- Currently free sauna with swim, however, it has been difficult to manage usage due to poolside location and improved site management is required. Income would be generated through a nominal charge.

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- Market research had been undertaken in the form of surveys to identify requirements and demand for the sauna.

#### **Swimming Changes to 60+**

- The saving had been identified as some pensioners had raised the issue of cost in public engagement meetings.
- Figures calculated over reasonable prediction, as realised there may be some drop off for +60 swim if charges introduced.
- Existing provisions would continue and this would be a charge for an additional public swim.

#### **Memberships, Personal Training & Weight Loss**

- Savings would be achieved through working with local business, health service, police authority etc. to promote the service and implement corporate schemes in a vibrant market.
- It was recognised that income would increase with direct debits and members were encouraged to support and use local facilities.
- Savings would also be achieved as a result of higher levels of attention to detail and commitment from staff, also direct debits and annual memberships, will help to meet savings.
- Equipment and fixtures were important when gyms were redeveloped and kit purchased which would not go out of date for a significant number of years.
- A unique selling point would be to get more people more active more often. Promotions and marketing would not be aimed at specific target groups, various fitness packages would be available to all demographics.
- It was felt that the anticipated 82 extra required memberships would be achievable and promotions would be undertaken throughout the year to encourage new members to take up direct debit or annual memberships.
- Work was closely undertaken with Monmouthshire Housing Association and a project member was on the leisure group.
- County Councillor S. White declared an personal interest pursuant to the members code of conduct.
- A time and motion study had been conducted in order to manage use of facilities at peak times. There was still capacity to increase membership base without impacting on retention of current members.

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#### **Sport Development & Junior Fitness**

- Junior activity sessions provided for young people who want more health and fitness.

#### **Training Academy**

- Members conveyed confidence in Leisure Centres, however, some concern was expressed regarding spend in comparison to income and that spending was a certainty but income would be an aspiration.
- Clarification was provided that mandates were not the budget saving process, but new themes/ideas to generate income, which could generate savings. Risks would be attached to potential income and members need to be made aware, as part of the budget.

#### **Cleaning**

- Concerns were expressed that staff would be undertaking cleaning. We were advised that heavy duty jobs and regular maintenance of certain areas would be undertaken by contractors. However, it was highlighted that it is part of the service and nature of job to undertake continual cleaning, wiping surface areas, changing rooms etc.
- Staff undertaking lighter cleaning duties may result in a saving and have been positive and proactive, well aware of the importance of cleaning.
- Cleaning contract has already been reduced significantly and no complaints had been received.
- Members recognised the importance of achieving savings by bringing cleaning in house. However, the committee highlighted that deterioration in standards must be avoided.

#### **Volunteering/NVQ**

- New initiatives to achieve savings by using skills of people in the community to train and work alongside professionals, in areas such as lifeguarding.
- High on list of priorities to develop and nurture skills, by providing programmed qualifications to volunteers and Monmouthshire County Council would receive benefits by using the skills. Projects would be undertaken through reduced staff hours and new initiatives.
- Savings already made with restructure at Duty Officer Level.



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#### **Membership IT Systems**

- Savings through new software – working with SRS.
- Concern regarding capacity of SRS – need confidence that they will perform.
- Breakdown required of overall savings and running cost of each facility.
- Lack of bandwidth in particular areas was raised as a threat. It was an aspiration that SRS would be able to assist in developing use of schools bandwidth, when not in use.

A member felt that the Leisure Service ideas related to management and should be done as a matter of course. It was felt that the budget had not been scrutinised, however, clarification was provided that the purpose of the budget meetings was to consider ideas.

#### **ii) Transport and Fleet**

##### **Passenger Transport**

- A priority was identified to expand the offer to increase income and reduce maintenance costs, by offering in house maintenance.
- Options and costs were being considered for a new unit for depot and storage of vehicles. Need to source the right premises for expansion of operation - Investigations and further considerations being made in relation to cost effectiveness of a new depot, to increase/generate income.
- Currently vehicles were being stored, but there were no maintenance facilities. An appropriate sized site was required which could accommodate storage and maintenance.
- The South of the County would be preferred due to logistics of moving vehicles and direct service provision.
- Overall budget impact would be £80k.
- Highways would be going into a single team by operating from one site, it would be a continuation of a process that has already begun.
- In future it was anticipated that the facility becomes a VOSA license centre, which would generate income.
- Clarification requested regarding number of minibuses in schools.
- There were more larger school contracts in the South of the county and there was a collaborative working arrangement with Newport City Council.

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#### **Car Park Collection**

- Possibility of collecting fees via phone, this has been considered as part of the consultant's report on wider car parking review. Issues have been raised, such as improvement and replacement of cash collection machines.
- Three car park officers cover the four town car parks and duties of these officers were commended by members.
- Discussions were held, following the meeting with stakeholders, regarding the possibility of leasing car parks to town councils.
- Currently the issue was the responsibility of Monmouthshire County Council and views were welcomed from towns.

The Chairman thanked officers for attending and presenting detailed mandates, in summing up we noted the following:

Concerns were expressed that there was not enough information available to scrutinise the budget, with just the peripheral information.

Concern expressed by members in relation to all mandates, that there were high aspirations and not all would be achieved.

Members were hopeful that aspirations would be achieved.

#### **4. SELECT COMMITTEE WORK PROGRAMME 2013-2014**

The Scrutiny Manager presented the Economy and Development Select Committee Work Programme.

The meeting ended at 12:50 pm.

**Minutes of the Special Economy and Development Select Committee  
held at County Hall, Usk  
on Wednesday 20<sup>th</sup> November 2013 at 10.00 am**

**PRESENT:** County Councillor J.L. Prosser (Chairman)

County Councillors: D.L.S. Dovey, D.J. Evans, D.L. Edwards, R.J.C. Hayward, P. Jordan, A.C. Watts and S. White.

Also in attendance County Councillors R. Greenland, P. Hobson, P. Murphy and V. Smith.

**OFFICERS IN ATTENDANCE:**

Mrs K. Beirne	- Chief Officer, Regeneration and Culture
Mr R. Hoggins	- Head of Infrastructure, Networks and Sustainability
Ms R. Rogers	- Heritage and Culture Service Transformation Lead
Mrs A. Jones	- Libraries, Museums and Arts Manager
Miss H. Ilett	- Scrutiny Manager
Mrs S. King	- Democratic Services Officer

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from G. Down, s. Jones and K. Williams.

**2. DECLARATIONS OF INTEREST**

Declarations of interest were noted under the relevant item.

**3. MUSEUM SERVICE BUSINESS PLAN UPDATE**

We received a report from the Heritage and Culture Service Transformation Lead which updated the Select Committee regarding progress of the Museums Service Business Plan, this was following a request made by the Economy and Development Select Committee on 11<sup>th</sup> July 2013.

Further information had been requested in relation to supplies and services. We were advised that a Fund Raising Officer had been appointed, to look into raising money through supporters; officers were in the process of setting up a development trust with charitable status, which would make more grants available to the service; a supporter scheme would be launched in the new year and other bids were in the pipeline, progress would be continually updated.

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Members were invited to ask questions regarding the business plan and during discussion we noted the following:

- Clarification was requested regarding the consultation that had been undertaken in relation to moving to Tourist Information Centres. We were advised that this had initially been undertaken in Abergavenny, also with the local history society and tourist association. Town Councillors had been invited to comment. On-going discussions were being held with the Brecon Beacon National Parks and it was noted that they were reviewing options of whether they would have a presence in Abergavenny.
- In Abergavenny, the public are familiar with the Tourist Information Centre and its location. Officers were sympathetic with it remaining separate but also highlighted that there were benefits from amalgamation.
- Strength of feeling opposing Chepstow was greater. The realisation was that a compromise was required. Officers were provided with an opportunity to look at areas of concern.
- A question was raised whether officers were aware the status of buildings that were occupied. We were informed that it was an issue of timing and buildings were required to satisfactory issue. More detail would be provided in business case mandates provided at the meeting on 27<sup>th</sup> November.
- The committee were advised that since July a block had been placed on non-essential expenditure, there was not a block on anything that would potentially generate income. Members were invited to provide views and ideas.
- The service would be considered as part of the budget saving process, looking at museums and Tourist Information Centres and how operations could be conducted differently. Issues would be considered, such as whether there was opportunity to use space more effectively, provision of facilities would also be considered.
- The expectation would be to enhance the service/officer for visitors, it was suggested that there could be a potential link with libraries and one stop shops.
- It was recognised that the business transformation and budget saving mandates were two different issues, but that costs were involved in making savings. In response, the business plan would consider how the service would be fundamentally reviewed in the long term and budget proposals would be presented in detail at the meeting on 27<sup>th</sup> November 2013.
- Concerns were expressed regarding the possible move in Abergavenny due to the location of the museum. There was no proposal to close the tourism service as it was recognised as a high worth to the economy, however, there was a significant budgetary impact to the authority in terms of running a

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number of separate buildings. It was identified that closing buildings would not be the same as closing a service.

- Significant tourism attractions and economic benefits were highlighted within the County, for example the cycle project and the Nelson collection.
- We discussed advantages and disadvantages of current buildings. However, it was noted that this would not be a 'one size fits all' solution.
- There was a requirement to generate income through the Shire Hall, with associated risks and constraints. The business plan would be the start of the process.
- Wider opportunities would be available through the Whole Place approach, particularly in Abergavenny and Caldicot.
- The business plan related to museums therefore, Caldicot was not included on this occasion. However, the area would be included within the business mandate proposals.
- It was reiterated to the committee that there was a £9 million budget gap and there was a requirement to re-think for re-design of services. Service areas were being considered in terms of new ways of working and change.
- A member highlighted that there was potential in Monmouth, regarding collections within the Museum, a query was raised whether any organisations have been approached to provide assistance. Confirmation was provided that organisations had been contacted and that the Fundraising Officer had discussed opportunities with key organisations.
- It was requested that a list of available buildings could be provided.
- Time pressures existed, therefore, proposals would not be significant and there was an expectation to not compromise ability for more radical changes in future years.
- Members recognised that one solution would not fit all. Officers confirmed that they were looking at moving staff together and considering if the service could be offered by merging staff.
- There was a requirement to meet timescales in the short term to achieve deadlines, significant changes would be considered in future years.
- Officers welcomed ideas and suggestions from members.
- Moving Tourist Information Centres was logistically a matter of scale, as it would be easier to move into Museums than vice versa.
- Community Involvement would be a key factor in consideration and submission of ideas.

## MONMOUTHSHIRE COUNTY COUNCIL

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In summing up the Chairman noted the following:

- Consultation
- Block on spending
- Clarified purpose of meeting
- Changes that are required
- List of buildings
- Still work in progress and a number of options available
- Budget mandate proposals to be received 27<sup>th</sup> November

We thanked the officers for attending and presenting details.

#### **4. DEFERRAL OF THE CONSULTANT'S REPORT ON CAR PARKING**

We welcomed the Head of infrastructure Networks and Sustainability and Cabinet Member for Community Development.

Apologies were offered to the members and chairman as the Consultants Car Park Review report had been expected, however, a draft had been received on the 14<sup>th</sup> November and timescales had been insufficient. There was a requirement for the report to be well received by officers, as it contained important and contentious issues, the report contains opportunities, interest to the public and all members should be briefed.

It was requested that the report could be rescheduled for a future date, as it would not form part of the budget setting exercise, could be received in early 2014.

Each town was considered separately within the report and issues included such as, new machines, additional parking, charges.

The portfolio had been taken by the Cabinet Member in the summer of 2013 and had promised a comprehensive review. The report had been compiled by consultants and was a summary of their findings, there was a requirement for the findings to be evaluated and positive/negative aspects assessed. The report would be appended to a covering Monmouthshire County Council report.

Members expressed disappointment that the report had not been presented, as expected.

It was noted that findings were comprehensive and all car parks had been included. We were advised that solutions were not identified within the report, therefore,

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additional time was required for Cabinet to consider the findings and prepare recommendations.

The Head of Infrastructure Networks and Sustainability advised that he would inform the Chairman of Economy and Development of a suitable date when the report would be submitted to the select committee.

We thanked Officers and Cabinet members for the explanation.

The meeting ended at 11.45am.





**Minutes of the Special Economy and Development Select Committee  
held at County Hall, Usk  
on Wednesday 27<sup>th</sup> November 2013 at 9.30 am**

**PRESENT:** County Councillor J.L. Prosser (Chairman)

County Councillors: D.L.S. Dovey, D.J. Evans, D.L. Edwards, R.J.C. Hayward, S. Jones, A.C. Watts and S. White.

Also in attendance County Councillors G. Howard, P. Murphy and V. Smith.

**OFFICERS IN ATTENDANCE:**

Mr R. Hoggins	- Head of Infrastructure, Networks and Sustainability
Mr R. O'Dwyer	- Property Business Services Manager
Mrs D. Hill-Howells	- Estates and Sustainability Manager
Ms R. Rogers	- Heritage and Culture Service Transformation Lead
Mrs A. Jones	- Libraries, Museums and Arts Manager
Mr M. Lewis	- Countryside Manager
Mr M. Booth	- General Manager, Shire Hall
Mrs N. Edwards	- Food and Tourism Strategic Manager
Miss H. Ilett	- Scrutiny Manager
Mrs S. King	- Democratic Services Officer

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from G. Down, P. Jordan, K. Williams and R. Greenland.

**2. DECLARATIONS OF INTEREST**

Declarations of interest were noted under the relevant item.

**3. MANDATE PROPOERTY SERVICES**

We received a proposal mandate for Property Services Staffing, Maintenance Budget Reduction and Procurement. Members were invited to comment and ask questions on the mandate and during discussion we noted the following:

- Discussions were held regarding the Joint Procurement Unit (JPU), we were advised that one model did not fit all and technical aspects would be covered in house. Internal resource would be required, however, external applicants would be invited if the appropriate resource was not available in house.

## MONMOUTHSHIRE COUNTY COUNCIL

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- Staff currently working on internal and external contracts. Opportunity for saving to be achieved through voluntary redundancy within a Management Administrative Post.
- In relation to statutory duties, the decorating budget and non-critical spends would be reduced. Non-essential work would not be undertaken.
- Concern was expressed regarding the condition of some properties. In response we noted that schools spending would be undertaken in a different manner. The property maintenance issues budget had been reduced and measures were in place to ensure that work was done appropriately.
- Historically there was a Direct Service Organisation in place, work was undertaken by consultants and DSO team. However, work currently undertaken by the property services team and contractors would be used for specialist contracts.
- Approximately 35 permanent staff were employed undertaking specialised office positions e.g. architect, engineer, Health and Safety Officer. The DSO team was efficient in small areas however, there was significant competition within the market for large jobs and outside companies were more economical, the organisation ceased at the time of the housing stock transfer.
- County Councillor S. White declared an interest as a member of Monmouthshire Housing Association.
- In comparison to other Local Authorities, Torfaen operated a similar service to Monmouthshire. Caerphilly and Blaenau Gwent provided a lot of work in house and Rhondda Cynon Taff have a small technical department with a significant number of procurement officers.
- Amalgamation with other local authorities had been discussed, in order to share resources and achieve savings.
- Contractors would be selected in accordance with European Procurement legislation, stipulation that the contractors are 30 miles within Monmouthshire.
- Clarification was requested whether contractors would be exposed to opportunities for contract and in the best interests of the County. We were advised that this was the case and agreed that the issue would be considered at a future meeting in more detail.
- £6 million spend on assets would ensure that they are kept in excellent condition, however, this would not be longer term value in relation to what has been done historically – continued maintenance is the bigger issue. Revenue and Capital budget considerations.
- Losing staff and experience in order to generate £55k savings, but skills transferring to existing staff, medium risk as skills in place and training programmes for development will be continued.

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- Danger of appointing new staff with current budget constraints, suggestion to remain with agency staff until the appropriate resource is achieved. Shared resource with other local authorities can be effective.
- Consultant brought in to offer training and support through the change process.
- Some risks associated with £30k saving through corporate building maintenance programme.
- Redistribution of budget in JPU (Joint Procurement Unit) to strengthen Councils procurement function, the funding will manage Monmouthshire, Tofaen and Newport commitment to the WPC (Welsh Purchasing Consortium).
- Councillor P. Murphy declared a personal interest as the chair of the WPC.

The Chairman thanked the officer for presenting the mandate and advised that proposals appeared rational, however, clarification was required in relation to how aspirational details of the mandate were. In response, it was noted that a level of contingency would be preferred, however, mandates were based on efficiency and were deliverable but there would be limited room for manoeuvre.

#### **4. PROJECT MANDATE – REDUCING PROPERTY NEED**

We received the project mandate for reducing property need, which identified options for rationalising the property portfolio. A number of property savings have been captured in other mandates and this mandate considers savings that have not been included elsewhere.

Savings were identified for Coed Glas, potential Hanbury House, Chepstow (subject to review by Accommodation Working Group) and an income from Innovation House, Magor. Income could be generated through re-letting the top floor of Innovation House, with the expectation of selling in the future.

Members were invited to comment and ask questions, during discussion we noted the following:

- Cost of Innovation House Magor, approximately £300k pa. Consideration being given to renting top floor to external organisation. Tenancy would become available and would be more attractive if guaranteed tenant. Information based on advice from external agents, nature of size and property. Offset revenue cost and would make more attractive.

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- Concerns were expressed regarding car parking at the new Usk Headquarters. It was noted that investigations were underway looking into additional land available.
- Hanbury House Chepstow, currently accommodates youth service and social services. Social Service anticipated relocation to Abergavenny.
- Concerns expressed regarding leasing of the top floor of Innovation House. Clarification was requested regarding approximate income – estimate was provided of £50k. Income would offset running costs, if the property was retained as an asset.
- Further information would be provided regarding the role and responsibilities of the Accommodation Board.
- Wales Building 2 has 2 year lease and then relocation would be considered.

#### **5. BUSINESS CASES – MUSEUMS, CASTLES AND TOURISM**

We received a report from the Heritage and Culture Service Transformation Lead which presented the business cases for project mandate 6, Museums, Castles, Tourist Information Centres and Tourism. Members were invited to scrutinise the business cases that formed the mandate, which were broken down into areas as follows:

- Museums and Tourism
- Caldicot Castle
- Tintern Old Station
- Shire Hall

During discussion the following points were noted:

##### **i) Caldicot Castle Country Park**

- Countryside took over in 2011, since that date there has not been any profit/excess income.
- Park and castle would be considered as a single unit – discussions being undertaken with the Town Council.
- Signed up to Screen Wales as a filming venue.
- Further developments needed for marketing events and promotion. £12k spent on marketing in 2012/13, local distribution not as good as expected – issue needs to be addressed.
- Town Council would be able to access grants that Monmouthshire County Council would not have access to.

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- Members wanted confidence that figures were realistic and were advised that staff savings would be achieved through reduced opening hours, free entry, streamlined operations, streamlined support service and fully integrated operational elements. However, this would need to be in place for April 2014.
- Increased commercial events would be introduced and a clearer profit margin would be put in place, particularly for weddings where income/expenditure had drawn even.
- £60k income visitor figures through free entry and events was highlighted as ambitious but not unachievable.
- Fees for external events i.e. Welsh Perry and Cider Festival would be negotiated to maximise potential income.

#### **ii) Old Station Tintern**

- Confident in proposals and commended on awards and work at the station.

#### **iii) Shire Hall**

- Clarity was requested whether the revision of the marketing strategy would have a negative impact. Recognised that the Shire Hall had the potential to be hub of community and used by people as a work space.
- Reduced fees/services – shire hall budget funded a range of activities. Developments have occurred however, future focus will be operated within streams of the Shire Hall.
- Town Council pay to use the shire hall through a Service Level Agreement, but a shortfall has been identified in proportion to space used.
- Increase income through maximising the visitor experience i.e. guided tours. Requirement to target specific groups at specific times.
- Benefit to use rooms for catering and corporate events, also maximising use of multiple rooms at one time.

#### **iv) Museums and Tourism**

- Recognised that tourism profitable to Monmouthshire, however, further savings required to deliver same benefits to the destination.
- Proposed £15k savings by move of T.I.C.s into museums at Abergavenny. Chepstow relocation could potentially save £59k in year 1 and £20k in year 2.
- Highlighted that budget pressures mean that difficult decisions have to be made.

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- Members felt that there would be detrimental factors by moving T.I.Cs, such as compromising the effectiveness of museums.
- It was noted that further investigations would be undertaken regarding relocation of shop and combining museums and T.I.C.s.
- Service would be continued and staff would be trained, to ensure retention.
- Concerns were expressed that Museums and T.I.Cs provide different types customer service and meet different needs.
- Requirement to consider alternative options.
- Mandate to be reconsidered, especially in view of the withdrawal of Brecon Beacons National Park.
- Officer main focus would be on service provision, not building.
- There were significant concerns raised regarding the move of Tourist Information Centres and members did not agree with this aspect of the mandate.

The committee agreed that a member/officer group would be set up to discuss/consider options surrounding T.I.C.s.

Members accepted other parts of the mandate but strongly disagreed with the proposal for moving Tourist Information Centres in Abergavenny and Chepstow.

The meeting ended at 1:00 pm.

**Minutes of the Special Economy and Development Select Committee  
held at County Hall, Usk  
on Thursday 12<sup>th</sup> December 2013 at 10.00 am**

**PRESENT:** County Councillor J.L. Prosser (Chairman)

County Councillors: D. Evans, D. Dovey, D. Edwards, R.J. Hayward, A.C. Watts and S. White.

Also in attendance County Councillors R. Greenland and G. Howard.

**OFFICERS IN ATTENDANCE:**

Mrs K. Beirne	- Chief Officer, Regeneration and Culture
Mrs T. Norris	- Improvement Officer
Mr R. Jones	- Improvement Support Officer
Miss H. Ilett	- Scrutiny Manager
Mrs S. King	- Democratic Services Officer

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from County Councillors G. Down, P. Jordan, K. Williams and P. Murhpy.

**2. DECLARATIONS OF INTEREST**

Declarations of interest were noted under the appropriate agenda item.

**3. WHOLE AUTHORITY STRATEGIC RISK ASSESSMENT 2013-16**

We received a report from the Improvement Officer which provided an opportunity for select committee members to challenge the draft whole authority strategic risk assessment for 2013-16.

Members were asked to consider the strategic risks presented for 2013-16 and challenge whether:

- All relevant risks facing the authority are captured, but particularly those within the Economy and Development Select Committee profile.
- The nature of the risks and the impact is based on sound evidence.
- The actual risk scores for 2013-14 and projected risk scores from 2014-2016 have been assessed accurately.
- The mitigating actions in managing the risks are likely to be effective in either reducing the risk levels or at least preventing them from escalating further.
- Any risks should be added or removed.

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The committee were provided with a short guide on members' responsibilities for risk management, to assist in completing the activity.

Members were also asked to confirm the risks assigned to the Economy and Development Select Committee.

The council's responsibility to identify and manage its strategic risks stems from the Wales Programme for Improvement Circular 28/2005. In recent years this guidance has been underpinned by the Local Government (Wales) Measure 2009. The risk assessment for 2013-16 has been prepared by:

- Reviewing the progress and impact made in reducing the risks listed in the strategic risk assessment 2012-15.
- Drawing on new evidence available such as the service plans for 2013-16, recent regulators' and inspectors' reports, current and trend performance information and where possible, feedback from service users and outside organisations that the authority works with.
- Gathering information from Department Management Teams and Senior Leadership Team.

There are now 13 strategic risks registered from 2013-16 as opposed to 24 registered last year for 2012-15. Some have been removed as they had been adequately addressed, some were deleted as perceived as too operations and some have been rationalised to bring issues closer together as they would be closely associated.

Members were invited to ask questions and comment. During discussion the following points were noted:

- Members were advised that the report included the whole authority risk assessment, therefore the complete document could be considered, however the committee may just want to look at ones within remit. We agreed to go through the whole risk assessment page by page.
- Risk 2. Would be amended, we were advised that the actual risk would state '*A small group of vulnerable children may be exposed to significant harm*'. The remaining content would be included in the reason column.
- Risk 3. Rationalised previous risks 2 & 5. A query was raised regarding the content of the risk, it was felt that the risk related to poverty/social exclusion and mitigating factors would be to build more affordable housing. In response we noted that more information had become available on Welfare Reform over the past few months, predominately in relation to affordable housing, but a wide range of areas would be covered. Housing is an important part, which is being delivered well, however, further work is needed. Poverty comprises several different components. Single integrated plan would not disclose duty but an appropriate anti-poverty strategy was required for the future.



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- It was felt that the risk should be split into two risks, as originally listed. Officers confirmed that work would be undertaken to list one risk with two sub sets, housing and poverty.
- Discussions were held regarding foster care and the requirement for Monmouthshire County Council to be competitive with other local authorities. It was agreed that there was a requirement for an anti-poverty strategy.
- It was suggested that a review of foster care services was also undertaken.
- Clarification was requested whether enough officers were in post to carry the authority through significant change. We were advised that capacity was low but work could be explored with partners and associates. The risk surrounded the need to respond the economic climate and delivery of services in the future.
- Members expressed significant concern as some risks were listed as policy statements. It was agreed that there was a requirement to identify the specific risk. Officers confirmed that the risk relating to SRS would be rephrased.
- Clarification was requested whether the authority was keeping up with the speed of technological change. The committee were advised that various schemes would be considered in relation to high speed broadband and connectivity. It was an aspiration to use schools when they are not in use and we will need to maximise capacity and better levels of connectivity in order to achieve this.
- In order to take advantage of digital activity there would be a requirement for someone to take the lead and have knowledge of digital enhancement. The committee recognised the significant importance of effective and efficient broadband. There would be a requirement to digitally enhance capabilities or there would be difficulty in meeting bigger challenges, if this failed then bigger risks could result.
- Any investment in services is being done invest to generate or invest to redesign. SRS provide team support and service, but the risk is a wider county issue. Significant digital developments have been made in the past few years and there is a requirement for the future to ensure that Monmouthshire County Council has the leadership to get to the front of technology and develop leadership to take us forward to next steps.
- It was recognised that the risk was reframed from 2012/2015, therefore, it was agreed that comments would be incorporated to clarify the risk including the issue of technological capability.
- Members agreed to recommend to officers that Risk 4.should be changed from Medium to High for three years, unless circumstances change.
- The committee requested that an alternative format was used in presentation of the risks. Members were reminded to consider the risk management policy and guidance that explains how to use a matrix on two axis to score risks using a level of probability (representing the likelihood of risks happening) and a level of impact (representing the consequences if the risks happen).

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- It was requested that Risk 12. could be rephrased and the words *concern of* be removed.
- Discussions were held regarding Risk 13, two issues were identified, one related to 21<sup>st</sup> century schools and one related to sale of assets. We were advised that the risk related to timing and the need to achieve an appropriate value. The committee requested that all options were used when property and land reviews were undertaken, to ensure best value for money at the appropriate time.

#### 4. DRAFT OUTCOME AGREEMENT 2013-16

We received a report from the Improvement Support Officer which consulted members on the draft Outcome Agreement 2013-16 between the Council and Welsh Government.

It was requested that members considered the draft Outcome Agreement 2013-16 and provide any feedback to finalise the agreement before it is presented to Cabinet for approval. The whole draft Outcome Agreement was provided but members were asked to focus particularly on those themes in the agreement relevant to the committee portfolio.

The Outcome Agreement would result in approximately £800,000 grant funding to the council annually.

Members were invited to ask questions and the following points were noted:

- Officers advised that there were a number of elements that the themes contributed to, one is that people receive the help they need to live healthy and fulfilled lives. There are a lot of sub elements included within it, but priority is detailed in the main report section. The report would not include details of health provisions within the area. The Chairman suggested that it would be the responsibility of the health board and there was a requirement to consider how this document was conveyed to the health board. A query was raised whether it should be reflected that the authority engages with the health board.
- A member noted that the purpose of the report would be to achieve funding and the report should be approved. Officers confirmed that the document would need to be achievable for the grant to be received.
- The Committee agreed with Theme 3. Poverty and material deprivation.
- Various wards were identified and clarification was provided that low income households were present in Wales, however, there was a variation in different social economic circumstances. Monmouthshire County Council were perceived as good but issues needed to be addressed in pocket areas.
- A statistical assessment and analysis was undertaken, through the Welsh index of Multiple Deprivation, and proportionate need was considered which

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### Minutes of the Special Economy and Development Select Committee held at County Hall, Usk on Thursday 12<sup>th</sup> December 2013 at 10.00 am

resulted in Thornwell, along with other areas being identified. Theme 4 and Theme 5 were noted.

- Members agreed to progress with the report.

#### **5. IMPROVEMENT OBJECTIVE 3 AND 5 SIX MONTHS PERFORMANCE REPORT 2013/14**

We received a report from the Improvement Support Officer which presented to members performance against the Improvement Objectives set in the Improvement Plan 2013-16, which were agreed at Council in June 2013.

Objectives 3 and 5 were covered in the remit of the Economy and Development Select Committee and were noted as follows:

- 3. "We will help to regenerate our towns and assist in creating employment opportunities within the county".
- 5. "We want to remain an efficient and effective organisation, delivering our priorities in conjunction with key partners, stakeholders and citizens, amidst significant on-going financial constraints".

The committee were invited to scrutinise the Performance reports to assess progress and performance against the objectives and that members explore any areas of underperformance or lack of progress as considered appropriate within the Officer(s) and Cabinet member responsible, to seek assurance of future activity where they conclude that performance needs to improve.

Members were invited to ask questions and the following points were noted:

- Clarification was requested regarding the Severnside Project Board. We were advised that Caldicot Town Council were keen to work with Monmouthshire County Council and develop a good relationship. Caldicot had also established a town team, which the Town council supported. However, two groups had undertaken work individually, therefore, the project board would collaborate representatives from both and work positively.
- Officers advised that it would be the responsibility of individual areas to decide how town teams are represented, however, it was highlighted that they are not decision making bodies and would need to report to programme board, structures and safeguards were in place. It was suggested that members take a position on the programme board.
- Monmouthshire Enterprise had provided assistance to new and existing businesses, it was confirmed that money had not been spent directly, however, contact had been established with loan/grant funds operated by Welsh Government. The authority had worked with businesses in a dedicated way through Monmouthshire Enterprise if assistance was required.

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- Businesses would be logged if comprehensive assistance and/or support was provided, this would be over and above the level of a phone call and at a reasonable level, third party support would not be considered as assistance.
- Adventa led plans are community funded, the officer leading process would be in discussion with community councils to instigate process, further information would be obtained regarding the process. It was noted that additional details were provided within the report.
- Discussions were held regarding number of safeguarded jobs. We were advised that this was a difficult area to target and it would be possible to safeguard jobs if a referral was received.
- Officers had been working with companies with a potential value of approximately £2million, an update would be provided at a future date.
- Further information was required regarding Accredited Neuro-linguistic programming (NLP). In response, we were advised that NLP is name of accredited body, trying to get staff to adopt coaching standard. The work undertaken by the Deputy Chief Executive as part of the people strategy, would gradually get to more people with strategy work and numbers were constantly increasing, competent managers were in place but new skill sets need to be embraced.
- The expectation was that people had the right attitude and were willing to try, there was a commitment of 30 hours, of personal time, required for the NLP programme which would teach different ways of learning, however, it was the decision of individuals to take part. Additional information could be provided to members, if required.
- Further information would be provided in relation to the compatibility of Office 365.

The Chairman thanked officers for attending and presenting the reports.

We discussed the date and time of the next meeting and agreed that the meeting would be held at 10.00am on the 9<sup>th</sup> January 2014, with a pre-meeting for the committee at 9.30am.

The meeting ended at 12:20 pm.

<b>SUBJECT:</b>	<b>BUDGET PROPOSALS 2014/15 to 2017/18</b>
<b>MEETING:</b>	<b>ECONOMY AND DEVELOPMENT SELECT COMMITTEE</b>
<b>DATE:</b>	<b>9<sup>TH</sup> January 2014</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>All</b>

## 1. PURPOSE:

- 1.1 To provide detailed proposals on the budget savings required to meet the gap between available resources and need to spend in 2014/15, for consultation purposes.
- 1.2 To consider the 2014/15 budget within the context of the 4 year Medium Term Financial Plan

## 2. RECOMMENDATIONS:

- 2.1 That Select committee scrutinises the budget savings proposals for 2014/15 released for consultation purposes and provide their response by the 31<sup>st</sup> January 2014.

## 3. KEY ISSUES:

### Background

- 3.1 Cabinet has received a series of reports on the MTFP and budget position for next year. In September Cabinet considered the significant financial challenge facing the Authority over the medium term, with the prospect that restrictions on public spending look set to continue for the foreseeable future. At this stage the gap projected in the MTFP was £22 million over 4 years, with an £8.8 million gap for 2014/15.
- 3.2 At a special Cabinet meeting in October a number of work areas for savings were identified and presented to Members with savings targets totalling £12.8 million over the MTFP. The net savings proposals to meet the gap in 2014/15 were generated through a combination of service changes, efficiency savings, income generation and innovative approaches to service design and delivery where possible. An assumption was also included for a 3% increase in council tax per annum over the four year period. However, this still left a gap of £2.4 million to find next year and £4 million over four years.
- 3.3 At the Cabinet meeting in November, Members received an update on the Medium Term Financial Plan. This report outlined the results of the Provisional Settlement, including the transfer of specific grants into Revenue Support Grant. The effect of the provisional settlement was taken into account in the MTFP model along with known significant pressures and assumptions previously agreed. The effect of the provisional settlement was to increase the gap to be closed to £9.43 million for 2014/15 rising to £20.5 million

in 2017/18. Taking into account the savings targets identified the gap for 2014/15 was now £2.9 million.

3.4 At that time the indicative settlement for 2015/16 showed an average reduction across Wales of 1.8% and this was used in the MTFP model. On further reflection it is considered that as Monmouthshire usually fairs worse than the average in settlement terms (1% worse in 2014/15), a reduction of 2.8% has now been modelled. This adds a further £1 million to the gap.

### **MTFP Strategy**

3.5 The approach taken to developing the MTFP strategy has been to take a longer term view of the position both in terms of the forecast shortfall but also in identifying areas for achieving savings in the medium term. Many of these areas relate to service transformation pieces of work and require long lead in times to make the changes. This approach has been key to enabling a focus on the Council’s Single Integrated Plan with its vision of sustainable and resilient communities and 3 themes of the County’s Single Integrated Plan of; Nobody is left behind, People are capable, confident and involved, Our County thrives and their associated outcomes. This has also allowed the core priorities, as identified within the Administration’s Partnership Agreement, to be maintained, namely:

- direct spending in schools,
- services to vulnerable children and adults and
- activities that support the creation of jobs and wealth in the local economy,

3.6 The budget proposals contained within this report have sought to ensure these key outcomes and priorities can be continued to be pursued as far as possible within a restricting resource base. Chief Officers in considering the proposals and strategy above have been mindful of the whole authority risk assessment which has also recently been reviewed.

3.7 The following table demonstrates the links at a summary level that have been made with the 3 priorities, Single Integrated Plan and the strategic risks:

<b>Proposal</b>	<b>Link to Priority Areas / Single Integrated Plan</b>	<b>Link to Whole Authority Risk assessment</b>
Schools budgets have been protected, whilst savings have been sought from non-school budget areas	Direct Spending in schools is maintained People are Capable, confident and Involved Our County Thrives	Budget proposals are mindful of the risk around children not achieving their full potential
The revenue impact of capital investment in the future schools	Direct Spending in schools is maintained People are Capable, confident	

programme has been factored into the plan	and Involved Our County Thrives	
Social care budgets will see additional resources going into the budget for Adults social services and Children's social services	Services to protect vulnerable people Nobody is left behind	These proposals seeks to address the risks around more people becoming vulnerable and in need and the needs of children with additional learning needs not being met
The plan allows for the lead in time on the service transformation projects in Adults social care and Children's services for special needs, to ensure that the focus can be on developing services that are sustainable and improve the lives of individuals	Services to protect vulnerable people Nobody is left behind	
Changes to the housing team and investment in Discretionary Housing payments seeks to support the vulnerable but also support claimants into work based learning, training and Jobs	Services to protect vulnerable people Nobody is left behind Our County Thrives	Seeking to mitigate the risks around homelessness and the impact of welfare reform
Work has started on reshaping the leisure and tourism offer to ensure it supports the creation of jobs and wealth in the local economy.	Activities that support the creation of jobs and wealth in the local economy Our County Thrives	
The drive for service efficiencies savings has continued across all service areas in order to avoid more stringent cuts to frontline services	This transition to new service models contributes to the aims of creating a sustainable and resilient communities.	Addresses risks around the ability to sustain our priorities within the current financial climate
The need to think differently about what services should be delivered, how they should be delivered and	This transition to new service models contributes to the aims of creating a sustainable and resilient communities.	

<p>what income can be generated has been a clear imperative in working up the proposals.</p>		
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3.8 The process adopted of capturing ideas through mandates and then developing more detailed mandates and business cases has sought to improve and formalise the links between individual budget proposals, the key priorities of the authority and the strategic risks from the whole authority risk assessment. This is the first year this approach has been used and inevitably there will be room for improvement in future years.

**Savings Targets**

3.9 Since the October report, further work has been completed on the savings areas originally identified and many of the savings mandates have been considered by Select committees. Cabinet have considered the views of select committees and further work has led to targets being refined, some increasing and other decreasing, with a net increase of £52k on the original target set. In some cases the saving target has remained the same but the shape of the proposal to achieve the target has changed. The Appendix 1 includes a summary sheet of all the proposals with shaded columns showing the revised position as it now stands.

3.10 In addition, a series of community events have been held and ideas captured from those events have identified a further 82 ideas to explore. Some of the ideas put forward are already being considered in the proposals attached to this report or have helped to reshape the proposals e.g. One Stop Shops and Libraries proposal and the Tourism proposals. Other ideas will require further investigation to establish if they are feasible for future years. There were in excess of 20 ideas generated by the community that did not feature in the current budget mandates. These included changes to the use of community assets, developing new technology solutions and reviewing terms and conditions to make services more efficient.

3.11 The Leader and Chief Executive have held staff sessions throughout the authority meeting over 1000 staff and this has also generated further ideas, many of which have been implemented immediately. The extent of the engagement so far has certainly been valuable in providing a base from which further engagement can be undertaken, a bank of individuals have expressed their interest in working further with us on the challenges being faced.

3.12 It is recognised that more emphasis has been put on the 2014/15 proposals and figures in order to set the budget and close the gap for next year. This has been the focus of the work taken through Select Committees. The individual proposals are outlined in Appendix 2 and have been through an initial equality challenge, the results of which are linked to each proposal.

3.13 Work is continuing on the need to address the longer term issue of a reducing resource base. It is expected that further mandates and business cases outlining the detail to address the savings targets in the latter years of the MTFP will continue to be worked up



and submitted for scrutiny through select committees. This will ensure that the work needed to balance the MTFP is undertaken now in order to deliver savings in the later years of the plan.

### **Additional Pressures**

- 3.14 At the 4<sup>th</sup> December Cabinet meeting members considered the month 6 revenue forecast position, which is currently showing an overspend position. The analysis and issues arising from this are explored in that report, however the potential impact on 2014/15 has also been assessed. Analysis of the overspend in Children's social services has identified that there is an underlying overspend relating to increasing numbers of children placements and whilst this is a volatile budget, it is considered that there is an underlying trend that will continue into 2014/15. In recognition of this the 2013/14 pressure has been retained in the budget figures for 2014/15 in the sum of £400,000. There is a risk that this will still not be enough to cover the pressure in this area whilst work continues to further improve the situation. In these circumstances, it is proposed that for next year only, the Priority Investment reserve provides scope to ensure that costs are covered in the event that the pressures cannot be contained within the overall budget.
- 3.15 Analysis of the 2013/14 budget savings to be achieved has also been undertaken. Further progress has been made in this area, resulting in a reduction in the pressure to be carried forward from £614,000 to £236,000.
- 3.16 The Capital MTFP was also considered by Cabinet at its meeting on 4<sup>th</sup> December 2013, and the revenue impact of this has now been reflected in the revenue MTFP, including revised treasury forecasts as a result of expected cash flows, and the need to borrow externally rather than internally. The net impact of 21<sup>st</sup> century schools has also been reviewed and separately identified in the pressures list. Together these adjustments increase the pressure in the first two years of the plan and reduce the impact in the last two years, mainly due to the timing of capital receipts and profile of capital spend.
- 3.17 Grant funding streams have been reviewed and a pressure of £232,000 has now been included for Waste which mainly relates to an 8.6% reduction in the Sustainable Waste Management Grant.
- 3.18 A one off cost relating the LDP for consultants, the Inspector and examination has historically been met from reserves and a further pressure of £350k has been identified over the next 3 years which it is suggested should continue to be met from earmarked reserves.
- 3.19 Overall the total list of pressures has reduced by £67,000 and the revised list is contained in Appendix 3 with the shaded columns showing the changes that have been made. It should be noted that other pressures within services are required to be managed within Directorates.

### **Council Tax**

- 3.20 The Council Tax increase in the budget has been retained at 3% per annum across the MTFP. In addition the demand for Council Tax Reduction Scheme payments has been assessed as reducing by £100,000 next year based on the forecasts being projected forward from the current year activity.

### **Summary position**

3.21 In summary the following position has been established:

	2014/15	Revised 2014/15	2015/16	Revised 2015/16	2016/17	Revised 2016/17	2017/18	Revised 2017/18	TOTAL	Revised
	£000	£000	£000	£000	£000	£000	£000	£000	£000	Total £000
Budget shortfall 10th Oct 2013	8,822	8,822	4,993	4,993	5,413	5,413	2,866	2,866	22,094	22,094
Adjusted base for Provisional Settlement	7,344	7,344	9,975	10,975	11,637	12,637	13,511	14,511	42,467	45,467
Pressures	2,069	2,002	2,261	2,651	6,013	5,780	7,005	6,177	17,348	16,610
<b>Revised shortfall</b>	<b>9,413</b>	<b>9,346</b>	<b>2,823</b>	<b>4,280</b>	<b>5,414</b>	<b>4,791</b>	<b>2,866</b>	<b>2,271</b>	<b>20,516</b>	<b>20,688</b>
Savings targets	(5,211)	(5,263)	(3,457)	(3,102)	(2,805)	(2,805)	(1,310)	(1,310)	(12,783)	(12,480)
Council Tax income	(1,254)	(1,354)	(1,289)	(1,289)	(1,324)	(1,324)	(1,361)	(1,361)	(5,228)	(5,328)
<b>Adjusted budget gap</b>	<b>2,948</b>	<b>2,729</b>	<b>(1,923)</b>	<b>(111)</b>	<b>1,285</b>	<b>662</b>	<b>195</b>	<b>(400)</b>	<b>2,505</b>	<b>2,880</b>

3.22 This leaves a gap of £2,880,000 still to be found over the 4 year period. The following options are being considered for meeting this gap:

- Reduce the non-pay inflation factor in the model by 1%, this saves £650,000 but would put pressure on every budget to find efficiency savings to manage a reduction in the inflation element provided in the budget. Managers are currently considering the implications of this on their services.
- Reduce the amount of funding for increments included in the model. Currently there is £750,000 included, however following a review of the costs this year; it is considered that the budget can be reduced by £400,000 as more staff reach the top of their JE grade.
- Reduce the travel allowances budget by £100,000 encouraging officers to make more use of the video conferencing facilities available in the offices
- Reserve fund the spike in the treasury costs of £297,000 for one year only
- Seek savings from some of the cost centres such as public health, legal and land charges where there has not yet been a contribution made, this could contribute £158,000. The implications of these savings on services are currently being assessed and further mandates will be provided with these details during the consultation period.

3.23 The proposals above would reduce the gap above to £1,049,000, for next year and £1.497 million over the four years of the MTFP see Appendix 4.

3.24 The final settlement is expected on 11<sup>th</sup> December 2013, however there is not expected to be a major change from the provisional position. There is still a significant lack of information on specific grants. Any changes will be verbally reported at the Cabinet meeting.

## Reserves strategy

- 3.25 Earmarked reserve usage over the MTFP is projected to decrease the balance on earmarked reserves from £15.5 million at the start of 2013/14 to £6.9 million at the end of 2017/18. (Appendix 5) Taking into account that some of these reserves are specific, for example relating to joint arrangements or to fund capital projects, this brings the usable balance down to £4 million.
- 3.26 Whilst every effort will be made to avoid redundancy costs the only budget in the MTFP relating to these costs is for school based redundancies, included as a pressure of £325,000. The Policy has also recently been revised, so the cost of redundancies should be reducing. Protection of Employment policy will be used to ensure redundancy is minimised, however, it is expected there may be some that are inevitable and reserve cover may be required for this, possibly in the region of £500,000 per year. Over the MTFP this could require £2 million reserve funding cover, if services are unable to fund the payments from their budgets.
- 3.27 The volatility of the Children's social services budget is going to be supplemented for 2014/15 with further funding, however if it is proposed to earmark the Priority Investment Reserve for next year to cover further pressures if they are not able to be contained.
- 3.28 The cost of producing the LDP has historically been met from reserves and a further pressure of £350k has been identified over the next 3 years which it is suggested should continue to be met from earmarked reserves.
- 3.29 Recent work on the Treasury implications flowing through the MTFP has identified a spike in costs in 2014/15. Previously the Treasury Equalisation reserve has been used to even out the potential need for temporary funding. If this is used in this case this would draw £297,000 of reserve funding.
- 3.30 The resulting impact on earmarked reserves would be to take the usable balance down to below £1 million at the end of the MTFP period.

### **Next Steps**

- 3.31 The information contained in this report constitutes the budget proposals that are now made available for formal consultation. Cabinet are interested in consultation views on the proposals and how the remaining gap may be closed. There is therefore a further opportunity for Members, the public and community groups to consider the budget proposals and make comments on them.
- 3.32 Public engagement sessions (to include the formal requirement to consult businesses) will be held on the following dates:

Thursday 9<sup>th</sup> January – Caldicot School

Tuesday 14<sup>th</sup> January – Chepstow School

Wednesday 15<sup>th</sup> January – Abergavenny (leisure centre hall)

Saturday 18<sup>th</sup> January 10-4pm - Abergavenny Market Hall

Usk Memorial Hall TBC: Dates suggested are Tuesday 7<sup>th</sup> , Thursday 16<sup>th</sup> and Wednesday 22<sup>nd</sup> January.

Monday 20<sup>th</sup> January - Monmouth School (awaiting confirmation)

The purpose of these events is two fold; to provide feedback from the initial round of community engagement events but also to allow a broader consultation around the actual budget proposals.

#### Select Committee Scrutiny of Budget proposals

7<sup>th</sup> January at 10am – Strong Communities (budget scrutiny)

9<sup>th</sup> January at 9am until 4pm – Economy and Development (budget scrutiny all day)

20<sup>th</sup> January at 2pm - Children and Young People (budget scrutiny)

28<sup>th</sup> January at 10am – Adults (budget scrutiny)

29<sup>th</sup> January at 2pm – Joint Select Committee to scrutinise final budget proposals

#### Combined Area committees dates

Sevenside Area Committee – 29<sup>th</sup> January 2014

Bryn y Cwm and Central Monmouthshire Area Committee – 15<sup>th</sup> January 2014

- 3.33 The consultation period will end on 31<sup>st</sup> January 2014 and consultation responses will be considered by Cabinet before final budget proposals are presented to Cabinet on 12<sup>th</sup> February 2014 with a recommendation to full Council to set Council Tax on 27<sup>th</sup> February 2014.

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

- 4.1 To agree budget proposals for 2014/15 through to 2017/18 for consultation purposes

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

As identified in the report and appendices

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

The equality impacts of each individual saving proposal have been initially identified in the assessment and are linked to the saving proposal document. No significant negative impact has been identified. Further consultation requirements have been identified and are on going. Further assessment of the total impact of the all the proposals will be undertaken for the final budget report.

The actual equality impacts from the final budget report's recommendations will be reviewed and monitored during and after implementation.

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

SLT

Cabinet  
Head of Legal Services  
Head of Strategic Personnel

**8. BACKGROUND PAPERS:**

Appendix 1: Budget proposals summary  
Appendix 2: Individual proposals – detailed mandates or business cases with attached equality impact assessments  
Appendix 3: Revised Pressures list  
Appendix 4: Summary position  
Appendix 5: Reserves position

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## Appendix 1: Budget proposals

No.	Dir		Target	Revised	Target	Revised	Target	Revised	Target	Revised		Revised	
			Saving	Saving	Saving	Saving	Saving	Saving	Saving	Saving	TOTAL	TOTAL	
			2014/15	2014/15	2015/16	2015/16	2016/17	2016/17	2017/18	2017/18			
		Identification phase	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)			
		<b>Adjusted Budget Shortfall 2017/18</b>	<b>9,413</b>	<b>9,346</b>	<b>2,823</b>	<b>4,280</b>	<b>5,414</b>	<b>4,791</b>	<b>2,866</b>	<b>2,271</b>	<b>20,516</b>	<b>20,688</b>	
		<b>ADULT SELECT</b>											<b>Comments</b>
2	RC	Collaboration on housing services and development of careline services	(30)	(30)	(35)	(35)	(40)	(40)	0	0	(105)	(105)	Commercialisation of careline service, one housing solutions service with TCBC focussed on enabling wider access to housing options and providing greater scope for increasing the resources with which to address housing need and homelessness
3	SCH	Community meals increase take-up	(30)	(30)	0	0	0	0	0	0	(30)	(30)	Mainly about increasing customer base
4	SCH	Community meals - service transformation	0	0	0	0	(100)	(100)	(100)	(100)	(200)	(200)	Developing sustainable long term model for meals, target is to aim for a cost neutral service
9	SCH	Practice change - reduction in flexible budget/contingency	(277)	(277)	0	0	0	0	0	0	(277)	(277)	Working with individuals, families and communities to find sustainable solutions
10	SCH	Redesign day provision in line with My Day/My Life	(160)	(160)	0	0	0	0	0	0	(160)	(160)	Reconfiguring day provision for people with Learning disability
19	CYP	Adult Education	(90)	(90)	0	0	0	0	0	0	(90)	(90)	Cost reduction through reducing overheads and premises costs
23	SCH	SCH restructuring: Direct care (£89k), Children's/Adults teams (£50k), Commissioning team (£31k)	(170)	(163)	0	0	0	0	0	0	(170)	(163)	Staffing efficiencies
24	SCH	SCH Transition project staff transfer to Bright New Futures	(14)	(14)	(14)	(14)	(12)	(12)	0	0	(40)	(40)	Combining our initiative with Bright new futures to establish a shared service model
33	SCH	Sustaining Independent Lives in the community	(123)	(123)	(260)	(260)	0	0	0	0	(383)	(383)	Cabinet report and business case presented on 2nd Oct 2013, aim is to divert people from needing statutory services through Local Area Co-ordination and small local enterprises
34	SCH	Adult Social Care Service Transformation	0	0	0	0	(728)	(728)	(700)	(700)	(1,428)	(1,428)	Building on the current integrated model as part of the wider redesign of social care
		<b>Sub Total Adult Select</b>	<b>(894)</b>	<b>(887)</b>	<b>(309)</b>	<b>(309)</b>	<b>(880)</b>	<b>(880)</b>	<b>(800)</b>	<b>(800)</b>	<b>(2,883)</b>	<b>(2,876)</b>	
		<b>CHILDREN &amp; YOUNG PEOPLE SELECT</b>											
7	RC	School meals -increase price, market and expand service	(130)	(69)	0	0	0	0	0	0	(130)	(69)	Increase in school meal to £2.00, currently £1.65 infants and £1.80 junior based on an estimated 397,058 meals
14	RC	Home to School Transport - fundamental review of policy	(95)	(95)	(115)	(115)	(210)	(210)	(210)	(210)	(630)	(630)	Fundamental policy change - £420k - based around nearest school policy. Withdrawal of subsidy for post 16 transport.
16	CYP	Schools delegated budgets	(434)	(434)	0	0	0	0	0	0	(434)	(434)	Proposal is about finding opportunities to reduce costs in schools. Schools budgets will be protected at cash limit, this means no pay inflation and or non pay inflation is provided for in funding.
17	CYP	Review ISB - ALN contingency	(150)	(140)	0	0	0	0	0	0	(150)	(140)	Currently a contingency budget is held centrally, proposals to reduce this budget by £75k and reduce staffing in the service by £65,000
18	CYP	School library service - combine with general library service	(30)	(30)	(20)	(20)	0	0	0	0	(50)	(50)	£50k is MCCs contribution to full year running costs of school library service, changes to service needs to be considered with TCBC
20	CYP	School Music service - reduction in subsidy	(50)	(50)	(50)	(50)	(50)	(50)	0	0	(150)	(150)	Total MCC contribution to schools music service is £260k, exploration of alternative models to reduce the subsidy required
21	CYP	Review of other Education collaborative arrangements - visually impaired/hearing	0	0	0	0	(70)	(70)	(100)	(100)	(170)	(170)	Reduction of contribution by half, needs of pupils will still need to be met, but an exercise around VFM will need to be done
22	SCH	SCH children's staff restructuring	(68)	(68)	0	0	0	0	0	0	(68)	(68)	Rationalising service delivery within children's services
35	CYP/SCH	Transformation of children's services for Special needs/additional needs/ Mounton House	0	0	(470)	(470)	(496)	(496)	0	0	(966)	(966)	Proposal will look at more effectively integrating and streamlining the current service offer, with what matters for the child and family being the core focus of the review.
		<b>Sub Total Children &amp; Young People Select</b>	<b>(957)</b>	<b>(886)</b>	<b>(655)</b>	<b>(655)</b>	<b>(826)</b>	<b>(826)</b>	<b>(310)</b>	<b>(310)</b>	<b>(2,748)</b>	<b>(2,677)</b>	





No.	Dir	Target Saving	Revised Saving	Target Saving	Revised Saving	Target Saving	Revised Saving	Target Saving	Revised Saving	TOTAL	Revised TOTAL	
		2014/15	2014/15	2015/16	2015/16	2016/17	2016/17	2017/18	2017/18			
		(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)			
	Identification phase											
	<b>Total savings</b>	<b>(5,211)</b>	<b>(5,263)</b>	<b>(3,457)</b>	<b>(3,102)</b>	<b>(2,805)</b>	<b>(2,805)</b>	<b>(1,310)</b>	<b>(1,310)</b>	<b>(12,783)</b>	<b>(12,480)</b>	
										0	0	
	Council tax funding	(1,327)	(1,327)	(1,367)	(1,367)	(1,408)	(1,408)	(1,450)	(1,450)	(5,552)	(5,552)	Based on recurrent 3% increases in Council Tax from 14/15 to 17/18
	CTRS payable on increased Ctax bills	183	183	188	188	194	194	199	199	764	764	Cost of council tax rises in terms of the increase in council tax benefit to be paid out
	Forecast reduction in demand for CTRS		(100)							0	(100)	Reduction in demand being modelled based on 2013/14 forecasts
	Council Tax Base	(110)	(110)	(110)	(110)	(110)	(110)	(110)	(110)	(440)	(440)	Increase in council tax generated through assuming continuing growth in number of properties
	<b>Net Council Tax</b>	<b>(1,254)</b>	<b>(1,354)</b>	<b>(1,289)</b>	<b>(1,289)</b>	<b>(1,324)</b>	<b>(1,324)</b>	<b>(1,361)</b>	<b>(1,361)</b>	<b>(5,228)</b>	<b>(5,328)</b>	
	<b>Total</b>	<b>(6,465)</b>	<b>(6,617)</b>	<b>(4,746)</b>	<b>(4,391)</b>	<b>(4,129)</b>	<b>(4,129)</b>	<b>(2,671)</b>	<b>(2,671)</b>	<b>(18,011)</b>	<b>(17,808)</b>	
	<b>Gap to be managed</b>	<b>2,948</b>	<b>2,729</b>	<b>(1,923)</b>	<b>(111)</b>	<b>1,285</b>	<b>662</b>	<b>195</b>	<b>(400)</b>	<b>2,505</b>	<b>2,880</b>	
										2,505	2,880	



## Appendix 2: List of Documents included in support of Budget proposals

No.	Dir	Original Mandates	Documents for Budget Proposals	Comments
		<b>ADULT SELECT</b>		
2	RC	Collaboration on housing services and development of careline services	2. Business case RC Housing	
			2.EQIA RC Housing	
3	SCH	Community meals increase take-up	3. Updated Mandate SCH community meals	
			3. EQIA SCH Community meals	
4	SCH	Community meals - service transformation	4. Cabinet approved mandate SCH Community Meals - Service transformation	Existing mandate approved by Cabinet on 10th October 2013, further work on later savings to be achieved will be reported in due course
8	All	Grants to micro finance and rationalise numerous grants to single organisations	8. Updated Mandate SCH All grants contract review, including EQIA	Covers £100k from SCH
9	SCH	Practice change - reduction in flexible budget/contingency	9. Detailed mandate SCH Practice Change, including EQIA	
10	SCH	Redesign day provision in line with My Day/My Life	10. Detailed mandate SCH My Day My Life Refocus, including EQIA	
19	CYP	Adult Education	19. Business case CYP Adults Education, including EQIA	
23	SCH	SCH restructuring: Direct care (£89k), Children's/Adults teams (£50k), Commissioning team (£31k)	23. Updated Mandate SCH staffing efficiencies in Direct care	Restructure report to go to Cabinet including EQIA
			23. Updated mandate SCH Commissioning reduction	Restructure report to go to Cabinet including EQIA
24	SCH	SCH Transition project staff transfer to Bright New Futures	24. Updated Mandate SCH Transition	Restructure report to go to Cabinet including EQIA
33	SCH	Sustaining Independent Lives in the community	No further documents needed	Cabinet already approved business case on this on 2nd October 2013, including EQIA
34	SCH	Adult Social Care Service Transformation	34 Updated mandate SCH Adult Social Care Transformation	Further work on later savings to be achieved will be reported in due course
			34. Business case Initiation document SCH Mardy Park, including EQIA	

<b>CHILDREN &amp; YOUNG PEOPLE SELECT</b>				
7	RC	School meals -increase price, market and expand service	7. Business case RC Primary school Meals service	
			7. EQIA RC Primary School Meals Service	
14	RC	Home to School Transport - fundamental review of policy	14. Part Business case Home to School transport, including EQIA	Part business case deals with savings for 2014/15, later savings will require a further business case
16	CYP	Schools delegated budgets	16. Detailed Mandate CYP School budget	
			16. EQIA CYP School budget	
17	CYP	Review ISB - ALN contingency	17. Business case CYP ALN contingency in ISB	
			17. EQIA CYP ALN contingency in ISB	
18	CYP	School library service - combine with general library service	18. Business case CYP Schools library service	
			18. EQIA CYP Schools library service	
20	CYP	School Music service - reduction in subsidy	20. Cabinet approved mandate CYP Gwent Music	Work is continuing with Gwent Music service to identify the savings and any possible impact on the service
			20. EQIA CYP Gwent Music	
21	CYP	Review of other Education collaborative arrangements - visually impaired/hearing	21. Cabinet approved Mandate CYP Other Collaborative Arrangements	Existing mandate approved by Cabinet on 10th October 2013, further work on later savings to be achieved will be reported in due course
22	SCH	SCH children's staff restructuring	22. Cabinet approved Mandate SCH Childrens restructure	Restructure report to go to Cabinet including EQIA
35	CYP/ SCH	Transformation of children's services for Special needs/additional needs/ Mounton House	35. Business case CYP and SCH Childrens Servces review of ALN Strategy	Further work on later savings to be achieved will be reported in due course

<b>ECONOMY &amp; DEVELOPMENT SELECT</b>				
1	RC	Development of Leisure Services	1. Business case RC Leisure services, with attached EQIA	
6	RC	Museums, Shirehall & Castles and Tourism	6. Business case RC Museums castles TICs Tourism	

			6, Equality Assessment RC Museums Castles TICs Tourism	
25	RC	Transport review and fleet rationalisation	25. Business case RC Fleet and Transport Management	
26	RC	Strategic Property Review (phase 2)	26. Business case RC Reduce Property Demand	
27	RC	Property services and procurement	27. Business case RC Property Services FM MGT Procurement, including EQIA	
28	RC	R & C Staffing restructures	28. Cabinet Approved Mandate RC Management and Administration staff structures	Restructure report to go to Cabinet including EQIA
31	CEO	ICT	31. Updated mandate CEO ICT proposal	

		<b>STRONG COMMUNITIES SELECT</b>		
5	RC	Sustainable energy initiatives	5. Cabinet approved mandate RC sustainable Energy	Existing mandate approved by Cabinet on 10th October 2013, further work on later savings to be achieved will be reported in due course
8	All	Grants to micro finance and rationalise numerous grants to single organisations	8. Business case ALL Grant Review, including EQIA	Covers £100k from RC, CYP and CEOs
11	RC	Highways - review of management arrangements, gritting schedules, verge maintenance, use of sub contractors	11. Detailed Mandate RC Highways Ops and Traffic management	
12	RC	Street Light savings	12. Business case RC Street Lighting	
			12. EQIA RC Street lighting	
13	RC	Street scene and pest control	13. Business case RC Street scene services incl pest control, including EQIA	
15	RC	Facilities - transfer functions to other providers	15. Business case RC collaboration or Transfer services to TCs and CCs, including EQIA	
29	CEO	CEO - efficiencies, including on line services, staffing structures	29. Detailed mandate CEO efficiencies and restructure	Restructure report to go to Cabinet including EQIA
30	CEO	CEO - OSS and libraries - staff efficiencies	30. Business case RC One Stop Shops and Libraries	
			30. EQIA RC One Stop Shops and Libraries	

36	RC	Cost neutral waste service	36. Business case RC Waste and Recycling, including EQIA	
37	RC	Waste Management - Project Gwyrdd	No further documents needed	Cabinet already approved business case and project underway

**AFFECTING ALL**

32	ALL	Review of additional payments	32. JAG Report CEO Additional payments	
			32. Itemisation CEO Additional payments	
			32. EQIA CEO Additional payments	

# 1. BUSINESS CASE – RC LEISURE SERVICES

## Development of Leisure Services 2014-15

Leisure Services have produced the following budget mandates in response to the medium term financial plan pressures. The service where possible has tried to ensure costs for children and vulnerable adults are not impacted adversely and tried to focus on positive income generation opportunities and ideas. The “Passport to Leisure Scheme” that gives 50% reduction in price to customers who receive benefits and 100% reduction for children in receipt of free school meals is still in place and the service needs to positively market this fact. The service has completed equality impact assessments and a meeting for the completion of these is set for Monday 4<sup>th</sup> November.

<b>Income &amp; Savings 2014/15 for Leisure Services</b>	
<b>Income</b>	<p><b>(1) £35k additional income will be made from Swimming</b></p> <p>This will come from the introduction of direct debits, changes to the programme /charging structure for WG 60+ swimming and an additional option for sauna usage. Leisure Mandates 1, 2, 3</p>
	<p><b>(2) £30k additional income made from Memberships</b></p> <p>This will be achieved by building on the existing approach to marketing, sales &amp; retention targets and exploring new markets i.e. personal training and weight loss classes. Leisure Mandate 4</p>
	<p><b>(3) £15k additional income made by Sports Development and Junior Fitness sessions (NRG brand)</b></p> <p>This will be achieved by developing our sports course portfolio across the 5x60 programme inside the Schools leading to increased participation levels. Leisure Mandate 5</p>
	<p><b>(4) £5k additional income from a Training Academy (CYQ)</b></p> <p>We are looking at a prototype model for more training income from high level training courses. Leisure Mandate 6</p>
<b>Savings</b>	<p><b>(1) £40k cleaning provision, staffing &amp; training opportunities</b></p> <p>We are looking at reducing external cleaning provision costs and staffing costs at Duty Officer level whilst exploring new models including volunteers and NVQ across the sites. Leisure Mandates 7 &amp; 8</p>
	<p><b>(2) £9k efficiencies in ICT (Clarity &amp; Technogym)</b></p> <p>This will include the migration of the Fitness Suite Technogym Wellness System into a web based cloud format and amalgamation with the front of house till processing systems. Leisure Mandate 9</p>
<b>Total Savings</b>	<b>£134k</b>

# 1. BUSINESS CASE – RC LEISURE SERVICES

<b>Leisure Mandate 1 – Introduction of Swimming Direct Debit's and a 50 Week Lesson Programme</b>	
<b>Vision</b>	To introduce Direct Debit swimming memberships and to expand the swimming lesson programme to 50 weeks a year. To ensure every child has the best opportunity to learn to swim.
<b>Outcome</b>	To contribute to the Councils Medium Term Financial Plan. Deliver an additional £20k net income after additional staffing costs. To provide customers with the option to spread their payments throughout the year.
<b>Benefits</b>	Working towards every child becoming a swimmer. Encouraging children to swim more often. Increasing attendances to swimming and other activities through the leisure centres. Healthier children who are more active.
<b>Cost</b>	Additional staffing required to expand the programme to 50 weeks a year is approximately £17 - £20K.
<b>Why is proposal being developed</b>	To provide a continuous learning provision throughout the year. To spread cost of payment for customers across the year. To expand the programme to give customers greater choice. To allow children to progress through the programme seamlessly. Opportunity to maximise revenue.
<b>Threats</b>	Training the number of staff required to deliver the programme. Cost of training. Recent council efficiencies. New technology. Customers not wanting to take up the direct debit scheme. Attendances falling during summer periods.
<b>Opportunities</b>	Getting more people more active more often. Ability to manage the programme effectively. Opportunity to increase revenue.
<b>Current state &amp; future</b>	Swimming lessons are currently at 95% capacity (1800 children). We currently run lessons for 39 weeks a year with crash courses running during the school holiday. Customers currently pay for each term in advance. The proposal is to deliver a continuous programme running throughout the year for 50 weeks with a more innovative approach to delivery. Children will progress through the programme by continuous assessment and for those children on the Direct Debit programme there will be additional benefits i.e. structured sessions during term time and holiday periods. Based on the current programme and capacity being extended to run for an additional 11 weeks a year we could net a further £20k per year.
<b>Summary of recommended solution</b>	Build on the success and development of the current swimming programme.
<b>Return on investment</b>	<b>Additional £20k</b>



# 1. BUSINESS CASE – RC LEISURE SERVICES

<b>Leisure Mandate 2 - Sauna Charges</b>	
<b>Vision</b>	To encourage more use of underused facilities in wet side areas.
<b>Outcome</b>	To contribute to the Councils Medium Term Financial Plan and deliver an additional £5k income.
<b>Benefits</b>	Income generation. Encourage more customers to use the health suite facilities in addition to swimming.
<b>Cost</b>	No additional costs as the promotion will be introduced through current in house advertising and front of house upselling. It will also assist with better supervision of this area.
<b>Why is proposal being developed</b>	Reports into this area show the health suites are under occupied. The service believes this could be as a result of slightly overpricing and lack of promotion within the area. There is an opportunity to upsell the sauna by adding it as a complimentary activity at a cost of £1.00. The idea being that a small add-on price will encourage more of our customers to use the health suite more frequently.
<b>Threats Opportunities</b>	No real threats are associated with this initiative. Opportunity to increase the number of customers using the sauna.
<b>Current state &amp; future</b>	Current sauna/swim sales are low with only 825 recorded for 2012/13 over the four sites. The idea is to introduce a £1.00 charge for a sauna as an add on to a swim making it £4.20 in total (current price for sauna & swim £5.45).
<b>Summary of recommended solution</b>	To increase income generation through this area by introducing a small charge for use of the sauna as an add on when buying a swim ticket.
<b>Return on investment</b>	<b>Additional £5k</b>

# 1. BUSINESS CASE – RC LEISURE SERVICES

<b>Leisure Mandate 3 - Swimming Changes to 60+ Swimming</b>	
<b>Vision</b>	To bring the over 60's swimming provision back in line with the requirements of Welsh Government Free Swimming initiative.
<b>Outcome</b>	To contribute to the Councils Medium Term Financial Plan and deliver an additional £10k for the year.
<b>Benefits</b>	Income generation and to encourage customers to take up a senior centre membership. To use our Welsh Government Free Swimming settlement more effectively and to open up pool time for other users during holiday periods.
<b>Cost</b>	No additional costs as all advertising will be done in house.
<b>Why is proposal being developed</b>	We are currently delivering well over the minimum requirement by Welsh Government for the 60+ Free swimming initiatives. This has resulted in more of our settlement being spent on over 60's swimming and less funding available for providing free swimming for 16 years and under. The proposal is to bring our delivery of the programme in line with the current guidelines and to charge for 60+ swimming and structured activities outside of these times. This will allow us to put more of our resources towards achieving our agreed target and that of Sports Council Swim Wales and Local Authority of "Every Child A Swimmer".
<b>Threats</b>  <b>Opportunities</b>	Possible reduction in attendance levels for 60+ during holiday periods (currently 5361). Possible reduction in settlement from Welsh Government. Income generation and upselling of 60+ memberships. To provide more help to children who cannot swim and are not attaining National Curriculum standard (currently 20864 free public and 6067 free structured swims per year for children aged 16 years and under).
<b>Current state &amp; future</b>	We currently offer free swimming and free structured swimming activities to over 60's all year round. The proposal is to offer free swimming in term time only and outside of these times swimming will be charged at £2.40 per session (25% discount of an adult swim). We will also reduce the amount of structured sessions that are free to over 60's and bring in a reduced price for these sessions of 25% off the standard price.
<b>Summary of recommended solution</b>	To deliver WG Free Swimming initiative for 60+ and to use our settlement more effectively to work towards every child becoming a swimmer.
<b>Return on investment</b>	<b>Additional £10k</b>

# 1. BUSINESS CASE – RC LEISURE SERVICES

<b>Leisure Mandate 4 – Memberships, Personal Training &amp; Weight Loss Sessions</b>	
<b>Vision</b>	To grow our membership base and improve retention by creating a lifestyle product (diet & exercise).
<b>Outcome</b>	To contribute to the Councils Medium Term Financial Plan and deliver an additional £30k in revenue.
<b>Benefits</b>	A healthier, more active population contributing to reversing the obesity epidemic, whilst increasing footfall through the leisure centres.
<b>Cost</b>	Marketing materials (more targeted marketing) building on the success of the exiting marketing plans. The cost will come from within the existing marketing budget. Internal training for staff.
<b>Why is proposal being developed</b>	Opportunity to maximise revenue in Leisure Services. To strengthen partnership working with private sector and to open new avenues and target markets. Support people through sustainable weight loss activity. Interventions and behaviour change techniques. To create more leads, greater retention and generate additional sales and income. Looking to increase services and add a new income stream.
<b>Threats</b>  <b>Opportunities</b>	Local competition (low budget gyms & weight loss groups). Functional training centres. Recent council efficiencies. Staff and communities more involved (bigger say in what they want from citizen perspective – “What Matters” and Gymetrix Customer Surveys). New technology, targeting new markets. Health screening and exercise referral market. Additional services, revenue and secondary spend (weight loss and fitness suite merchandise). Upsell other areas of the business i.e. memberships. Incentives for Personal trainers to reduce their monthly costs whilst growing our membership database. PR opportunities and social media drive (success stories & testimonials).
<b>Current state &amp; future</b>	Currently the fitness service provision is in a healthy state of delivering a quality service (customer surveys). Obesity and diabetes levels are rising throughout the UK with almost half the population overweight and 1 in 4 people classed as clinically obese. We have 2761 current Direct Debit and Annual members and we would need to attract an additional 82 members for a 12 month period whilst maintaining our current membership base. More social interaction with our members (let’s move for a better

## 1. BUSINESS CASE – RC LEISURE SERVICES

	world – cloud based recording and incentives).
<b>Summary of recommended solution</b>	<p>An innovative marketing strategy.</p> <p>Build on existing work being done around sales and marketing (outreach work, lead generation, conversion rates).</p> <p>More targeted marketing and greater retention with innovative promotions and changes to the Refer a Friend Scheme.</p> <p>Build on the success and development of the existing weight loss and personal training initiative.</p>
<b>Return on investment</b>	<p><b>Additional £30k</b></p> <p>(£918k total income budget for area of fitness for 2014/15 including 2.5% increase on existing budget).</p>

# 1. BUSINESS CASE – RC LEISURE SERVICES

<b>Leisure Mandate 5 - Sport Development &amp; Junior Fitness (NRG)</b>	
<b>Vision</b>	Prepare our children & young people for engagement in sport & physical recreation.
<b>Outcome</b>	Get every child hooked on sport for life.
<b>Benefits</b>	A healthier, more active population whilst increasing footfall through leisure centres. Develop children's early developmental skills and hand, eye coordination etc.
<b>Cost</b>	Marketing materials, programme implementation (equipment & facilities) and additional staffing costs to deliver sessions.
<b>Why is proposal being developed</b>	Increase our current % of children hooked on sport (Wales's average 40% young people), Monmouthshire 42%. Opportunity to maximise revenue in Leisure Services and ensure children are experiencing our fitness suites. An opportunity to explore new ways of working with partners, volunteers and community sport clubs.
<b>Threats</b>  <b>Opportunities</b>	21 <sup>st</sup> Century schools. Sport Wales core funding reductions. Develop a strong brand encompassing all sporting activity – Sport Camps. Staff and communities more involved (bigger say in what they want from citizen perspective). Targeting new markets, through customer feedback and National surveys (School Sport Survey 2013 & Active Adults Survey 2012). Develop National Governing Body of sport targets and core programmes.
<b>Current state &amp; future</b>	Currently the sports provision & participation is in a healthy state (42% children hooked on sport, 55% sport club membership & 38% use of leisure centres once a week – via School Sports Survey 2013). Exploring new markets through targeting under 7's provision (play-to-learn & dragon multi skills).
<b>Summary of recommended Solution</b>	Establishing a sport delivery brand/product that children & young people can access and continue to access through their lives.
<b>Return on investment</b>	<b>Additional £15k</b> 250 young people x 20 sessions each @ £3 = £15k Potential to submit application for external funding up-to £10k grant funding to support start-up of project through Sports Wales LAPA additional project fund.

# 1. BUSINESS CASE – RC LEISURE SERVICES

<b>Leisure Mandate 6 - Training Academy (CYQ – Central YMCA Qualification)</b>	
<b>Vision</b>	To develop and implement a training academy within leisure services.
<b>Outcome</b>	To contribute to the Councils Medium Term Financial Plan. The opportunity to provide in house training for many areas of the business. Delivering an additional £5k in revenue.
<b>Benefits</b>	Increasing professional based qualifications to allow individuals to deliver and provide services whilst increasing income to leisure services for hosting and providing the training.
<b>Cost</b>	Limited marketing materials (to promote courses) to develop and implement this arm of the business. Set up costs to become a CYQ (£300 set up) & IQL training centres. Set up costs for additional courses offered (£25 per CYQ course).
<b>Why is proposal being developed</b>	Opportunity to maximise revenue in Leisure Services. New ways of working with training providers which has opened new avenues and target markets. Training our staff internally which will reduce training costs to external training providers.
<b>Threats</b>  <b>Opportunities</b>	Local competition (other training providers). Lack of take up on training courses. Recent council efficiencies. Develop and implement further training courses for delivery. Up skill internal Leisure Services staff to be able to deliver different courses (requirements e.g. PTTLs, PGCE). Deliver training courses to other LAs and sport clubs and associations. Identify target areas for the training courses. To be able to deliver training for staff when new initiatives arise.
<b>Current state &amp; future</b>	Training courses are currently being delivered in NPLQ. Future plans to develop and implement a CYQ training centre to deliver a series of fitness qualifications (e.g. Gym Instructor Qualification, Personal Trainer Qualification, Circuit Instructor Qualification, Spin Qualification, Exercise Referral Qualification, First Aid and Safeguarding Level 1).
<b>Summary of recommended solution</b>	An innovative strategy to up skill internal staff and the general public. Build on existing work being done around being a training provider (NPLQ).
<b>Return on investment</b>	<b>Additional £5k</b> EG: CYQ Level 2 Gym Instructor Qualification = £500 per person x 10 spaces = £5,000 – (costs of £130 per person for course materials x 10 = £1,300 and Instructor fees/hire costs £700) Income £3,000.

# 1. BUSINESS CASE – RC LEISURE SERVICES

<b>Leisure Mandate 7 – Cleaning</b>	
<b>Vision</b>	To retender the cleaning contract to reduce the amount of cleaning carried out by our contract cleaners.
<b>Outcome</b>	Utilise existing centre staff to pick up more cleaning within their hours of work or alternatively, employ the cleaning staff direct. A saving of £10k
<b>Benefits</b>	To maintain our good levels of presentation/cleaning whilst seeing a financial saving.
<b>Cost</b>	Current cost of cleaning is £180k. New cost will be £170k. Additional costs to include equipment and consumables. Some additional leisure staff time at peak/busy times.
<b>Why is proposal being developed</b>	Opportunity to maximise current staff time and to make a financial saving.
<b>Threats</b>  <b>Opportunities</b>	A drop in standards and a decrease in customer satisfaction levels. Drop in staff morale (increased work load). Go find come play – see what/how it is done elsewhere in neighbouring authorities and further afield. Cleaning to be done outside of customer opening times. Deeper cleaning by specialist staff, leaving general duties for leisure staff. Volunteers and time banking.
<b>Current state &amp; future</b>	Cleaning forms part of our statement of purpose as defined by our customers during Systems Thinking and “What Matters”. Greater ownership from centre staff. Reduced costs moving forwards. Opportunity to reduce further in the future with some investment i.e. purchasing of specialist equipment.
<b>Summary of recommended solution</b>	Train centre staff to carry out duties or consider community involvement around time banking.
<b>Return on investment</b>	<b>£10k saving</b>

# 1. BUSINESS CASE – RC LEISURE SERVICES

<b>Leisure Mandate 8 - Volunteering/NVQ</b>	
<b>Vision</b>	To reduce staffing expenditure, by developing links with the community, Comprehensive Schools and MYS to expand on the 'Youth Offer'.
<b>Outcome</b>	To develop a workforce and encourage new ways of working that could deliver a saving of potentially £30k (includes restructure at Duty Officer level).
<b>Benefits</b>	Complementing the educational benefits of BTEC and NVQ studies by providing on-going work experience to complement academic learning.
<b>Cost</b>	EG: £250 per candidate for National Pool Lifeguard Qualification, 6 candidates per site = £1500, £6000 for the service.
<b>Why is proposal being developed</b>	Opportunity to reduce staff expenditure across the service area, via providing on-going work experience placements. The key aim would be achieved by replacing casual hours required per leisure centre with unpaid work placement candidates. As a service we would provide the requisite NPLQ qualification and 'contract' the individual to a given number of hours for the duration of their studies.
<b>Threats</b>  <b>Opportunities</b>	Other service providers. Disclosure & Barring Service Checks. Reduced wage bill and associated on costs (holidays & sickness). Provide valuable experience to complement studies. Ensuring young adults are exiting education 'more employable' via experience.
<b>Current state &amp; future</b>	Currently the leisure centres provide a key service to our communities as a hub for health, fitness, sporting and wellbeing facilities. This would develop a more innovative approach to service delivery. 21 <sup>st</sup> Century Schools project innovating delivery of learning and creating strong links with schools and MYS. Stronger focus on vocational learning, providing key experience to bolster academic studies.
<b>Summary of recommended solution</b>	Reduced staffing expenditure, improved learning opportunities via close working ties with training/education providers.
<b>Return on investment</b>	<b>£30k savings</b>



# 1. BUSINESS CASE – RC LEISURE SERVICES

<b>Leisure Mandate 9 - Memberships IT Systems</b>	
<b>Vision</b>	To maximise efficiencies with licences and ICT systems.
<b>Outcome</b>	To migrate the Fitness Suite IT System (MyWellness) to a web based cloud format which will contribute to the Councils Medium Term Financial Plan. To increase revenue by improving retention and the sale of MyWellness keys. To move Wellness support within Shared Resources Services (SRS).
<b>Benefits</b>	Direct cost savings. Less duplication with several systems being used. A more customer friendly system with up to date technology for the use of the MyWellness key system. A healthier, more active population with increased footfall through the leisure centres.
<b>Cost</b>	Purchase of 4 new Visio Self (Experts) plus IT infrastructure and support as required by SRS. Depending on which Cloud Applications are required for service delivery costs would vary but an example we are looking at would be £2660 per site per year.
<b>Why is proposal being developed</b>	Opportunity to maximise revenue in Leisure Services. To save out sourcing of IT support as currently spending around £7k per year using A2Z for IT support (for 4 sites). To save on maintenance of hardware . To save on ICT licences £1k.
<b>Threats Opportunities</b>	Lack of IT infrastructure and support and the bandwidths falling short of what is required. Using new Visio web machines to full capacity. Selling advertising space on Visio web machines in the fitness suite. Ability for members to monitor their activity levels and seek advice/feedback from MCC Instructors from anywhere on the planet. New technology, targeting new markets.
<b>Current state &amp; future</b>	Currently the fitness service provision is in a healthy state of delivering a quality service (customer surveys). However the current Wellness software is dated and hardware is constantly failing which has an impact on service and member satisfaction. In the future there will be a more innovative approach to delivery. More social interaction with our members (let's move for a better world – cloud based recording and incentives).
<b>Summary of recommended solution</b>	An innovative marketing strategy in house and externally. Build on existing work being done around a member sign up (outreach work, lead generation, conversion rates).
<b>Return on investment</b>	<b>£9k in savings</b>

# 1. BUSINESS CASE – RC LEISURE SERVICES

## Appendix B – Equality Challenge Form

<b>Name of the Officers</b> Ian Saunders Richard Simpkins		A range of additional income ideas are being introduced around swimming ensuring we are not overproviding on the WG Free Swimming Initiative for 60+. Therefore, swimming will not be provided free of charge during the school holidays for 60+ but will still be available all year around as it is currently for all public sessions and designated structured activities.	
<b>Name</b> Regeneration & Culture (Leisure Services)		<b>Date</b> 04/11/2013	
Protected characteristic affected	<b>Negative impact</b> <b>Please give details</b>	Neutral impact <b>Please give details</b>	<b>Positive Impact</b> <b>Please give details</b>
Age	Yes – introduction of a charge for a service that was free during school holiday periods for 60+ swimming		Will free up pool time for more children's activities  We are adhering to the specific guidelines as outlined by WG and not removing free swimming completely  Concessions will still be available through our discounted Passport to Leisure Scheme
Disability		X	
Marriage + Civil Partnership		X	
Pregnancy and maternity		X	

# 1. BUSINESS CASE – RC LEISURE SERVICES

Race		X	
Religion or Belief		X	
Sex (was Gender)		X	
Sexual Orientation		X	
Transgender		X	
Welsh Language		X	

What are the potential negative Impacts?	Ideas as to how we can look to <b>MITIGATE</b> the <b>negative impacts</b> (include any reasonable adjustments or engagement with affected parties).
➤ Those people who had free swimming during school holiday periods may no longer swim during those times	➤ Attend GAVO partnership team meeting to discuss plans (scheduled for January 2014)
➤ Could increase social isolation amongst our 60+ citizens	➤ Ensure we promote further the concessionary rates available for people in receipt of certain benefits
➤	➤ The development of the FIT4Life exit routes off the back of the Exercise Referral Scheme has also provided greater opportunity
➤	➤ Complete an internal awareness campaign within the sites to target customers who will be impacted by these changes

## The next steps

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

We understand that there is an opportunity to make sure that customers are aware of the benefits of the Passport to Leisure Scheme and the opportunities that the Exercise Referral Scheme can provide now that it has been developed. An internal marketing and awareness/communication strategy will be put in place to ensure citizens are aware of changes and opportunities and how this will affect them.

# 1. BUSINESS CASE – RC LEISURE SERVICES

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

We are not discontinuing the scheme completely and we are still providing acceptable amounts of swimming time requirements as set out by WG. The scheme will still be available outside of all school holiday periods with free public swimming and some designated structured activities.

**Signed**

**Designation**

**Dated**

# 1. BUSINESS CASE – RC LEISURE SERVICES

## Appendix C - Equality Impact Assessment Form & Sustainable Development Checklist

<b>Name of policy or change to service (Proposal)</b>	<b>Directorate:</b>	<b>Department:</b>
Introduction of charge for 60+ free swimming during all school holiday periods	Regeneration & Culture	Leisure Services
<b>Policy author / service lead</b>	<b>Name of assessor</b>	<b>Date of assessment:</b>
Ian Saunders		

1. Have you completed the Equality Challenge form? **Yes / No.** If **No** please explain why

Yes

2. What is the **Aim/s** of the Policy or the proposed change to the policy or service (the proposal?)

To generate income to meet the Councils Medium Term Financial Plan for 2014-15.

# 1. BUSINESS CASE – RC LEISURE SERVICES

3. From your findings from the “Equality Challenge” form did you identify any people or groups of people with protected characteristics that this proposal was likely to affect in a **negative** way? Please tick appropriate boxes below.

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

4. Please give details of any consultation(s) or engagement carried out in the development /re-development of this proposal.

National consultation has taken place with Sports Wales and all local authorities on better use of free swimming money that is available.  
We are planning to consult with users who this will affect in advance of the changes coming into effect.

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

Swimming usage data has been extracted from our Clarity/Cascade IT systems and the WG returns for free swimming.

6. As a result did you take any actions to mitigate your proposal? Please give details below.

Yes – we have tried to lower the impact by maintaining the high intake on other programmes i.e. Exercise Referral Scheme.

# 1. BUSINESS CASE – RC LEISURE SERVICES

7. Final stage – What was decided?

• **No change made to proposal/s – please give details**

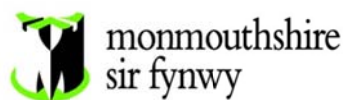
• **Slight changes made to proposal/s – please give details**

• **Major changes made to the proposal/s to mitigate any significant negative impact – please give details**

We decided not to introduce some a fee for children under the age of 5 years as this change still ensures we are delivering the acceptable level as per the WG scheme guidelines.

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

## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM



1. **PURPOSE:**

To present the business cases for Project Mandate 6

2. **RECOMMENDATIONS:**

That members scrutinise the business cases that form the mandate.

3. **KEY ISSUES:**

The original mandate proposal covered a wide range of proposals, it has therefore been broken down into several business cases:

- Museums and Tourism
- Caldicot Castle
- Tintern Old Station
- Shire Hall

4. **REASONS:**

The business cases and detailed mandates are provided in order that members may scrutinise and question the proposals and make any comments or recommendation they see fit to Cabinet prior to the development of a draft budget for formal consultation.

5. **RESOURCE IMPLICATIONS:**

As detailed within the business cases/mandates attached.

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

As detailed within the business cases/mandates attached.

7. **CONSULTEES:**

8. **BACKGROUND PAPERS:**

9. **AUTHOR:**

Rachael Rogers, Heritage and Culture Service Transformation Lead



## **6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM**

### **10. CONTACT DETAILS:**

[rachaelrogers@monmouthshire.gov.uk](mailto:rachaelrogers@monmouthshire.gov.uk)

## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

### Summary – Project Mandate 6 – Museums, Castles, TIC's Tourism

The aim of this mandate is to ensure the long term survival of cultural and tourism services within Monmouthshire. Whilst there is no statutory obligation to provide museums, castles, TIC's, or a tourism service, Monmouthshire is recognised as a tourist destination so these functions are crucial.

The original mandate proposal covered a wide range of proposals. It has therefore been broken down into four business cases which each look at the following areas:

- Museums and Tourism
- Caldicot Castle
- Tintern Old Station
- Shire Hall
  - Within the Museum and Tourism Departments our Culture and Tourism offer needs to be given full consideration. Our primary aim here is to reduce operating cost and asset overheads in 14/15. This will give us the opportunity to make the required short term savings whilst considering the longer term future.
  - The vision at Caldicot Castle Country Park is to put it on a sustainable long term business footing to reduce the draw on MCC budgets, maximise the potential for external investment and to achieve the resulting cultural, community and economic benefits
  - The vision at Old Station Tintern is to put it on a sustainable long term business footing to reduce the draw on MCC and to maximise the resulting cultural, community and economic benefits.
  - At Shire Hall, the key driver over the next 3 years is to produce a balanced 'zero' budget for the operation of the Shire Hall.

Officers have been working together on putting these business cases together and the opportunities for further collaboration between these areas will be key to the success of the mandate.

## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

### Business Case (Museums and Tourism)

Version	Date	Status	Author	Change Description
1	15.11.2013	Draft	Heritage & Culture Service Transformation Lead	
2	17.11.2013	Draft	Heritage & Culture Service Transformation Lead	Comments from Tourism Manager
3	18.11.2013	Draft	Heritage & Culture Service Transformation Lead	Changes to Monmouth Model /Inclusion of WPP ref/Tourism updates & various updates
4	19.11.2013	Draft	Heritage & Culture Service Transformation Lead	Comments from Deputy Museum Officer & Deletion of some sections
5	19.11.2013	Draft	Heritage & Culture Service Transformation Lead	Strengthening of all areas in original project mandate.
6	20.11.2013	Draft	Heritage & Culture Service Transformation Lead/Libraries, Museums & Arts Manager	Update following Select Committee and meeting with accountant.

#### Approval

Cabinet sign off to proceed with proposal		Date	
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#### Distribution List

Name	Organisation	Job title / Dept

## **6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM**

### **Executive Summary**

The aim of this proposal to ensure the long term survival of cultural and tourism services within Monmouthshire. Whilst there is no statutory obligation to provide museums, or a tourism service Monmouthshire is recognised as a tourist destination so these functions are crucial.

Our Culture and Tourism offer needs to be given full consideration and our primary aim here is to reduce operating cost and asset overheads in 14/15. This will give us the opportunity to make the required short term savings as we restructure and bring the tourism-heritage-culture offer under one roof

We will reduce the draw on MCC budgets by increasing our income generation capabilities and maximising the potential for external investment. We will consider the potential for new models of service delivery and increased community-led involvement.

This is a positive opportunity to think about the visitor offer within our attractions, including how we can maximise the potential of the internationally important Nelson Collection.

There are a range of options within this proposal. If they are all taken forward and targets are met the potential financial benefits are:

- To reduce the MCC budget draw by £175K by 2014/15
- To reduce the MCC budget draw by a further £94K by 2015/16
- To reduce the MCC budget draw by a further £65K by 2016/17

Additional benefits from carrying these proposals forward will be the combining of the two departments with a fit for purpose staffing structure and increased opening hours at our attractions.

There is likely to be opposition to the proposal to share buildings and it will be important that if this proposal goes ahead to fully consider how the limited space available can be optimised and ensure that any vacated buildings in key locations are used appropriately.

The equality impact assessment is largely neutral but a proposed move of the TIC to the museum in Abergavenny may impact on those with limited mobility.

This proposal delivers the required savings whilst giving us the time and opportunity to consider how we strengthen the cultural and tourism offer in a sustainable way.

### **Detailed Business Case**

#### **Vision**

Visitors to our museums and attractions will enjoy a comprehensive experience. The tourism offer will be consolidated through a wider grouping with cultural services. This journey will begin with Monmouthshire Museums and Monmouthshire Tourism becoming an integrated function which will maximise the provision currently offered by these two services. We know that visitors access tourist and local information in a variety of ways – both physical and virtual. Expertise from each of the services will be shared and will be focused on a county wide level. Public service points will be housed within the appropriate attractions in order to increase access to Monmouthshire's Museums and to benefit from savings in introducing a shared staffing structure. The focus within venues will be on providing a more coherent offer for the communities, by forming a cultural hub, a point for ticket sales, information for cultural events etc. Links between our collections and the surrounding landscape will be made more explicit. Expertise within the tourism department will be used to develop the visitor experience at the museums, thereby increasing the number of satisfied customers who go on to recommend the attraction, its events and the destination to others, and to revisit it themselves. This offer will be strengthened through digitisation opportunities to maximise access to the collections. We recognise that one size will not fit all and different models will be explored in each town.

## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

The Service is put on a sustainable long term business footing to reduce the draw on MCC budgets, maximise the potential for external investment and moved to a management model which maximises the potential for synergies and improved effectiveness with other Monmouthshire attractions and cultural services.

Our increased ability to income generate via our Conservation Service, retail operations, venue hire, catering activities, digital opportunities, improved use of outside space and external fundraising opportunities will allow us to reduce our supplies and services budget and become more sustainable.. We will look towards the potential for new models of service delivery and the potential for more community-led activity and ownership of cultural assets.

In the Museum Business Plan, which was approved in 2013, we set out our strategic aim for 2013-16, “to build a more resilient, sustainable and accessible service” by:

- Investigating and trying out ways to build additional sources of funding
- Increasing our contribution to our towns
- Increasing our work with our communities
- Increasing access for all

The Vision of the Museum Service is “To be a dynamic museum service that plays a revitalising role in Monmouthshire’s communities, act as agents of social change and promotes good and active citizenship. Connecting the past with the present to inform and shape the future”. It is closely connected to MCC’s three key priorities, strategic objectives and whole population outcomes.

Many areas of this Vision and Mission are in line with the aspirations of the Tourism Service and illustrate the synergies between the two departments, i.e. to responsibly grow the economic, environmental and social contribution of the visitor economy to Monmouthshire, to drive up tourism business performance in the county, to achieve a more strategically driven and co-ordinated approach to developing the visitor product of Monmouthshire and to develop year-round visitor demand.

Monmouthshire’s Destination Development Plan, which was approved by Cabinet in November 2012, provides the framework for public, private and voluntary sector partnership working to address the identified priorities for improving and further developing Monmouthshire’s visitor product over the period 2012-2015. The plan includes seven strategic programmes that are designed to make the most of Monmouthshire’s visitor product strengths, address the identified product deficiencies and capitalise on the product development opportunities for the Monmouthshire visitor offer.

The proposals for this Business Case tie in with some of the proposals outlined in the Draft Bryn y Cwm Whole Place Plan:

- Scoping Study of Public Assets to investigate enhanced visitor and communities opportunities of Castle and Museum
- Area Tourism Development Plan to increase visitor stays and visitor spend, drawn from Monmouthshire’s Tourism Development Plan.
- Visitor Trail linking shopping area with heritage attractions and open spaces to increase footfall through the town.

### Outcomes

- To provide a more comprehensive visitor experience,
- To reduce the MCC budget draw by £175K by 2014/15
- To reduce the MCC budget draw by a further £94K by 2015/16
- To reduce the MCC budget draw by a further £65K by 2016/17
- To secure a new staffing structure which maximises the expertise in culture and tourism by utilising expertise across the sites, whilst also allowing for locally focused management [timescale by 2014/15]

## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

- To move the Tourist Information Centres into the Museums in each town, initially to reduce staffing and premises costs, but in turn to provide a more integrated service, increase footfall to the museums and refocus some of the museum space. [timescale by 2014/15]
- To reduce the Museums & Tourism Supplies and Services budgets
- To put the Cultural assets of Monmouthshire on a sustainable footing, with a strong link to their local communities.
- To make use of digital opportunities in promoting the collections, surrounding area and cultural offer.
- To increase opportunities for commercialisation and income generation via digitisation of museum collections.
- To investigate further opportunities to combine and extend the public offer via shared services e.g. Libraries, One Stop Shops, Leisure Centres, Countryside.

### Blue Print

#### The Future State

There is little alternative in the short term other than to significantly reduce operating costs within Museums and Tourism. One of the most sustainable methods of doing this, whilst concentrating on service delivery, is to increase commercialisation opportunities, increase virtual access and reduce spend on physical assets. This option will necessitate an imaginative use of limited space, increased signage and careful consideration given to how the vacant buildings are best utilised. A less desirable option would be to drastically reduce opening hours at all sites. This is a positive opportunity to think about the visitor offer at each of the museums. External funding may be available to make improvements. By widening the range of skills our front of house staff can offer comprehensive information about MCC's own visitor attractions, museum collections and the wider attraction offer throughout the county. There is also an opportunity throughout this process to consider how we offer a rich visitor experience and how we can make use of alternative methods of service delivery i.e. through partnership working with other organisations.

We have based this Future State on the following assumptions:

- Our Culture and Tourism offer needs to be given full consideration and our primary aim here is to reduce operating cost and asset overheads in 14/15, in order to make the required short term savings.
- The tourism offer will be consolidated through a wider grouping with cultural services.
- A new staffing structure will be developed for the Museum & Tourism Service
- There are significant synergies and improved effectiveness to be gained from working across all Monmouthshire attractions and cultural services, and with leisure services in respect of events programming and support. Under the new proposed staffing structure we can offer this support and so maximise the potential for other services within the council.
- There is potential to seek project funding from Visit Wales to reconfigure the spaces and provide infrastructure and branding
- In Abergavenny the relationship with the Brecon Beacons National Park Authority is an important one and we will seek to maintain this.
- Vacant buildings can be utilised in an effective way, for the benefit of the local community.
- We can fully utilise a separate Development Trust fund with Charitable Status that has been set up by the Museum Service. This will enable us to access new grant and funding streams, increase the value of Supporters Scheme membership through gift aid and tax benefits for companies. As part of this we will set up a Supporters Group which can be grown as a serious source of income and would allow us to develop using resources independent of the council.

#### Current state and gap analysis

Section	Description of current state and changes
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## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	<p>Despite high visitor numbers and recent investment to ensure a high quality offer in some areas of the various museums, displays in other areas (sometimes within the same building) are old fashioned and behind industry standards. All operate on a model which is not fit for purpose.</p>	<p>Offering a more flexible model of interaction which puts the visitor at the centre, including changes to opening hours.</p> <p>Looking at our events programme to ensure they are viable commercially whilst retaining their role to engage both tourists and our community.</p> <p>Working across Monmouthshire attractions and cultural services to identify and develop joint working, e.g. joint promotion of a Monmouthshire Attractions offer and seeking external project funding.</p>	<p>Synergies / efficiencies resulting from working together across Monmouthshire attractions and cultural services.</p> <p>Community events having to adapt to a more commercial reality.</p>
Organisation structures	<p>The museum staffing structure means individual managers are very focused on individual sites. This results in pressures on individuals to deliver a huge range of services, with no opportunity to specialise, focus and co-ordinate specific areas.</p> <p>TIC and Museum Staff work to slightly</p>	<p>Staff restructure, with Curators retaining a site management function but developing a specialism in an area which is rolled out across all the sites. This would have the added benefit of being able to support other cultural services within the council (i.e. the management of the Museum collection currently located in Caldicot Castle)</p> <p>Tourism Staff able to assist with the development of the visitor experience at the museums (including access to tourism funding), and better promotion of MCC run attractions within destination marketing campaigns.</p> <p>Where effective and cost efficient services will be coordinated /managed across the Monmouthshire Attractions (Shire Hall, Tintern Old Station, Caldicot</p>	<p>Ability to have this in place by 1 April 2014 including appropriate training?</p>

## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

	different job descriptions each with a different focus.	Castle, Caldicot Country Park.)  Training programme for staff, to ensure a cross working focus. Staff will become familiar both with the attractions across Monmouthshire but also in more detail about the attractions and their collections where they work.	
Management model	<p>The Tourism Service sits within the Economic Development Section and is managed via CMC2. Tourist information centres are managed via different models: In Abergavenny under a joint agreement between Tourism and the Brecon Beacons National Park. In Chepstow directly by the Tourism Department. In Monmouth it is operated through the management at Shire Hall.</p> <p>The Museum Service is part of the Museums, Libraries and Arts Service and sits within Public Health and Culture.</p>	<p>Combining the Museums and Tourism Sections into one management structure will enable us to provide citizens and visitors with a cohesive cultural offer across Monmouthshire.</p> <p>The planned corporate senior management restructure will enable us to see how our model will fit within the overall structure.</p> <p>It is likely to be appropriate to investigate alternative delivery models, given the desire to reduce the dependence on MCC funding and the desire for locally focused and supported management.</p> <p>The Museums Service already supplements much of its work via the use of volunteers, in behind the scenes operations. There is significant potential to develop this model further.</p>	<p>Conclusion on model in place for 1<sup>st</sup> April 2014.</p> <p>Whatever management structure is developed it will continue to exploit the synergies / efficiencies which will result from working together across Monmouthshire attractions and cultural services.</p> <p>Developing our volunteering model further will require staff time to do this. When looking at the cross service roles officers can take on it is assumed that management of volunteers will become a particular area of responsibility.</p>
Infrastructure	In both Abergavenny and Chepstow we are currently operating a building to tell people about attractions throughout Monmouthshire (TIC) in the same town as we run a separate building as an attraction (Museum).	Combining the Tourist Information Centres with the Museums in the three towns in order to offer a more integrated service and to make considerable savings on staffing and building costs. This may require some changes to the buildings.	<p>That we continue to receive support via the Brecon Beacons National Park Authority at Abergavenny or can find an alternative to this partnership.</p> <p>That the constraints on the TIC building usage can be overcome.</p> <p>That the savings to be made</p>



## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

	<p>In Monmouth we are running a TIC in a building (Shire Hall) which is working towards operating as a cost neutral visitor attraction.</p> <p>In Abergavenny we have a site within the Castle grounds which we are unable to fully exploit as there are currently no options in the case of wet weather. There is also no staffing focus on the possibility to grow events within the grounds.</p> <p>In Monmouth, the museum is currently operating in part of the Market Hall. There is considerable potential to improve the offer for a range of people from local residents to international visitors.</p> <p>In Chepstow there is an area at the back of the building that can be developed to support more community use and income generation.</p>	<p>Provide cover via canopies and traditional building structures within the castle grounds</p> <p>Carry out a full options appraisal regarding the future direction of Monmouth Museum. This should include full consideration of how we can maximise the potential of the internationally important Nelson Collection.</p> <p>Within our Business Plan we have proposed approaching HLF to see if this is a viable opportunity to develop this area into a space that could provide community, café and tourist information facilities, which would improve the visitor offer and income opportunities which will help the museum become more sustainable.</p>	<p>outweigh the costs incurred to make areas within the building fit for purpose.</p> <p>It may be possible to access external funding to carry out work at Abergavenny, Monmouth and Chepstow Museums.</p> <p>.</p> <p>That there is an urgent need to make full use of this underutilised collection.</p>
Technology	<p>TIC's currently take commission on bed bookings, and National Express tickets but the process is time consuming and occupies a significant amount of staff time.</p> <p>Digital information points are available</p>	<p>Consider the viability of offering a centralised booking service.</p> <p>Improve and increase the number of these digital visitor information points throughout the town. This is</p>	<p>That we have the appropriate technology in place to make this viable.</p> <p>That funding is available to extend this project.</p>

## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC’S, TOURISM

	<p>through the county providing tourists and residents with information on accommodation, attractions, activities and local events. This information can be downloaded to visitors’ smartphones so they can take it away with them</p> <p>Both museums and tourism have a web presence.</p>	<p>especially important in Abergavenny where moving the TIC into the museum would mean moving out of the central area of own. By improving this facility we can increase the footfall within the castle.</p> <p>Maximise use of digitisation to increase access to collections. Consider opportunities for commercialisation and income generation via digitisation of museum collections.</p>	That funding is available
Information and data	A wealth of information of public accessible information is available within the Tourism and Museum Service. This is accessible by the public.	Increase access to information and data both directly and remotely. Combining the two services together will enable us to promote this opportunity more widely.	

### Options Appraisal

Within this mandate there are a range of options for consideration, which combined will provide a continued professional, cost effective and visitor focused Museums and Tourism Service. There are other options open to us:

- A. Do nothing – Within the current climate this would be an irresponsible move for services which are not statutory and therefore are likely to suffer heavy budget cuts. It is important that we use this opportunity to improve our sustainability, increase partnership working with others, capitalise on income generation opportunities that are open to us and make our staffing structure fit for purpose.
- B. Retain the Museums and Tourist Information Centres as separate operations and make the cost savings through reduced opening hours - We have considered this and in order to make the same savings gained from shared staffing and reduced building costs across the sites we would need to close the museums and TIC’s for around 3 per week days per site. i.e. we could retain separate museums and TIC’s in each town if we opened them only 4 days per week. This would have a severe detrimental effect on both services.
- C. Continue to run Museums and Tourism as two separate departments - During this process the synergies between the two departments have become increasingly clear. The opportunity to make use of the expertise across the departments to improve our offer is clearly one that should not be ignored.
- D. Cease to provide a TIC offer within one or more of the towns – tourism is important to the economy of Monmouthshire, worth more than £158m in 2012, and providing 12% of jobs. Research by Visit Wales has shown that each enquiry to the TIC, either in person or by phone or email is worth £12.79 to the local economy. The ability of MCC to provide information about the visitor offer across the county is a powerful tool.

## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC’S, TOURISM

- E. Close one or more of the museums. Museums contribute to all of the three MCC priorities, are an important community asset and a key part of the tourism offer. Their value to the identity of each of the towns is clear. Closing one or more of them would undoubtedly be a permanent move, thus affecting an asset whose presence has been in each of the towns for over half a century and whose role is to provide a service for future generations, simply to solve what is likely to be a short term problem. To “mothball” any or all of the museums would leave all of the dis-benefits of deteriorating assets, fixed property costs, lack of income and result in complete loss of all of the benefits of service provision, and effectively close the door to longer term solutions. The onus is therefore on us to look for a solution that is appropriate for all.

With all this in mind we feel that the best approach is to try a combination of the approaches we have outlined in our vision. This will give the services the best chance of becoming more sustainable and will reduce the pressure on MCC’s budgets. We will therefore analyse this approach. They are outlined below under the different options. Option 1 – combining with the Tourism Service, Option 2 – Considering other methods of service delivery and Option 3 - Increasing our income generation opportunities. We have also included a proposal to investigate opportunities of working with others. NB: We are suggesting that all these options are carried out:

### **Option 1 – Merge Tourism and Museums Service including moving TIC’s into the museum buildings.**

Ensures a cohesive service where staff can share and develop their expertise.

The TIC, Abergavenny is situated at the bottom of town near the bus depot. The proposal involves merging both the Castle and TIC to save building and staffing costs. The current location of Abergavenny TIC situated in a prominent position on a key entrance road into the town and easily accessed by visitors arriving by car, bus and train. However the proximity to the bus station means that staff are often required to answer bus enquiries and many visitors have already parked in the centre of town and need to walk down.

In Chepstow, the Museum is located directly opposite the TIC, on a main route into the town and opposite car and coach parking. Whilst an ideal location the close geographical relationship between the two sites means it is appropriate to consider a shared building space.

In Monmouth TIC provision is currently provided within the Shire Hall. Shire Hall is to go fully cost neutral and operating a tourist information service will hinder this expectation.

In order to make the services financially sustainable, it may be necessary to compromise on location and consider services in one building. The Museums are an obvious choice as this provides a sound alignment of services and goals. This will benefit the public by longer opening hours and may attract more people into them. The same solution may not be appropriate for each town.

### **Cost-Benefit Analysis**

<b>Cost/Benefit Description</b>	<b>Current Budget</b>	<b>Target Saving</b>	<b>Timing 2014/15</b>	<b>2015/16</b>
<b>Cashable benefit</b>				
Reduction in staff hours and building costs.				
Move Abergavenny Tourist Information Centre into				

## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Abergavenny Museum	£70K	£15K (plus any contribution from BBNPA)	£15K	
Move Chepstow TIC into Chepstow Museum		£79K		
Move TIC from Shire Hall into Monmouth Museum	£134K		£59K	£20K
	£102K (NB: This includes £44K of staffing costs incurred by Shire Hall which would not be transferred over)	£3K (This is a low saving but its value is in freeing up Shire Hall to operate as a business).	£3K	
<b>Non financial benefits</b>	<b>Current performance</b>	<b>Target performance</b>		
Eg improvements in service	Lack of cohesion between Monmouthshire Museums Service and the Tourism Department.  Potential to market Monmouthshire Museums Service within tourism is not fully reached.	Strengthened relationship between museums and tourism.  Stronger team with a clear focus on both MCC run attractions and others.  Specialism of staff members will enable everyone to work more efficiently and improved services will be offered.  Opportunity to link current tourism offer e.g. within the landscape with cultural artefacts and historical information.  Creating more comprehensive visitor experiences.		
<b>Cost</b>	<b>Current costs</b>	<b>Revised costs</b> Improving infrastructure to accommodate TIC within Museums: £20K – Chepstow		

## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

### Dis-benefits

- Loss of staff hours within Tourism and Museums
- Loss of separate TIC provision in a prime location within Abergavenny
- Loss of separate TIC provision in a purpose built highly visible building within Chepstow
- Uncertainty over status of toilets in Chepstow if TIC closes
- Loss of separate TIC provision in a new successful location within Monmouth
- In the public eye, Tourist Information Centres might appear as reduced services because they do not operate from a traditional TIC building.
- Buildings which were purpose built by the Council are now being closed.
- Loss of space within Museums
- Potential knock on effects to local businesses

The results of the detailed equality Impact assessment are largely neutral although the TIC/Abergavenny Museum combination may impact on pregnant and disabled visitors and those with limited mobility due to nature of a castle building and its grounds.

### Key Risks and Issues

Risks - anticipated threats to the benefits						
Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Brecon Beacons National Park Authority, pull out of the relationship they have in Abergavenny.	Medium	Medium	2013/2014	Heritage & Culture Service Transformation Lead & Food and Tourism Strategic Manager	Continuing talks.	Heritage & Culture Service Transformation Lead & Food and Tourism Strategic Manager
Owner of the ground on which the TIC in Chepstow sits increases the rent of this area which includes the car park operated by MCC	Low/Medium	Medium	2013/2014	Heritage & Culture Service Transformation Lead & Food and Tourism Strategic Manager	Engage in a discussion	Heritage & Culture Service Transformation Lead & Food and Tourism Strategic Manager Legal Dept Estates Dept

Issues- current threats to the benefits				
Description	Priority	Issue Owner	Action	Action Owner
Lack of public support for merger of TIC's and Museums.	High	Heritage & Culture Service Transformation Lead & Food and Tourism Strategic Manager	On-going consultation	Libraries, Museums and Arts Manager Tourism Officers and Museum Officers

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Empty buildings in key locations at Chepstow and Abergavenny.	High	Heritage & Culture Service Transformation Lead & Food and Tourism Strategic Manager	Discuss options with Estates, and also in case of Chepstow with the landlord and Legal. Consider opportunity to extend pop up shop scheme/offer opportunities to community start up businesses	Heritage & Culture Service Transformation Lead & Food and Tourism Strategic Manager Estates Dept.
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### Constraints

Covenant on building at Chepstow TIC

Potential restrictions from Marquess of Abergavenny (landlord of Abergavenny Castle)

### Assumptions

That the buildings currently housing TIC's can be utilised in an appropriate way.

### Option 2 –Consider other methods of service delivery

Makes our service more sustainable in the longer term.

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16
<b>Cashable benefit</b>				
Investigate options for partners or alternative methods of service delivery and alternative ownership of cultural assets.	£0	£135K	£30K	£45K
<b>Non financial benefits</b>	<b>Current performance</b>	<b>Target performance</b>		
<b>Cost</b> Dependant on full options appraisal.	<b>Current costs</b>	<b>Revised costs</b>		

### Dis-benefits

None

The detailed equality Impact assessment indicates that for this area of the mandate there are only neutral impacts.

### Key Risks and Issues

## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Risks - anticipated threats to the benefits						
Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Economic situation means that financial support from other bodies is not forthcoming.	Medium	High	On-going	Heritage & Culture Service Transformation Lead	Approach a wide variety of appropriate organisations.  Consider wide range of partners – possibly a crowd funding type model	Heritage & Culture Service Transformation Lead

Issues- current threats to the benefits				
Description	Priority	Issue Owner	Action	Action Owner

### Constraints

### Assumptions

That there is a willingness from organisations to support museum and tourism.

### Option 3 – Increase fundraising and income generating opportunities

Makes our service more sustainable in the longer term.

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16
<b>Cashable benefit</b>				
Increased income from conservation service	£0K	£30K		
Increase fundraising	£50K	£50K	£25K	£25K
Reduce the Supplies and Services budget	£159K	£40K	£40K	
Increase commercialisation opportunities, e.g. digitisation, events etc.	£3K		£3K	£4K

## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Non financial benefits	Current performance	Target performance		
Growth of business expertise across the service	Staff willing to suggest and facilitate methods of increasing income in a variety of ways.	Staff have direct expertise in this area and are more able to make truly innovative suggestions.		
Cost	Current costs	Revised costs		

### Dis-benefits

Staff having to focus on income generation rather than core service delivery.

The detailed equality Impact assessment indicates that for this area of the mandate there are only neutral impacts.

### Key Risks and Issues

Risks - anticipated threats to the benefits						
Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Income generation targets are not met.	Medium	High	On-going	Heritage & Culture Service Transformation Lead	Continued promotion of the business.	Conservator
Fundraising bids are not successful.  Supporters Scheme is not successful	Low	High	On-going	Heritage & Culture Service Transformation Lead	High quality fundraising bids are submitted.  Continued promotion of the Supporters Scheme.	Fundraising Officer

Issues- current threats to the benefits				
Description	Priority	Issue Owner	Action	Action Owner

### Constraints

Full potential for fundraising opportunities is dependent on a Fundraising Post being in post.

### Assumptions

That external funding continues to be available for the Fundraiser Post  
That the market for income generation and fundraising remains viable.



## **6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM**

### **Evaluation and comparison of options**

To do nothing is clearly unacceptable as the services will continue to operate as a not fit for purpose delivery model and provide a deteriorating customer experience.

A combination of the following will lead to a long term sustainable solution for the Tourism Department and the Museum Service:

- Merger of the two departments to produce a fit for purpose staffing structure
- Relocation of TIC's to Museums in each of the three towns
- Investigation into partnership working with other community groups or similar

This will be done alongside:

- Increased income generation via the Conservation Service
- Increased Fundraising Opportunities
- Opportunities for commercialisation and income generation via digitisation of museum collections, increased use of venues for hosting events, function as cultural hub etc.

### **Recommendation**

To investigate, develop and implement as agreed, all the recommendations above.

### **High level Plan for delivery**

- The Heritage and Culture Service Transformation Lead will continue to work on delivery of this programme in conjunction with the Tourism Department, members of the Museum team and other stakeholders and partners.
- On-going consultation will be extended, building on the engagement already carried out (Abergavenny Town Council, Abergavenny and District Tourism Association, Abergavenny Local History Society, Chepstow Town Council, Chepstow Marketing Group, Wye Valley and Forest of Dean Tourist Association, The Chepstow Society.)
- Developments will be reported via Review Updates and to the Economy and Development Select Committee.

### **Sign-Off**

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the preferred option for onward approval by Cabinet. Use the version and authority sign-off on the front page.

## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

# Business Case Caldicot Castle Country Park (Museums, Castles, TICs, Tourism)

### Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
0.1	12/11/13	draft	MCL	
0.2	13/11/12	draft	MCL	Additional information added
0.3	19/11/13	draft	MCL	Draft for Select Committee
0.4	19/11/13	draft	MCL	Final for Select Committee incorporating comments

### Approval

Cabinet sign off to proceed with proposal		Date	
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### Distribution List

Name	Organisation	Job title / Dept

## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

### Executive Summary

- The vision is to put Caldicot Castle Country Park on a sustainable long term business footing to reduce the draw on MCC budgets, maximise the potential for external investment and to achieve the resulting cultural, community and economic benefits
  - The proposal is intended to secure a more sustainable operating structure, initially seeking to remove revenue budget overspend by 2014/15, then reducing the MCC budget draw in 2015/16 and 2016/17;
  - The proposal is intended to address the threats including the poor condition of the infrastructure and maximise opportunities by securing a new management model which allows for local focused management which also exploits the potential for synergies across Monmouthshire attractions and cultural services
  - In the short term operating costs have to be significantly reduced with a focus on those areas of operation that can achieve greatest income growth to achieve a viable operating model, investing in improved visitor and event facilities
  - Longer term there is a desire to retain the wider vision identified in the Visitor Study (to invest, develop, improve) as the significant capital investment required will not be forthcoming without a longer term vision attractive to potential funders / partners
- The recommended solution includes:
  - A return to budget in 14/15 (a reduction in historic overspend of 80K), further reductions of 40K in both 15/16 and 16/17
  - Improvement to core visitor facilities to drive business growth and improve the competitive position at a cost of circa 75K
  - A working group of interested parties established to take forward the investigation of future management options
  - Proposed collective marketing and developing marketing partnerships with other providers
  - A planned approach working with potential funders to seek to address the pressing issue of capital investment needs which must be solved to secure longer term sustainability
  - Measures to seek to mitigate any impact of a more commercially focussed approach on low income groups.

### Detailed Business Case

#### Vision

Caldicot Castle Country Park is put on a sustainable long term business footing to reduce the draw on MCC budgets, maximise the potential for external investment and moved to a management model which allows for local focused management whilst still exploiting the potential for synergies and improved effectiveness with other Monmouthshire attractions and cultural services.

The long term vision of the castle and country park is embodied in the 2012 audience development, interpretation and visitor management plan and is *“To become a high quality destination reflecting the special qualities of the heritage and natural environment thereby enhancing the quality of life, contributing to community identity and well being, and to educational, cultural and economic development”*.

The vision contributes to both the Council's strategic objectives, the Monmouthshire Destination Development Plan and the Severnside Total Place Plan by

- enhanced understanding and access to heritage, environment and culture, and facilitating access and citizen involvement in local environments, people and stories;

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- protecting and enhancing the distinctive character of heritage, countryside and environmental assets;
- providing learning opportunities and stimulating a sense of place that reinforces community identity and resilience
- supporting enterprise and sustainable growth by maintaining and developing tourism infrastructure.

Achievement of this vision is dependant on attracting significant external funding and new approaches to partnership / management structures. Initial conversations with potential funders (e.g. Heritage Lottery Fund) and partners have re-enforced the need to address the short term financial and operational issues to establish a sound and viable footing for future development.

### Outcomes

- To secure a more sustainable operating structure, initially seeking to remove revenue budget overspend (consistently running at around 80K pa) by 2014/15, then reducing the MCC budget draw by 40K in 2015/16 and 2016/17;
- Maximising the potential for synergies and improved effectiveness with other Monmouthshire attractions and cultural services by 2014;
- To secure a new management model which allows for local focused management which still maximising the potential for synergies across Monmouthshire attractions and cultural services by 2015/16;
- To establish in co-operation with potential funders a costed plan for future capital investment by 2014/15.

### Blue Print

#### The Future State

To secure the desired long term vision for Caldicot Castle Country Park a new model for future business development has been developed based on the options assessment and the following assumptions:

- In the short term it is important that we significantly reduce operating costs; focus on those areas of operation that can achieve the greatest income growth and achieve a viable operating model (a pre-requisite for all future options)
- There is a short term business need to invest in improved visitor and event facilities
- It would be unwise to lose sight of the wider vision (to invest, develop, improve) as the significant capital investment required will not be forthcoming without a longer term vision attractive to potential funders / partners
- The future of the castle and country park should be considered together and further planning work needs to continue on the key infrastructure projects
- Opportunities for commercial partnership to help deliver appropriate parts of the vision and achieve capital investment will be explored
- There are significant synergies and improved effectiveness to be gained from working across all Monmouthshire attractions and cultural services, and with leisure services in respect of events programming and support
- There is potential to seek project funding working with the “Monmouthshire Museums Development Fund” charity
- Long term ownership / management by the Council is not a prerequisite and locally focused management options should be explored, but they too have to be based on a viable operating model and not lose operational synergies

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### Current state and gap analysis

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	<p>Despite a substantial recent increase in visitor numbers the attraction is well behind industry standards for spend per visitor and high operating costs are undermining the potential profitability of events and functions leading to a substantial operating deficit. External analysis has concluded <i>“...operationally the castle and country park is too broadly positioned and is performing too many diverse roles / activities – there is undoubtedly a need (at least in the short term) for a tighter more business minded focus.”</i></p>	<p>A focus on core revenue generating activities and events challenging some existing provision.</p> <p>Adopting a commercial model, including</p> <ul style="list-style-type: none"> <li>• changes to the main visitor season, opening days and hours</li> <li>• changes to the retail and visitor catering offer</li> <li>• simplifying building and country park support services so they are flexible and meet business needs;</li> <li>• developing the events potential (for visitor events, functions, weddings, corporate events etc)</li> <li>• adopting a more commercial model / charges for events both in the castle and country park.</li> </ul> <p>Working across Monmouthshire attractions and cultural services to identify and exploit synergies and joint working, e.g. joint promotion of a Monmouthshire Attractions wedding offer and seeking external project funding with “Monmouthshire Museums Development Fund” charity as appropriate</p>	<p>Synergies / efficiencies resulting from working together across Monmouthshire attractions and cultural services.</p> <p>Community events having to adapt to a more commercial reality.</p> <p>Some internal systems need to be modified to support a commercial model.</p>

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<p>Organisation structures</p>	<p>As operations have become more focused on trading activity it is clear the current staffing structure is not appropriate to support the potential growth areas. Without significant change the unit is unviable and will not be able to address the financial challenge due to high core staff costs</p>	<p>Staff restructure with a reduced core staffing team including streamlined asset management / support services, supported by flexible staffing to support events and activities whose costs can be fully built into future pricing policy.</p> <p>As currently this staffing structure will not be able to support the management of the Museum collection currently located in the castle (predominately in store).</p> <p>Where effective and cost efficient services will be coordinated /managed across the Monmouthshire Museums and Attractions (Shire Hall, Old Station Tintern, Caldicot Castle Country Park, TICs etc.)</p>	<p>Aim to have restructure in place by 1 April 2014</p> <p>Some support services e.g. for large events are best delivered across Monmouthshire attractions, leisure and cultural services.</p> <p>Management support continues to be provided across Caldicot Castle Country park and Old Station Tintern to support change process there as well</p> <p>Collection management will be supported via Museum service and a plan for the future management, storage and use of the collection needs to be developed</p>
<p>Management model</p>	<p>The castle and country park is directly operated by MCC with an advisory group in place and limited volunteer input.</p>	<p>Alternative management models need to be investigated given the desire to reduce the dependence on MCC funding, the desire for locally focused and supported management and the scale of the potential capital investment required in the future,.</p> <p>It is not yet clear whether this would include operational or asset transfer (or a mixture) and this will need to be established as options are considered, in consultation with interested parties, potential funders etc.</p> <p>There is significant potential to develop a broader volunteering model in co-operation with the Museum service.</p>	<p>Reach conclusion on model for the 15/16 season</p> <p>Whatever locally focused management structure is developed it will continue to exploit the synergies / efficiencies which will result from working together across Monmouthshire attractions and cultural services.</p> <p>Developing a volunteering model will require identifying external funding to support this.</p>
<p>Infrastructure</p>	<p>The deteriorated</p>	<p>In the short term given the</p>	<p>An invest to save project can</p>

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	<p>state of the physical assets, both the heritage assets and visitor and events infrastructure severely constrains the attractions ability to compete in the marketplace. This has an adverse impact on the ability to gather profitable events business (attractiveness to potential clients) to deliver it (inadequacies of catering facilities etc.) and on the attractiveness of the tourism product (and on dwell time and visitor expenditure)</p>	<p>reliance on events growth to address the operating shortfall essential building and compliance works need to be carried out on the core facilities, kitchen, bar, toilets, main hire areas. An invest to save allocation [circa 75K] is required for these works.</p> <p>In the longer term a fully costed plan for future capital investment across the castle and country park is required to help focus and support future external funding bids or investment opportunities. Based on works already completed to date this is likely to be a substantial sum [£3M+] and will require a phased partnership based approach.</p>	<p>be implemented to improve core building and visitor facilities in phases across the 2014 season.</p> <p>Existing RDP grant can help develop a fully costed plan and discussion will continue with potential funders and partners to identify the most appropriate phasing / priorities and future development work. A project of this scale will require dedicated development time.</p>
Technology	<p>Inadequate dated external website and no public internet access within the castle</p>	<p>New website provision required, linked to improved Monmouthshire tourism and attractions offer.</p> <p>Installation of wi-fi service in the castle would add significantly to operational efficiency and meet event clients needs, especially the wedding and corporate market.</p>	<p>Website can be prioritised</p> <p>Existing (improved) connectivity to castle can cope with additional demand</p>
Information and data	<p>Current financial and business monitoring systems whilst adequate are providing insufficient detailed and timely information.</p>	<p>New systems are required to support a more flexible commercially focused approach.</p>	<p>New systems need to be in place for 2014 season.</p>

### Options Appraisal

To help gain a perspective on these challenges some further external analysis has been completed ([Caldicot Castle County Park Strategic Options Review](#)) and a number of options have been identified and assessed, in summary:

- A. Do nothing
- B. Development into a quality visitor destination (the “vision” option from the 2012 study)
- C. Continued operation / development as a visitor attraction under a revised operating model

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- D. Retention as a visitor attraction to include partial disposal of areas for commercial development
- E. Managed withdrawal of MCC from operation
- F. Moth-balling the castle

Following discussions with the castle and country park advisory group options A & F have been set aside. Option B is the preferred approach at a strategic level, validating the previously developed “vision” from the visitor study; but recognising that elements of options C and D represent areas for further investigation, specifically in reviewing areas for potential commercial partnering and maximising income. It was also felt that option E should not be discounted and further discussions should take place to investigate alternative management options. It is that combination of approaches which seeks to address the principles set out in the “blue print” above which is assessed below, as all of the options share a common requirement to establish a sustainable business model (other than “do nothing” or “mothball” neither of which would deliver any of the benefits and have significant dis-benefits)

### Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16
<b>Cashable benefit</b>				
Budget saving target	Service budget is £127K but operating costs consistently in region of £210K over 12/13 & 13/14	Target saving in total £80K, plus reduction in overspend of £80K pa	£0K (recover to budget so reduce costs by 80K)	£40K
<b>Non financial benefits</b>	<b>Current performance</b>	<b>Target performance</b>		
Visitor Figures (to castle)	43,000	60,000		
Educational visits	2,000	TBC		
<i>Volunteer Hours</i>		<i>TBC</i>		
<b>Cost</b>	<b>Current costs</b>	<b>Revised costs</b>		
Staff restructure costs	TBC			
Improvement to improve core building and visitor facilities (kitchen, bar, toilets)	Not programmed	Circa £75K to be established as detailed works specified	£75K	-

### Dis-benefits

Community events have to adapt to a more commercial reality.

Visitor opening hours /season is likely to reduce, but will better reflect demand and allow better provision when site is open to visitors

The equality impact assessment has not identified any negative impacts on protected characteristics but has identified that reducing the opening hours of castle to members of public may have a negative effect



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on low income households or those who value the free entrance available on non event days, although this is likely to be limited as closure is proposed on periods of low visitor numbers. However proposed joint working with Museum service and development of existing arrangements with Countryside service, other internal and external providers should result in increased community events at no or low cost and other forms of mitigation will be explored.

### Key Risks and Issues

#### Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action
Variation in overall visitor numbers / spend due to weather conditions and economic situation	Medium	Medium	During main visitor season	M Lewis/ Site Manager	Improved business ensure close monitoring risk management responsive marketing promotions e.g. discount website
Competitive situation for events and wedding business	Medium	Medium		M Lewis/ Site Manager	Close business responsive marketing promotions , develop marketing Monmouth attractions offer

#### Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Poor condition of existing events and visitor facilities including kitchen, bar and toilets deters business and /or regulatory non-compliance stops service delivery	High	M Lewis / Property Services	Proposed invest to save project to improve core building and visitor facilities in phases across the 2014 season	M Lewis / Property Services
Lack of consistent marketing and events promotion	High	Monmouthshire attractions / cultural services managers	Proposed collective marketing and developing marketing partnerships with other providers (e.g. Cadw)	Monmouthshire attractions / cultural services managers

### Constraints

The key constraints identified in the visitor study is the extent to which the business can grow without the further investment required to improve the visitor and events facilities which are recognised as being considerably behind current best practice, e.g., improving the site access, investing in interpretation (see Interpretation Plan) and the other “transformational” projects identified in the Visitor Management Plan and so whilst the “commercialisation model” represents a necessary first step in improving business performance it will not in itself offer a long term solution as the pressing issue of capital investment needs to be addressed to secure longer term sustainability.

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### **Assumptions**

Prior to any significant investment any asset deterioration that threatens business continuity will be addressed through MCC's responsive maintenance budgets.

### **Evaluation and comparison of options**

Given the common requirement to establish a sustainable business model there are no significant short term options; to do nothing is clearly unacceptable as the unit will continue to operate significantly over budget and provide a deteriorating customer experience; to "mothball" the castle would leave all of the dis-benefits of deteriorating assets, fixed property costs, lack of income and result in complete loss of all of the benefits of service provision, and effectively close the door to longer term solutions.

The options for future alternative management models need to be investigated with a target of introducing a new model for the 2015/16 season if found feasible. To achieve a sustainable solution this will be a complex process, which will need to progress in co-operation with potential partners, funders and all interested parties. The form of this new structure is not yet clear, nor the extent to which it would include operational or asset transfer (or a mixture) however it is clear that having identified significant synergies from working together across Monmouthshire attractions and cultural services a completely "stand alone" option is unlikely to be viable. It is proposed to establish a working group of interested parties to take this forward.

### **Recommendation**

To proceed as outlined above.

### **High level Plan for delivery**

- The Countryside Manager will continue to work on delivery of this programme to restructure the business going into 2014/15 in conjunction with the Heritage and Culture Service Transformation Lead, members of the Caldicot Castle, Museums and Tourism teams and the Innovation Partner.
- Ongoing consultation will be carried out (Caldicot Castle Advisory Group members and others)
- A working group of interested parties will be established to forward the investigation of future management options.
- We will report developments via Review Updates and to the Economy & Development Select Committee.

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# Business Case [Shire Hall, Monmouth.](#)

The Proposal Business Case enables the Cabinet to decide whether to proceed with the proposal.

This template provides guidance on how to complete the Proposal Business case.

### Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	19/11/2013	Draft	M Booth	

### Approval

Cabinet sign off to proceed with proposal		Date	
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### Distribution List

Name	Organisation	Job title / Dept

## Executive Summary

The Shire Hall, Monmouth, opened in October 2010 following a £4.5 Million project to fully restore this Grade 1\* building together with the famous 'Courtroom 1', scene of the dramatic Chartist trials of 1840. It has quickly established itself as a centre for learning and community engagement. It has resumed its role as the centre for civic functions and events for the town and surrounding areas, provides accommodation for meetings, workshops and exhibitions and is developing strong reputation as a conference venue. The towns Visitor Information Centre is within the reception and, together with a series of guided tours that start from here, make the Shire Hall the ideal starting point to explore the town's rich history and heritage. However, as with all projects of this nature, the refurbishment of the landmark building is just one element of its overall regeneration and there has been a need for a period of consolidation, in which the focus of the Shire Hall regeneration project shifted from being one of a capital-led build programme to a revenue-generating sustainable business.

In relation to project management, the emphasis was placed on capital requirements and the build project itself. Since its official opening the Shire Hall has had notable success in the development of its Learning & Interpretation Programme, including Campaign! Make an impact and WWII veterans & schools intergenerational workshops; created a vibrant visitor experience

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and been the focus of a number of community engagement initiatives, notably MonmouthpediA. Digital technologies feature strongly in the Shire Halls interpretation alongside traditional delivery. A video Town Heritage trail based upon the civic society Blue plaque trail, a video Archaeological town Trail, and a new exhibition 'Dig Monmouth' opened in the spring of 2013 to celebrate the significant archaeological and heritage of Monmouth Town. New leaflet trails, including crime and punishment, food trail, Chartist trail have been produced. This Business Case for the Shire Hall builds upon the achievements of the first three years of operation and proposes a focus upon providing financial sustainability, by adopting a more focussed enterprising approach.

The key driver over the next 3 years is to produce a balanced 'zero' budget for the operation of the Shire Hall. This will be achieved by a combination of developing four key areas of the business to generate additional income (from Conference and business functions, Events & functions, Weddings, Group & travel trade) and from efficiency savings (staffing structure review, core business cost savings and alternative funding opportunities for promotions, exhibitions and small scale projects currently funded from within existing operational budgets). Achieving financial sustainability is not a new objective; it forms one of the original project objective, agreed by all partners, including Heritage Lottery, who provided a significant contribution to the project funding, and Monmouth Town Council. The timescale to achieve a balanced budget has been brought forward by one year but it is recognised that the financial contribution by MCC has been higher than forecast for the first three years. It is also noted that the maintenance and repairs of the building are the responsibility of MCC and these costs fall outside the scope of the operating budgets and will remain an on-going cost to the authority. In addition, it is recognised that there are facility and service requirements from the occupation of Shire Hall by Monmouth Town Council resulting in costs and lost revenue potential. Whilst MTC make an annual contribution, there is a shortfall requirement – 'the cost of Local Democracy' – which will require continued funding from MCC to enable a zero budget to be achieved.

### Detailed Business Case

#### Vision

**The Shire Halls Mission Statement, approved by all partners is:**

*To conserve this significant and historic building, make it accessible to all, bring to life its rich heritage and position it as a vital community resource.*

*The business case mandate will maintain the original core aims of:*

**Aim One:** Conserve and maintain this important building.

**Aim Two:** To provide a sustainable revenue outcome

**Aim Three:** Bring the building into fuller economic and social use, and in so doing, benefit the wider community.

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- Aim Four:** To deliver quality of access to all within the building, including encouraging people from under-represented and socially excluded groups to visit.
- Aim Five:** Promote the significance of Shire Hall within the Chartist story and the history of democracy
- Aim Six:** Provide relevant formal and informal learning opportunities for the local and wider community
- Aim Seven:** Deliver a high quality visitor experience
- Aim Eight:** To involve the community in the decision making process of the operation of Shire Hall
- Aim Nine:** To be a beacon of culture and heritage for Monmouthshire,
- Aim Ten:** To create relevant and sustainable partnerships with culture, heritage and education providers

Shire Hall has a strong working relationship with the Monmouthshire Museum Service, adopting a joint Business Plan (April 2013 – March 2016) and this will continue with the development of these Business Case Mandates. Learning opportunities (Shire Hall Aim 6) will develop as part of a county wide approach to formal & informal Learning opportunities (See Museum & Tourism Business case mandate). It is also proposed to relocate Monmouth's Tourist Information Centre (TIC) provision into the Museum. Whilst the TIC has proved successful, gaining 100% in a recent mystery shopper survey, its continued operation within Shire Hall undermines its financial sustainability. Shire Hall currently operates an average of over 70 hours per week. In the first 6 months of 2013 there were 44 days that had no room bookings or activity other than TIC provision. The proposal is to reduce the core hours of operation to 50hours, operating more flexibly to meet demand, which will achieve efficiency savings on staffing costs. However, it is recognised that this is not compatible with TIC operation which requires regular opening times. A move to provide front of House operation will facilitate longer opening hours for the museum, including lunch time provision (see Museum & Tourism Business case mandate). It is recognised that the reorganisation of learning provision will enhance the opportunities throughout the County and strengthen the relationship with the museum service. However the removal of a dedicated Learning Manager at the Shire Hall has the potential to hinder future learning opportunities or even undermine achievements made thus far. To ameliorate this, a series of self-lead programmes have been developed and freelance 'educators' engaged as required.

Delays in the final completion of the original restoration project, including snagging, issues with heating system and decoration, together with responding positive to external and corporate demands has led to and inefficient use of marketing resources. Focussing on 4 key target themes over the next 3 years will provide an effective use of budgets and facilitate specific performance Indicators to be introduced to monitor and evaluate progress. These will be developed following the adoption of this proposal and reported monthly. Staffing structure and roles will also be reviewed and recommendations made for any changes required as a result, to ensure that the staffing structure supports the enterprise operational activities of the business. Shire Hall has also benefited from additional budgets to support small scale projects that were not included within the original restoration project or subsequent opportunities that arise from time to time, such as MonmouthpediA. Significant reduction to the 'specialist fees and services' budget will impact upon our ability to respond quickly to new opportunities from within existing budgets and there will be a closer working relationship with the museum fundraiser post (see Museum & Tourism Business case mandate) to raise external funding. This will be an opportunity to increase the range and scope of activities undertaken at Shire Hall and is seen as a positive development opportunity.

The restructuring of the current department, bringing Caldecott Castle and Tintern Old Station together with Shire Hall, provides the opportunity for joint marketing and promotion of commercial and enterprise

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opportunities highlighting the distinctive characteristics of each unit whilst driving business to MCC managed facilities. Joint marketing of weddings and functions together with opportunities to secure wedding co-ordinator type role (commission based) and offering a telephone reception for enquiries and bookings will be explored fully. In addition, the commercial and enterprise experience and skills will be shared to create opportunities to develop other MCC owned and managed heritage and cultural assets throughout the county.

### Outcomes

The importance of Shire Hall to the community and the Council has been recognised by the award of significant funding for the restoration because:

- Shire Hall is irreplaceable.
- The building is of enormous historical value – it is Grade I listed.
- It is not only listed for its architectural significance, but for the history contained within the building – it is this heritage that we also wish to retain and help the public to understand.
- The Chartists were tried for Treason and sentenced to death in the Courtroom in Shire Hall. This is an enormously significant event in British history and is therefore important to the British identity.
- The building is centrally located in Agincourt Square and is a symbol of the Town.
- This valuable community resource is being underused and needs to be made accessible.
- The visitor attraction will bring people to the town and encourage existing visitors to stay longer. This will provide an economic benefit to the other businesses in the town.
- It will provide a valuable learning resource for schools and other educational groups.
- The building is home to the Town Council, and has been the seat of local democracy for many years and is the focus of Civic Ceremonies in Monmouth.
- The Community Room has become the Town's Village Hall.

### ***Significant progress has been achieved over the past 3 years towards the original aims:***

- **To conserve and enhance the architectural heritage of Shire Hall**  
This has now been achieved. Practical completion July 2010, defect liability and snagging completed November 2013..
- **To ensure Shire Hall is more accessible to local people and visitors**  
This has been achieved physically through the provision of a lift to all floors, improved facilities for visitors with special needs and by having opening times that meet the needs of visitors and the community.
- **To encourage more people to be involved in the town's heritage**  
This was achieved through the building phase through the involvement of the Shire hall Stewards and community activity in fundraising for the project. This will be developed further with the establishment of Friends of the Shire Hall group, evolving from the Shire Hall Stewards to provide a platform for volunteer involvement, seat on the Management Board and broader membership base.
- **To make sure that everyone can learn about, have access to and enjoy their Heritage.**  
This has been achieved through the introduction of Audio/visual equipment, a guide book, a series of events and guided tours, the opportunity for visitors to access the building daily and delivery comprehensive Learning and engagement programme . However, this will be an on-going theme and subject of a revised marketing strategy to build upon the Access and audience development plan.

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The outcome for this business case proposal is to ensure that Shire Hall:

Becomes financially sustainable and operationally cost neutral to the authority by the end of year 3

And that

That the building is brought into fuller economic and social use, and in so doing, benefit the wider community.

By adopting the proposals for this Business case, these objectives are achievable within three years and it is compatible with the approved aims and objectives of the funding partners & community.

### Blue Print

#### The Future State

Describe how the organisation will look and function in the future and the business changes that will be needed in terms of new processes; new organisational structures; technological and infrastructure requirements and new information requirements.

#### Current state and gap analysis

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	Operational budget provided by MCC	Move to a self-funding model with zero operating budget contribution from MCC	
Organisation structures	Hierarchical staffing model: General Manager 1FTE Duty Officer 1FTE General Assistants 2FTE Caretaker 1FTE  Learning Manager 1FTE (with grant aid until May 2013)	Remove TIC / permanent manned reception & replace with PT reception / administration to meet demands of reviewed operation. Use of casuals when income generating opportunities arise to support permanent staff to deliver functions & activities. Delete caretaker post and review all job descriptions. Learning Manager post deleted	

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		and role provided County wide through the museum service	
Technology/infrastructure	Eg.ICT systems, buildings and other assets needed for the Future State, as well as the required service arrangements	In place / funding already in place EPOS / booking system – Link to Leisure Centre system	
Information and data	Eg Management information and data required to operate the Future State	N/A	

### Options Appraisal

Identify the options being considered and how each will fulfil the blue print for the future state above. This will enable the Cabinet to be clear about the main features of the solution proposed and how it differs from the other options presented.

Several options have been considered in the preparation of this document:

Option 1 Close or dispose of the Shire Hall. Likely to incur a penalty of grants repayment of £3.2m to HLF

Option 2: Relocate Nelson Museum and Local History Centre. Feasibility study undertaken, concluding that cost of ensuring that environmental conditions and security could be met would be substantial and potentially cost prohibitive. In addition, the building does not lend itself to effective museum grade layout, security is compromised by additional occupiers of the building and income generation opportunities compromised resulting in the building becoming financially unsustainable.

Option 3: Operate as an independent charitable trust. This has been consideration before the building was restored and discounted as a viable option due to the large operating costs and existing user rights. This proposition could be reviewed as part of future options at the end of year 3 when a cost neutral position has been achieved.

Option 4: Develop business focussing upon enterprise and commercial models to achieve financial sustainability resulting in a cost neutral operating budget to MCC. This proposal is the only viable option available given the financial constraints of the Authority.



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### Cost-Benefit Analysis

See attached Business case mandate supplementary sheet attached.

Cost/Benefit Description	Current Budget	Target Saving / contribution	Timing 2014/15	2015/16
<b>Cashable benefit</b>	£217,965 (£198,00 2014-15)	£198,000	£33,500	£69,050
<i>Improve retail and commission offer</i>			£500	£1750
Develop events income			£1000	£5500
Develop group and travel trade offer			£1000	£5000
<i>Increase admission income through formal guided tours</i>			£500	£5000
Increase income from weddings			£5000	£9000
Increase room rental and catering			£4000	£12000
Staff review			£20000	£3000
Reduce spend on Promotions & exhibitions and Professional fees & services			£0	£22000
Monitor core Business costs			£500	£1500
Revise Marketing Strategy			£400	£1300
<i>Review contract cleaning provision.</i>			£0	£3000
Cost of 'Local Democracy'				
<b>TOTAL</b>				
<b>Non financial benefits</b>	<b>Current performance</b>	<b>Target performance</b>		
Develop revised marketing plan strategy focussing on 4 key sectors: <ul style="list-style-type: none"> <li>○ Conference and business functions</li> <li>○ Events &amp; functions</li> </ul>	<i>Not monitored</i>	<i>Establish base line</i>		

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Weddings				
Group & travel trade				
<b>Cost</b>	<b>Current costs</b>	<b>Revised costs</b>		
Eg any one off costs, or increases in operational costs which need to be netted off the savings	None			

### Dis-benefits

- Deletion of the Caretaker post
- Loss of the TIC provision within the Shire Hall, reducing opportunity for community engagement

### Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

#### Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action
Loss of Local TIC in Monmouth	M	M	April 2014	M B	Relocate to Museum suitable location
Removal of dedicated Learning Managers post for Shire Hall	H	M	April 2014	MB	County Wide Learning provision
Reduced involvement in not for profit community activity	H	M	April 2014	MB	Work with Fundraising within Museum s

### Constraints

- No specific constraints arise as a direct result in implementing these proposals

### Assumptions

- Proposals assume that approval is given to restructure staffing to meet the challenges ahead.
- MCC continue to fund the 'cost of local democracy' resulting from occupation of the building by Monmouth Town Council
- All outstanding project and building works are completed by April 2014

## **6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM**

### **Recommendation**

To approve Shire Hall becomes financially sustainable by 2017 -18 resulting in a balanced operating budget.

### **Sign-Off**

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the preferred option for onward approval by Cabinet. Use the version and authority sign-off on the front page.

## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

# Business Case Old Station Tintern (Museums, Castles, TICs, Tourism)

### Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
0.1	13/11/13	draft	MCL	
0.2	19/11/13	draft	MCL	Draft for Select Committee
0.3	19/11/13	draft	MCL	Final for Select Committee incorporating comments

### Approval

Cabinet sign off to proceed with proposal		Date	
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### Distribution List

Name	Organisation	Job title / Dept

## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

### Executive Summary

- The vision is to put Old Station Tintern on a sustainable long term business footing to reduce the draw on MCC budgets so that by 2017/18 there is no net operating costs to MCC and to maximise the resulting cultural, community and economic benefits
  - The proposal is intended to secure a more sustainable operating structure, initially seeking to maximise income generation in the current model and then reducing the MCC budget draw in 2015/16, 2016/17 and 2017/18;
  - The proposal is intended to secure sustainable tourism in the Wye Valley AONB contributing to supporting tourism businesses and providing an information resource for visitors;
  - To aim is to secure commercialisation, asset transfer or a new management model to achieve the budget objectives whilst maximising the synergies and improved effectiveness with other Monmouthshire attractions and cultural services;
  - Any solution needs to meet the conditions of past grant aid to the site.
- The recommended solution includes:
  - Continuing focus on core revenue generating activities and exploiting new opportunities including improvement to car parking consistent with not compromising the key attractiveness of the facility;
  - Establishing a working group of interested parties to take forward the investigation of future management options;
  - Proposed collective marketing and developing marketing partnerships with other providers.

### Detailed Business Case

#### Vision

Old Station Tintern is put on a sustainable long term business footing to reduce the draw on MCC budgets so that by 2017/18 there is no net operating costs to MCC whether that be by commercialisation, asset transfer or a new management model which allows for local focused management whilst still maximising the potential for synergies and improved effectiveness with other Monmouthshire attractions and cultural services.

The long term vision for Old Station is contained in the current Management Plan: “The Old Station Tintern provides a welcoming and high quality countryside visitor facility to allow access to, and foster greater understanding of the landscape and history of the Lower Wye Valley, and to orientate and inform visitors of the other attractions and tourism businesses available to them”

The vision contributes to the Council’s strategic objectives, the Wye Valley AONB Management Plan and the Monmouthshire Destination Development Plan by:

- Encouraging sustainable tourism in the Wye Valley AONB based on its natural beauty and local distinctiveness contributing to supporting tourism businesses and providing an information resource for visitors
- enhanced understanding and access to heritage, environment and culture, facilitating access, volunteering and citizen involvement in local environments, people and stories;
- protecting and enhancing the distinctive character of heritage, countryside and environmental assets and providing learning opportunities
- supporting enterprise and sustainable growth by maintaining and developing tourism infrastructure and acting as showcase for local art and craft.

#### Outcomes

## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC’S, TOURISM

- To secure a long term business footing to reduce the draw on MCC budgets so that by 2017/18 there is no net operating costs to MCC;
- To secure commercialisation, asset transfer or a new management model to achieve the budget objectives whilst seeking to maintain the potential for synergies and improved effectiveness with other Monmouthshire attractions and cultural services [during 2015/16 and 2016/17];
- To ensure any future arrangements meet the conditions attached to the Heritage Lottery Fund (including the 10 year management agreement) and Sustainable Development Fund grant aid received in 2010 and 2011 and to other earlier funding.

### Blue Print

#### The Future State

To secure a long term business future for Old Station Tintern so that it can continue to operate as a popular visitor site; maintaining its core visitor services and delivering the wide ranging benefits to visitors, the local economy and to the management of the Wye Valley AONB; sustain the recent grant funded visitor facilities and work with the Friends of Old Station to continue to engage voluntary effort. Not to lose the synergies and improved effectiveness to be gained from working across all Monmouthshire attractions and cultural services and the potential to seek project funding working with the “Friends of Old Station Tintern and if appropriate the “Monmouthshire Museums Development Fund” charity.

#### Current state and gap analysis

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	The site is a popular visitor attraction (approx 80,000 visitors pa) but constrained by limited on site parking which means it runs at maximum capacity at peak times.	Continuing focus on core revenue generating activities and events including reviewing opening days and hours, to the retail and visitor catering offer, developing the events potential (for visitor events, weddings, corporate events etc). Working across Monmouthshire attractions and cultural services to identify and exploit synergies and joint working, e.g. joint promotion of a Monmouthshire Attractions wedding offer and seeking external project funding with the “Friends of Old Station Tintern and if appropriate the “Monmouthshire Museums Development Fund” charity.	Synergies / efficiencies resulting from working together across Monmouthshire attractions and cultural services.
Organisation structures	Has streamlined flexible staffing	Staffing will need re-consideration as new options.	Some support services e.g. for large events are best

## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

	structure which meets current demands.	Where effective and cost efficient services will be coordinated /managed across the Monmouthshire museums and attractions (Shire Hall, Old Station Tintern, Caldicot Castle Country Park, TICs etc.)	delivered across Monmouthshire attractions, leisure and cultural services.  Management support continues to be provided across Caldicot Castle Country Park and Old Station Tintern to support change process
Management model	The Old Station is directly operated by MCC with volunteer input from the Friends of Old Station.	Alternative management models need to be investigated given the desire to remove the dependence on MCC funding.  It is not yet clear whether this would include commercialisation, operational or asset transfer or a new management model (or a mixture) and this will need to be established as options are considered, in consultation with interested parties.  Close liaison with Friends Group maintained and new opportunities explored	Whatever management structure is developed it will continue to exploit the synergies / efficiencies which will resulting from working together across Monmouthshire attractions and cultural services.  New arrangements meet the conditions attached to the Heritage Lottery Fund and Sustainable Development Fund grant aid received in 2010 and 2011 and to other earlier funding.
Infrastructure	The sites physical assets are broadly in reasonable condition as result of recent grant aided investment but as historic structures and railway rolling stock high levels of ongoing maintenance are required.  The notable exception is play equipment which requires further investment.  Lack of car parking constrains site at peak time.	A fully costed plan for future capital investment across the site is required to help focus and support future external funding bids or investment opportunities.  Feasibility work commence on the potential to extend car parking provision  Consideration be given to implementing the valid planning consent for a narrow gauge steam railway in co-operation with a commercial partner	

## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

Technology	No dedicated website and no general public internet access	New website provision required, linked to improved Monmouthshire tourism and attractions offer.  Installation of wi-fi service in the café and carriage would meet visitor and meeting participant needs	Website can be prioritised  Existing connectivity to station can cope with additional demand (needs investigation).
Information and data	Current financial and business monitoring systems whilst adequate are providing insufficient detailed and timely information.	New systems are required to support a more flexible commercially focused approach.	New systems need to be in place for 2014 season.

### Options Appraisal

It is proposed that future options for commercialisation, asset transfer or a new management model be considered during 2014/15.

### Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16
<b>Cashable benefit</b>				
Budget saving target	Service budget is £45K	Target saving in total £45K (no net budget)	£0K	£5K (tbc)
<b>Non financial benefits</b>	<b>Current performance</b>	<b>Target performance</b>		
Visitor Figures	80,000	80,000		
Educational visits		TBC		
Volunteers		TBC		
<b>Cost</b>	<b>Current costs</b>	<b>Revised costs</b>		
Enhanced play offer	Not programmed	TBC		
Additional / improvement to car parking	Requires further investigation of options			



## 6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM

### Dis-benefits

Provided the new model can be successfully achieved there should be no obvious dis-benefits as services will be maintained.

Having carried out an equality impact assessment it is not envisaged there will be any negative impacts at this stage as the intent is to continue to deliver the existing range of Services and facilities. Further equality impact assessment will be carried out as the new operating model is developed.

### Key Risks and Issues

#### Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Variation in overall visitor numbers / spend due to weather conditions and economic situation	Medium	Medium	During main visitor season	M Lewis/ Site Manager	Improved business systems to ensure close monitoring and risk management on events, responsive marketing and promotions e.g. use of discount websites etc.	M Lewis/ Site Manager
Competitive situation for events and potential wedding business	Medium	Medium		M Lewis/ Site Manager	Close business monitoring, responsive marketing and promotions , developing / marketing Monmouthshire attractions offer	M Lewis/ Site Manager

#### Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Lack of consistent marketing and events promotion	High	Monmouthshire attractions / cultural services managers	Proposed collective marketing and developing marketing partnerships with other providers	Monmouthshire attractions / cultural services managers

### Constraints

The key constraints are overall site capacity, both in terms of car parking at peak times, not undermining the key attractiveness of the facility by over-development and the sites location in a nationally protected landscape.

### Assumptions

Continue to work with the Friends of Old Station to maximise volunteer involvement

## **6. BUSINESS CASE – RC MUSEUMS, CASTLES, TIC'S, TOURISM**

### **Evaluation and comparison of options**

Options for commercialisation, asset transfer or a new management model be considered during 2014/15 with a target of introducing a new model for the 2015/16 season if found feasible. To achieve a sustainable solution this will need to progress in co-operation with potential partners, investors and all interested parties. The form of this new structure is not yet clear, nor the extent to which it would include operational or asset transfer (or a mixture) however it is clear that having identified significant synergies from working together across Monmouthshire attractions and cultural services a completely “stand alone” option is unlikely to be viable. It is proposed to establish a working group of interested parties to take this forward.

### **Recommendation**

To proceed as outlined above.

### **High level Plan for delivery**

- The Countryside Manager will continue to work on delivery of this programme to seek to maximise income based on the current structure in 2014/15 in conjunction with the Heritage and Culture Service Transformation Lead, members of the Old Station, Museums and Tourism teams and the Innovation Partner.
- Ongoing consultation will be carried out (Friends of Old Station Tintern and others)
- A working group of interested parties will be established to forward the investigation of future management options.
- We will report developments via Review Updates and to the Economy & Development Select Committee.

## 6. EQUALITY ASSESSMENT – RC MUSEUMS, CASTLES, TIC’S, TOURISM

### Monmouthshire County Council

#### Financial Savings “Equality Challenge”

2013/2014

<b>Savings Proposal: Museum, Castles and Tourism</b> <b>Proposal number: 6</b> <ul style="list-style-type: none"> <li>• Merging of Museums and Tourism</li> <li>• Increased income generation</li> </ul> <b>NB: Separate assessments have been carried out for the elements covering:</b> <ul style="list-style-type: none"> <li>• Caldicot Castle</li> <li>• Shire Hall</li> <li>• Tintern Old Station</li> </ul>		<b>Responsible Officer:</b>  Rachael Rogers	
<b>Division – Regeneration &amp; Culture</b>  <b>Service area – Museums Service and Tourism Service</b>		<b>Date</b> 18 <sup>th</sup> November 2013	
Protected characteristic	<b>Negative impact</b>	<b>Neutral impact</b>	<b>Positive Impact</b>
Age	x		
Disability	x		
Marriage + Civil Partnership		x	

Pregnancy and maternity	x		
Race		x	
Religion or Belief		x	
Sex (was Gender)		x	
Sexual Orientation		x	
Transgender		x	
Welsh Language		x	

Please give details of the negative Impact/s

- TIC/Abergavenny Museum merger – may impact pregnant and disabled and those with limited mobility visitors due to nature of a castle building and its grounds.
- NB: Proposed merger would result in increased opening hours at the museum so for all groups could also have a positive impact

### The next steps

If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact: E.g. mitigate/amend or carry out engagement /consultation

Consultation with members of public to determine visitors mode of transport.

Consultation with local community groups/Town Council etc to find out ways of mitigating any negative aspects.

install a number of digital and hard copy visitor information hubs at key locations around the towns. It is possible that external funding could be secured to do this. If so, it is proposed that community tourism ambassadors would be given responsibility for keeping leaflet displays well stocked.

**Signed**

**Dated**

**Additional Comments**

The TIC, Abergavenny is jointly operated by MCC and Brecon Beacons and is situated at the bottom of town near the bus depot. The proposal involved merging both the Castle and TIC to save building and staffing costs. The current location of Abergavenny TIC is ideal as it is situated in a prominent position on a key entrance road into the town and easily accessed by visitors arriving by car, bus and train. In order to make the service financially sustainable, however, it is necessary to compromise on location and move the service into another MCC building in the town. The Museum was the obvious choice as this provides the best alignment of services and goals. This will benefit the public by longer opening hours and may attract more people into the castle. The staff's terms and conditions differ, however this is a HR not Equalities issue.

In Chepstow, the Museum is located directly opposite the TIC, on a main route into the town and opposite car and coach parking. The close geographical relationship between the two sites means it is appropriate to consider a shared building space.

There are no equalities issues relating to increasing income generation.

# Monmouthshire County Council

## Financial Savings“Equality Challenge”

2013/2014

<b>Savings Proposal:Museum, Castles and Tourism</b>		<b>Responsible Officer:</b> Rachael Rogers	
<b>Proposal number: 6</b>			
<b>Division</b>		<b>Date</b> 22 <sup>nd</sup> October 2013	
<b>Service area SHIRE HALL</b>			
Protected characteristic	<b>Negative impact</b>	<b>Neutral impact</b>	<b>Positive Impact</b>
Age		x	
Disability		x	
Marriage + Civil Partnership		x	
Pregnancy and maternity		x	
Race		x	
Religion or Belief		x	
Sex (was Gender)		x	
Sexual Orientation		x	

Transgender		x	
Welsh Language		x	

Please give details of the negative Impact/s
➤ Potential negative impact to all groups from the potential deletion of TIC from Shire hall operation

## The next steps

If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact: E.g. mitigate/amend or carry out engagement/consultation

Shire Hall – relocation of the Tourist Information Centre to Monmouth Museum will have minimal negative impact as the service provision will remain in the Town It will, however, have the benefit of increasing the opening hours of Monmouth Museum

**Signed**

**Dated**

## Additional Comments

Potential negative impact to all groups from the potential deletion of Tourist Information Centre from Shire hall operation. However, a relocation of the Tourist Information Centre to Monmouth Museum will have minimal negative impact as the service provision will remain in the Town It will, however, have the benefit of increasing the opening hours of Monmouth Museum



# Monmouthshire County Council

## Financial Savings “Equality Challenge”

2013/2014

<b>Savings Proposal: Museum, Castles and Tourism</b> <b>Proposal number: 6</b> <ul style="list-style-type: none"> <li>• Old Station Tintern</li> </ul> <b>NB: Separate assessments have been carried out for the elements covering:</b> <ul style="list-style-type: none"> <li>• Caldicot Castle</li> <li>• Shire Hall</li> <li>• Museums and Tourism</li> </ul>		<b>Responsible Officer:</b>  <b>Rachael Rogers / Matthew Lewis</b>	
<b>Division – Regeneration &amp; Culture</b>  <b>Service area – Countryside Service</b>		<b>Date</b> 18 <sup>th</sup> November 2013	
Protected characteristic	<b>Negative impact</b>	<b>Neutral impact</b>	<b>Positive Impact</b>
Age		x	
Disability		x	
Marriage + Civil Partnership		x	
Pregnancy and maternity		x	

Race		x	
Religion or Belief		x	
Sex (was Gender)		x	
Sexual Orientation		x	
Transgender		x	
Welsh Language		x	

Please give details of the negative Impact/s

- It is not envisaged there will be any negative impacts at this stage as the intent is to continue to deliver the existing range of Services and facilities
- NB: Further equality impact assessments will be carried out as the new operating model is developed

## The next steps

If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact: E.g. mitigate/amend or carry out engagement/consultation

**Signed**

**Dated**

**Additional Comments**

# Monmouthshire County Council

## Financial Savings “Equality Challenge”

2013/2014

<b>Savings Proposal: Museum, Castles and Tourism</b> <b>Proposal number: 6</b> <ul style="list-style-type: none"> <li>• Caldicot Castle</li> </ul> <b>NB: Separate assessments have been carried out for the elements covering:</b> <ul style="list-style-type: none"> <li>• Shire Hall</li> <li>• Old Station Tintern</li> <li>• Museums and Tourism</li> </ul>		<b>Responsible Officer:</b>  <b>Rachael Rogers / Matthew Lewis</b>	
<b>Division – Regeneration &amp; Culture</b>  <b>Service area – Countryside Service</b>		<b>Date</b> 19 <sup>th</sup> November 2013	
Protected characteristic	Negative impact	Neutral impact	Positive Impact
Age		x	
Disability		x	
Marriage + Civil Partnership		x	
Pregnancy and maternity		x	

Race		x	
Religion or Belief		x	
Sex (was Gender)		x	
Sexual Orientation		x	
Transgender		x	
Welsh Language		x	

Please give details of the negative Impact/s

➤ None on protected characteristics

➤ Caldicot Castle – reducing the opening hours of castle to members of public may have a negative effect on low income households or those who value the free entrance available on non event days, although this is likely to be limited as closure is proposed on periods of low visitor numbers. Proposed joint working with Museum service and development of existing arrangements with Countryside service, other internal and external providers should result in increased community events at no or low cost.

## The next steps

If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact: E.g. mitigate/amend or carry out engagement/consultation

Caldicot Castle - Consult with member of public and advisory group to find out ways of mitigating any negative aspects. Ensure that a times of peak demand (school holidays etc.) a wide range of opportunities, including free or low cost events and activities are maintained and enhanced.

**Signed**

**Dated**

**Additional Comments**

Caldicot Castle is free entry on non-event days with special events running throughout the year at a cost. The proposal suggests that the Castle should move to a more commercial model to increase income. If a wider range of events , including functions and private events were to be organised the Castle, or parts of it, would need on occasions to close to members of public. During the community events, many residents commented that Caldicot Castle should be used as a venue to hold more events to increase revenue.

NB: Further EQIA will be carried out as the new operating model is developed.



## 25. BUSINESS CASE – RC FLEET AND TRANSPORT MANAGEMENT

### 1. Passenger Transport Unit private Hire Income

#### Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
01	31.10.13		R Cope	Additional income from Private Hire

#### Approval

Cabinet sign off to proceed with proposal		Date	
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#### Distribution List

Name	Organisation	Job title / Dept



## **Detailed Business Case**

### **Vision**

To increase the Passenger Transport Unit Fleet so that we can maximise utilisation and increase income from Private and contract hire through commercial opportunities by growth through expansion of services. The proposal will address the declining capacity within the industry and would allow the authority to be better placed when opportunities arise to increase income or make savings on contract prices where capacity is currently limited.

### **Outcomes**

To increase income to the authority by expansion of the PTU Fleet to a level where we are able to maximise income from private and contract hire and are able to sustain ongoing savings to the Home to school transport budget through commercial opportunities and to continue to be able to rationalise in house contracts and provide integration with other public services such as health and social services.

### **Blue Print**

#### **The Future State**

To achieve the aims of this project will require investment in new premises as the current facilities that we have are not sufficient to allow growth. A new maintenance facility and yard would give us the scope to expand further with our activities and would also enable us to bring in house our maintenance arrangements which would also provide us with an ongoing saving. The current fleet would need to be upgraded and increased as leases expire or owned vehicles replaced on a planned replacement programme to expand our private hire business. The vehicles that we source would need to be able to be utilised not only on contracts but private hires as well to include LEZ compliance for private hire trips to the London area.

A marketing strategy would be developed and we would look to collaborate with neighbouring authorities on some contract services and target areas such as Education, Religion, Social and Leisure, Health and Well-being and Employment to grow our commercial base.

There are a number of opportunities already identified that can be progressed if we are in a position to take forward this mandate.

## Current state and gap analysis

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	PTU operational section has 2 small depots one in Caldicot and one in Usk which are at full capacity and don't provide any maintenance facilities or adequate office or rest space for employees.	A new depot with adequate parking and maintenance facility in the South of the county and a new compound within County Hall boundary at Usk with adequate office/rest space to accommodate drivers and operational staff.	Suitable sites need to be appraised and evaluated which may include collaborating with other areas of the authority.
Organisation structures	Staffing levels for the operational section are currently 1 Transport Manager, 1 senior officer, 1 traffic controller, 1 admin post and 22 FTE PCV Drivers, 10 P/T Term time only minibuss drivers 7 temp PCV/minibus drivers and 3 P/T Passenger assistants	To increase staff in line with operations to include maintenance staff and depot supervisor to ensure compliance with VOSA regulations. To carry out further training of staff and train any new employees to corporate standards.	Training of drivers can be carried out in house as we are an accredited training centre for Driver CPC training through Jaupt.
Technology/infrastructure	ICT connection required at depots for operational staff to operate currently only at Caldicot depot	ICT connections at both depots to include wi-fi and sufficient capacity to keep electronic records and record digital tachograph details	Connections can be made to sites which could be direct rather than extensions from existing which slows down access and has capacity issues.
Information and data	Records kept for Transport manager to fulfil role and to comply with Traffic commissioner and vosa regulations and to claim any grants that are eligible.	To keep records and data as required by Vosa and traffic commissioner an increase in capacity may need to be factored into ICT arrangements	Server Capacity for bespoke system.

# Options Appraisal

## Option 1

### Cost-Benefit Analysis

Cost/Benefit Description	Current Budget/ income	Target Increase in income /profit	Timing 2014/15	2015/16	2016/17	2017/18
<b>Cashable benefit</b>						
<i>Target £40,000</i>	<i>From Private /contract hire £750k</i>	<i>£40,000</i>	<i>TBC Dependant on sourcing new depot and vehicles</i>	TBC	TBC	TBC
<b>Non financial benefits</b>	<b>Current performance</b>	<b>Target performance reduction in costs</b>				
Tighter control on maintenance costs with in house operation against contracted and enhanced quality of service to citizens with higher quality vehicles.	<i>£70,000</i>	<i>£40,000 Cost reduction</i>				
<b>Cost</b>	<b>Current costs</b>	<b>Revised costs</b>				
Provision of new depot and increase staff to achieve full benefit in first year .	TBC (alternative depot under consideration)	TBC				

## Dis-benefits

None identified.

## Key Risks and Issues

### Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Unable to source the right premises for the operation to expand	Medium	High		R Cope	Making sure that all avenues are explored when looking for new premises and work with other sections of the authority to look at best value	R Cope/R & C Managers
Vehicle availability	Low	High	End of leases on current vehicles	R Cope	Use best practice when looking for vehicles , utilise the trade structure to procure and source vehicles within procurement guidelines	R Cope

### Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Market forces dictate pricing structure	Low	R Cope	Prepare marketing strategy and promote quality and safety as well as cost within the package offered	R Cope
Decrease in Grant funding (Concessionary fares )	Medium	R Cope	This can be Counteracted by an increase in operated mileage and passenger growth	R Cope

## Constraints

Availability of premises in the area that would be most beneficial.

## **Assumptions**

The current capacity within the market is insufficient to cope with demand , capacity is currently being sourced from outside a 20 mile radius to cope with the demands of the market. Given current legislation and resources within the industry it is unlikely that any new operators will enter the market place in the foreseeable future and capacity is likely to decrease.Uncertainty over bus funding grants may also have an impact on current operator capacity.

## **Evaluation**

To be confirmed when full costings are available but budget proposals are considered achievable.

## **Recommendation**

To seek approval to develop a full business case when suitable premises and costings are identified and to approve the increase in vehicles as growth is identified.

## **High level Plan for delivery**

To Be confirmed through Full Business case.

# Business Case Car Park Cash Collection service

## Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
01	30.10.13		R Cope	Car Park Collection/Mgt.

## Approval

Cabinet sign off to proceed with proposal		Date	
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## Distribution List

Name	Organisation	Job title / Dept

## Detailed Business Case

### Vision

The amalgamation of roles will give a more cost effective way of delivering the service provision , and will enhance the roles of the Town Wardens/Car Parking Officers to concentrate on their main duties. Better value for money will be achieved from the cash collectors service without transfer of any management responsibilities and should provide a better service to the general public through collaborative working. This will also enable any future changes to Car Park provision to be managed effectively.

### Outcomes

The service will not see any significant change to the current service provided only that it will give greater capacity to the Car Parking officers/Town Wardens to be able to cover their main areas of work without getting involved in technical issues and that the Cash Collectors are better placed to report any machine faults or rectify any problems that may occur whilst giving a cost benefit saving.

### Blue Print

#### The Future State

Technology is forever changing and there may be upgrades to ticket machines that will be required as well as outcomes to manage from the car parking review. The changes will not effect any of these proposals and will give greater capacity to current staff without significantly increasing costs.

#### Current state and gap analysis

Identify the extent and nature of the change required to achieve the Future State

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	Cash collection of car park revenue is currently carried out by transport department and recharged through a SLA to the car park budget at a	It is proposed to look at the cost of this recharge and utilise the services of the cash collectors to carry out extra duties within the car parks such as replacing tickets in machines/ coin jams that may occur/data	

	current cost of £69011	collection etc thus releasing the Car Park Officers to provide extra capacity and concentrate on their main role as Town Warden and car parking officers.	
Organisation structures	Two part time staff are currently employed on cash collection working alternate weeks . There are also 4 Town wardens/Car parking Officers that work within the three main towns	It is proposed to reduce the number of town wardens/Car Parking Officers to 3 saving one FTE post. It is proposed that the cash collectors will carry out extra duties when collecting from car parks in the future such as dealing with machine problems and picking up from other areas that may require cash collections in the future without increasing the SLA	One post is currently vacant due to retirement so no redundancy costs need to be factored in.
Technology/infrastructure	Ticket Machines are located in each car park in the three main towns Chepstow, Monmouth and Abergavenny	Machines may need to be upgraded or extra machines installed after car parking review outcome is known.	
Information and data	Any machine fault or data collection as requested is currently reported by the Town Wardens/Car Park Officers to the Car Park Manager	Any future data collection or minor repair directed by the Car Park Manager can be carried out by cash collectors who visit each town on a daily basis.	

## Option 1

### Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16	2016/17	2017/18
<b>Cashable benefit</b>						
£25000	£25000	£25000	£25000	£0	£0	£0
<b>Non financial benefits</b>	<b>Current performance</b>	<b>Target performance</b>				



Car Park Officers/Town Wardens can spend more time on enforcement and helping public with enquiries in Town Centres and Car Parks. Cash Collector posts are enhanced given better value for money from the service provided.						
<b>Cost</b>	<b>Current costs</b>	<b>Revised costs</b>				
Nil	£0	£0				

## Dis-benefits

The deletion of a current post.

## Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

### Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Extra cash collection required at shorter intervals due to increased usage of car park ticket machines at peak periods	Low	Medium	Unknown	R Cope/D Jackson/A Perrin	The timings of the collections have been changed recently to give more capacity to cash collectors to tackle this area where the machines are emptied later in the day	D Jackson/R Cope/A Perrin

Conflicting issues in two areas at the same time could mean a machine is out of order for longer period	Low	Low	occasionally	R Cope/A Perrin	Town wardens/Car Park Officers could be utilised in this instance if this occurs although most car parks have more than one ticket machine so minimal impact is likely	R Cope/A Perrin
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**Issues- current threats to the benefits**

Description	Priority	Issue Owner	Action	Action Owner
Car Parking Review outcomes	High	R Cope/A Perrin	Time management & Co –operation of staff will be crucial to ensure that any changes to the service are managed within the current revenue budget. Any machine renewals or extra machines would have to be purchased or leased from the appropriate budget.	R Cope/A Perrin/D Jackson

## Constraints

Vehicle breakdowns or conflicting issues in two areas at the same time

## Assumptions

That the deleted post is not currently filled

## Evaluation and comparison of options

The changes could be implemented on 1<sup>st</sup> April 2014 to give a full cost benefit for 2014/15 and future years.

Cash collection processes and working patterns have been changed recently so that extra capacity is available to carry out this option.

## Recommendation

It is recommended that this option is implemented from 1<sup>st</sup> April 2014 so that new working practices can be factored into the roles and so that full cost benefit is realised for 2014/15 and future years.

## **26. BUSINESS CASE – RC REDUCE PROPERTY DEMAND**

### **Project Mandate – Reducing Property Need**

#### **Vision**

That Service providers operate from multi-purpose buildings which are fit for purpose, located in the most appropriate place for service users and that opportunities to generate income or minimise running costs are fully exploited.

The concessionary rental grant policy encourages organisations to work collaboratively and where possible seek more sustainable ways of meeting the financial needs of their organisation.

#### **Outcomes**

The Council's property estate will be reduced which will save revenue on the associated running costs e.g. rates and utility bills. There may be changes to where services are provided when it is considered appropriate to amalgamate services into a single building, (this is the subject of separate project mandates).

The Council's investment property portfolio will continue to be operated on the basis of maximising income through rental streams and the provision of renewable technologies.

A review of the concessionary rental grants policy will be undertaken which is likely to reduce the existing maximum grant from the current 95%, this may adversely affect organisations who currently rent Council properties if they are unable to replace the lost grant.

#### **The Future State**

The Council holds property to enable service delivery and to generate an income. The investment portfolio is made up largely of commercial, industrial and agricultural properties. These are managed to ensure that we maximise value subject to the constraints of the lease agreement and prevailing legislation. The portfolio is regularly reviewed and when appropriate assets are sold to generate capital receipts to support the Capital Programme. This process is expected to continue so that we have a robust portfolio that continues to generate a surplus revenue stream to support front line service delivery.

The operational property portfolio was last reviewed in 2009 driven by the need to re-locate from County Hall in Cwmbran. Given the evolving needs of our service users, the ever increasing availability of technology, the move to area based service provision through our Whole Place programme and the need to reduce revenue costs it is inconceivable that the current provision of a single building for a single user can continue unchallenged. It is anticipated that where appropriate we will move towards a "department store" style approach where service users will be able to visit one property to access multiple services.

The Council currently provides rental grant subsidies in the region of £109,000. Given the prevailing financial position it is unlikely that this can continue and tenants will be encouraged to work in a

collaborative manner, where possible, sharing properties and operating costs. (This is subject to a separate mandate).

### Current State and Gap Analysis

	Current State	Changes Needed	Assumptions/ Constraints
Process	A property asset is occupied by service areas and when they no longer require it for service delivery it is declared surplus and transferred to Estates in accordance with the disposal policy that will either re-allocate it or dispose of it.	The Accommodation Working group needs to be in a position to challenge the use of property, based upon revenue costs, users' needs and the work of the Whole Place plan. Reviews need to be undertaken objectively on the basis of corporate and user need.	Property decisions have to have due regard to service users.
Organisational Structures	Service providers have responsibility for single use properties, the facility management arrangements of multiple properties is managed by Property Services.	The centralisation of the management of property (for the purpose of managing running costs, maintenance and general facilities management) could be considered to ensure that where possible efficiency savings can be made and that assets are fully utilised	
Information Technology	The implementation of agile working supported by technology has significantly impacted on the way officers work.	Further opportunities for agile working need to be explored which may result in a further reduction in required office space. The centralisation of staff to County Hall would reduce operating costs through the disposal of Innovation House and reduce travelling time and expenses.	If floor space is further reduced the availability of meeting space becomes more essential.  Access to services cannot be reduced

### Cost Benefit Analysis

Cost/ Benefit Description	Current Budget	Target Saving	Timing 2014	2015	2016	2017
Cashable	As devolved to	Current projected	78k	55k	20k	To be

Benefit	service areas, total costs not available at this time	savings exclude Innovation House as unlikely to achieve savings until end of 2017 /				determined.
<b>Non-Financial Benefits</b>						
Reduced operating costs means that funding can be targeted at front line service delivery						

### Dis Benefits

#### Operational Property

Where services are being asked to re-locate and share buildings there will be potential costs for conversion.

Services will need to be re-located which impacts on service users and providers.

### Key Risks

Description	Likelihood	Impact	Proximity	Mitigating Action	Risk Owner
Coed Glas does not achieve a valid planning consent	Low	High	12 – 18 months	Undertaking all the necessary studies and working with the LPA.	DHH
Delays in achieving sales of surplus assets delays revenue savings	Medium	Medium	Duration of Programme	Unable to influence external factors e.g. market conditions but will continue to review methods of disposal.	DHH
Multi Use model is rejected thereby limiting opportunities to rationalise the operational portfolio	Medium	Medium	12 months	Separate mandates being considered by members (One stop shop / Libraries / TIC)	RH
Adverse reaction to proposed changes to the concessionary rental grant policy.	High	Medium	12 months	Seek alternative ways of supporting them, e.g. business advice, loans	DHH

The Councils investment portfolio is relatively small and as assets are disposed of it reduces the level of revenue generated.	Medium	Medium	Duration of Programme		DHH
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**Constraints**

The Local Planning Authority and the Local Development Plan.

Opportunities to rationalise the operational portfolio will be dependent on changing working practices by service providers and the impact on service users.

**Assumptions**

It is assumed that Innovation House will continue to be occupied until the end of 2017, therefore savings from the release of this property will not be realised before 2018. We will however explore opportunities to generate rental income.

We have assumed for the purposes of this mandate that we are unable to find an alternative user for Unit 102 Magor. We will however actively seek options to dispose of this lease which if achieved will have a positive impact on the figures quoted above.

Any savings from the rationalisation of the library/ one stop shops / TIC's and Museums services will be included within the mandates currently being developed and therefore disregarded for the purpose of this mandate.

This mandate looks largely at 2014/15. Further work will be undertaken by the Accommodation Working Group to develop a strategy for the following years which will seek to increase the revenue savings over and above that highlighted here.

**Evaluation**

Current budget savings identified are realistic and achievable. There is however the scope for further savings to be identified as reviews of the accommodation are completed by the Accommodation Working Group.

**Recommendation**

That a review of all the Councils operational properties is undertaken to identify further opportunities for savings and rationalisation.

That the Concessionary Rental Grant Policy is reviewed.





## 27. BUSINESS CASE – RC PROPERTY SERVICES FM MGT PROCUREMENT

The Proposal Mandate enables the Cabinet to decide whether to commission the detailed planning and design work to fully define the proposal. It presents the high-level Business Case for the programme and addresses the key question: How much potential is there for a saving in this area?

This template is accompanied by guidance on how to complete the Proposal Mandate.

### Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	24/09/13	Draft	R&C	
2	12/10/13	Draft	R M O'Dwyer	Following consultation with Council
3	20/11/13	Final	R M O'Dwyer	Following consultation with R Hoggins prior to Scrutiny
4	10/12/13	Update	M Howcroft for R O'Dwyer	Additional maintenance savings to agree with original saving mandate

### Approval

Cabinet sign off to proceed with proposal detailed work, given by		Date	
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### Distribution List

Name	Organisation	Job title / Dept

## Business need

### Property Services Staffing

- We need to provide Value for Money Design, Maintenance, FM and H&S services to internal directorates and external public organisations.

### Maintenance Budget Reduction

- We need to provide a safe working environment for all staff and members of the public using the authorities built assets, whilst ensuring that all buildings comply with relevant statutory legislation (DDA, asbestos, legionella etc.)

### Purchase Cards

- We need to purchase goods and services more effectively (procurement) in order to demonstrate VFM with no detrimental impact upon services. [This element is now being addressed by other areas of the authority. The original projected saving of £30K will therefore not be delivered via this mandate submission.](#)

### JPU

- We need to provide and acquire suitable resources to assist with the delivery of VFM procurement services for Monmouthshire County Council.

## Outcomes

### Property Services Staffing

- Despite a reduction in staffing, services delivered from the Property Services team will continue unaffected through re allocation of duties and improvement of current processes and procedures.

### Maintenance Budget Reduction

- The CBM (Corporate Building Maintenance) Budget will be reduced but buildings will remain compliant with statutory regulations and safe for staff and members of the public.

### JPU

- MCC will reduce investment into the JPU (Joint Procurement Unit) and provide necessary procurement expertise via in-house provision at a reduced cost.

## Proposal Vision

### Property Services Staffing

- Property Services will be delivered to a higher standard at a reduced level of investment.

### Maintenance Budget Reduction

- The property maintenance budget will be reduced to the minimum level required to maintain statutory compliance whilst minimising the effect on condition and safety of the built assets.

## JPU

- Remaining JPU resource tasked with delivering WPC Framework and new internal resources will enhance the delivery of procurement advice within Monmouthshire County Council.

## Benefits

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current Value	Target Value	Timing	Non-Cashable Value	Benefit owner
Staff restructure and systems review	Nil	£55k	14/15	Nil	Rob O'Dwyer
Maintenance budget reduced	Nil	£30k+£10k	14/15	Nil	Rob O'Dwyer
Reduce resource within JPU	Nil	£20k	14/15	Nil	Rob O'Dwyer
		£105K			

## Non - Financial Benefits

### Property Services Staffing

- Improved process through departmental system review
- Police collaboration
- Greater customer focus
- Greater economies of scale with amalgamation of asset related services e.g. cleaning, FM, Procurement, H&S, Design, Maintenance

### Maintenance Budget Reduction

- Innovation in delivery and specification
- Building users are attempting to take greater care of their assets with the assistance of PS

### JPU

- Redistribution of budget will allow the bolstering of the Council's procurement function. This will help deliver the following benefits: -
  - Advice and guidance to directorates on EU Procurement Regulations, Contract Procedure Rules and other WG Policy Guidance
  - MCC voice and influence on WG led Procurement initiatives
  - Examination and interrogation of authorities live expenditure data to help shape future work plans and procurement strategies.
  - Key role in scoping and influencing WPC Collaborative procurement exercises.
  - Contract Management of those commodities that are deemed corporate
  - Successful challenge of conventional methods of procuring services, goods and works. I.e. is this service needed? Can it be standardised? Is it contract managed? What alternative options exist?
  - Reduction in inconsistency of procurement process across authority and therefore preventing additional spend and non-compliance
  - Limited potential for legal challenge i.e. Remedies Directives

- Provision of advice and guidance to local supply base
- Implementation of strategy to enhance SME engagement i.e. ensuring that a percentage of our spend is actively aligned to local supply bases
- Successful qualification of Procurement Officers to the Chartered Institute Of Purchasing and Supply ( Cips).
- Reduction in spend via the introduction of appropriate procurement practices and framework agreements
- Resources - Adequately resourced procurement function.
- Resources -Procurement training courses
- Single shared dedicated resource to ensure the Council's continued membership of the Welsh Purchasing Consortium.

## Dis-benefits

### Property Services Staffing

- Job losses and loss of experience
- Potential workload pressures with remaining staff
- Potential additional agency and consultant requirements to manage unanticipated peaks in workload
- Potential knowledge gap for the provision of additional services until new service delivery is maximised

### Maintenance Budget Reduction

- Repairs become temporary measures and not permanent solutions
- Larger future planned maintenance repairs

### JPU & Internal Resource

- A reduction in JPU resource will require a greater degree of input from internal staff who have a procurement requirement.

## Proposal Activity

Describe the proposal activities that have been identified so far that will be required to work up the detailed proposal, with estimates of what they will cost and how long it will take to complete the work.

Proposal Activity	Description/Output	Duration	Costs	Lead Person
Property Services Staffing	New staffing structure capable of delivering high standards with reduced budget	Implementation in April 2014	Within existing budgets	Rob O'Dwyer
Commence System Reviews	Review of Planned Maintenance, Reactive Maintenance, Design, H&S and FM	Oct 13 – April 14		
Explore best practice	Via CLAW, RICS	Oct 13 – April 14		
Explore potential for increased income generation	BAE Systems, SWFS, Gwent Police, SRS, Raglan Cattle Market	Oct 13 – April 14		
Produce Mandate	Detailed mandate for submission to scrutiny in November ready for meeting on the 27 <sup>th</sup> of Nov.	Nov 13		
Complete Equality Impact Assessment	Meeting with Alan Burkitt followed by completion of EIA	Nov 13		
Consult HR	Agree process for restructure	Nov 13		
Staff Consultation and engagement		Oct - Nov 13		
Implement training and staff development programme	Adequately prepare existing staff for additional duties		Implement training and staff	Adequately prepare existing staff

			development programme	for additional duties
Commence post changes	New appointments	March 14		
Full Implementation	Staffing structure implemented and savings realised	April 14		
<b>Reduce Maintenance budgets</b>	Reduction in CBM (Corporate Building Maintenance Budget)	To be implemented in April 2014	Within existing Budgets	Rob O'Dwyer
Identifying budget reduction areas	Agree budget areas to be cut	Sept 13 – Nov 13		
Discuss innovations to overcome reduction	Meet with staff to limit impact of budget reduction	Oct 13 – April 14		
Commence System Reviews	Review of Planned Maintenance, Reactive Maintenance, Design, H&S and FM	Oct 13 – April 14		
Explore best practice	Via CLAW, RICS	Oct 13 – April 14		
Complete Mandate	Complete by 20/11/13 for scrutiny on 27/11/13	Nov 14		
Complete Quality Impact Assessment	Meet with Alan Burkitt and complete mandate	Nov 14		
Implement spec changes and or implement different management regimes		Dec 13 – March 14		
Implement System review recommendations		Dec 13 – March 2014		
Realise saving		April 2014		



JPU	Reduced JPU resource and increased MCC Resource	To be implemented in April 2014	Within existing budgets	Rob O'Dwyer
Reduce Joint Procurement Unit staffing levels from 4 to 1	Limited resource with reduced MCC contribution	Sept 13		
Agree strategy for reinvestment	Consider options based on early assessment of Procurement Health Check	Nov 14		
Complete Mandate	Complete by 20/11/13 for scrutiny on 27/11/13	Nov 14		
Undertake full Equality Impact Assessment	Full assessment is made of all implications	Nov 14		
Implement full saving		Nov 14		
Reinvest in internal resources in accordance with WG Procurement Fitness Health Check	<p>1. Appoint procurement trainee to undertake Chartered Institute of Purchasing &amp; Supply ( CIPS) – Salary £23,000-£25,000 + employee on costs. Chartered Institute of Purchasing &amp; Supply training via Value Wales cohort will cost £150 per module for 15 modules. It is reasonable to assume that candidates will sit 5 modules per academic year at a total cost of £750 + £400 examination fees = £1,150</p> <p>2. Utilise budget to provide core procurement training 1) contract management 2) Developing contracts 3) Effective Negotiation 4) Supply Chain Risk. Previous workshops via PMMS cost approximately £1,500 per event, which</p>	Dec 13 – Mar 14		

	catered for 10-15 trainees in house. Potential to utilise Value Wales training framework that is currently out to tender.			
Implement new arrangements		April 14		

## Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

### Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
<b>Property Services Staffing</b>						
Potential management losses	High	Medium	April 2014 onwards	Rob O'Dwyer	Further training and apportionment of managerial duties	Rob O'Dwyer
Loss of experienced and competent staff	High	Medium	April 2014 onwards	Rob O'Dwyer	Further training for existing and new staff	Rob O'Dwyer
Inability to fill new posts with suitable candidates due to salary available	Med	High	April 2014 onwards	Rob O'Dwyer	Widely market new opportunities	Rob O'Dwyer

Inability to improve process via system review	Low	Med	April 2014	Rob O'Dwyer		Rob O'Dwyer
Unable to fill new posts by April 2014	Med	High	April 2014 onwards	Rob O'Dwyer	Commence process asap and retain agency staff during transitional period	Rob O'Dwyer
Concern over job security with remaining staff leading to motivation and morale issues	Medium	Low	April 2014 onwards	Rob O'Dwyer	Undertake comprehensive engagement and consultation process	Rob O'Dwyer
Insufficient resource to manage workload	Low	High	April 2014 onwards	Rob O'Dwyer	Use consultants and agency staff	Rob O'Dwyer
Reduction in quality of service	Low	High	April 2014 onwards	Rob O'Dwyer	Monitor performance KPI's and SIP	Rob O'Dwyer
Reduction in satisfaction of clients	Low	High	April 2014 onwards	Rob O'Dwyer	Continue with Customer Satisfaction questionnaires	Rob O'Dwyer
Reduction in ability to generate external income	Low	High	April 2014 onwards	Rob O'Dwyer	Ensure resources are readily available via framework of consultants	Rob O'Dwyer
Potential for additional H&S issues	Low	Med	April 2014 onwards	Rob O'Dwyer	Increase monitoring of H&S issues via H&S Compliance Officer	Rob O'Dwyer
Potential for reduction in workload	Med	Med	April 2014 onwards	Rob O'Dwyer	Plan future work programme sufficiently in advance to allow	Rob O'Dwyer

					suitable deployment of resources	
Potential for building user problems	Low	Med	April 2014 onwards	Rob O'Dwyer	Monitor end user satisfaction via Customer Satisfaction Survey	Rob O'Dwyer
Maintenance Budget Reduction						Rob O'Dwyer
H&S issues	Low	High	April 2014 onwards	Rob O'Dwyer	Additional H&S monitoring via H&S Compliance Officer	Rob O'Dwyer
Reduced client and user satisfaction	Low	Low	April 2014 onwards	Rob O'Dwyer	Continue with Customer Satisfaction Questionnaire	Rob O'Dwyer
Reduction in effectiveness of services delivered within built assets	Low	Low	April 2014 onwards	Rob O'Dwyer	Continue with Customer Satisfaction Questionnaire	Rob O'Dwyer
Accelerated depreciation of assets	Med	Low	April 2015 onwards	Rob O'Dwyer		Rob O'Dwyer
Increased future planned maintenance costs	High	Low	April 2015 onwards	Rob O'Dwyer	Ensure sufficient future capital investment plans are in place	Rob O'Dwyer
Insufficient future capital investment programmes	High	Med	April 2015			
Acceleration of replacement period	Med	Low	April 2015 onwards	Rob O'Dwyer		Rob O'Dwyer

Increase in minimum statutory requirements	Low	Low	April 2014 onwards	Rob O'Dwyer		Rob O'Dwyer
Unable to deliver savings and maintain statutory compliance	Low	Low	April 2014 onwards	Rob O'Dwyer		Rob O'Dwyer
Unable to guarantee saving until year end following completion of all emergency works	Med	High	April 2014 onwards	Rob O'Dwyer		Rob O'Dwyer
Exceptionally poor winter	Med	High	April 2014 onwards	Rob O'Dwyer		Rob O'Dwyer

<b>JPU</b>						
Loss of experienced staff from JPU	Medium	Medium	14 Onwards	Rob O'Dwyer	Identify where deficiencies sit and look for alternative solution via in-house, collaborative or consultancy provision	Scott James
Loss of critical food procurement skills from JPU	High	High	14 Onwards	Rob O'Dwyer	Escalate issue within Welsh Purchasing Consortium and request that WPC Food Category Group meet to make alternative recommendations.	Scot James

**Issues- current threats to the benefits**

<b>Description</b>	<b>Priority</b>	<b>Issue Owner</b>	<b>Action</b>	<b>Action Owner</b>
<b>Property Services Staffing</b>				
Inability to implement restructure within agreed timeframe	High	Rob O'Dwyer		Rob O'Dwyer
Current resources have been decreased over the last 5 years in order to deliver greater VFM	High	Rob O'Dwyer		Rob O'Dwyer
<b>Maintenance Budget Reduction</b>				
Budget currently deficient to deliver adequate cyclical and reactive	High	Rob O'Dwyer		Rob O'Dwyer

maintenance programmes				
JPU				
Insufficient budget is provided to effectively bolster the Council's procurement function	High	Rob O'Dwyer	Welsh Government Procurement Health Check will look to ensure that the function is adequately resourced and this will form part of their recommendations.	Rob O'Dwyer

## Financial Information

If known at this stage provide the following information for delivering the proposed saving:

### Property Services Staffing

Property Servicing Staffing Restructure will deliver a net £55K saving.

This will delivered via a reduction in Agency and Consultancy resources and more fixed term contracts

### Maintenance Budget Reduction

The MCC Corporate Building Maintenance Budget (CBM) under PO50 will be reduced by £30,000.

The budget reduction will be managed by: -

1. Reduction in painting spend
2. Reduction in not critical reactive maintenance spend
3. Reduction in non-statutory H&S works

## JPU

The current annual cost for MCC to support the JPU is £77,668. Similar contributions are also made by Torfaen County Borough Council and Newport City Council.

Due to a change of staffing it was decided by all JPU authorities that the current arrangement would be scaled back. The revised annual contribution next year will be £17,204 each for Monmouthshire, Torfaen and Newport. This funding will manage all 3 authorities' commitment to the WPC (Welsh Purchasing Consortium)

The total anticipated saving next year is therefore £60,464. £20,000 of this will be offered up as an efficiency saving and the remaining £40,464,000 will be used to fund additional MCC procurement services.

It is anticipated that the funding will be used to address the issues raised by the recent completion of the WG Procurement Health Check. This will comprise: -

1. Appoint procurement trainee to undertake Chartered Institute of Purchasing & Supply ( CIPS) – Salary £23,000-£25,000 + employee on costs. Chartered Institute of Purchasing & Supply training via Value Wales cohort will cost £150 per module for 15 modules. It is reasonable to assume that candidates will sit 5 modules per academic year at a total cost of £750 + £400 examination fees = £1,150
2. Utilise budget to provide core procurement training 1) contract management 2) Developing contracts 3) Effective Negotiation 4) Supply Chain Risk. Previous workshops via PMMS cost approximately £1,500 per event, which catered for 10-15 trainees in house. Potential to utilise Value Wales training framework that is currently out to tender.



## Constraints

### Property Services Staffing

- HR Policies
- Mandate process
- Cabinet approval

### Maintenance Budgets

- Minimum H&S requirements
- Statutory compliance

### JPU

- Resource required to deliver our obligation to the WPC

## Assumptions

Describe any assumptions made that underpin the justification for the proposal.

### Property Services Staffing

- Current internal work level projections remain as planned

- Current external client income projections remain as planned
- No other restructure proposals impact on this one

### Maintenance Budget

- Weather conditions will be consistent with averages for the last 5 years
- Building Regulations will remain as projected
- H&S Regulations will remain as projected
- Tender process will remain in line with BCIS projections
- Cost and Price inflation will remain as projected by the BCIS

### JPU

- The remaining resource available within the JPU will continue to be available to deliver our WPC commitments
- Newport and Torfaen will continue to be part of the collaborative agreement

## Proposal Capability

Describe how the organisation will provide the necessary resources and capability required to carry out the proposed activity successfully.

### Property Services Staffing

- Implementation of staffing restructure undertaken with existing PS resources

### Maintenance Budget

- Implementation of staffing restructure undertaken with existing PS resource

### JPU

- Implementation of new MCC resources to be undertaken with existing PS resource.
- Implementation of new JPU arrangements to be undertaken with existing Torfaen, Newport and Monmouthshire resources.
  
- Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the Mandate. Use the version and authority sign-off on the front page.

**Monmouthshire County Council**  
**Financial Savings “Equality Challenge” 2013/2014**

<b>Savings Proposal: Property Services Staffing</b>		<b>Responsible Officer: Rob O’Dwyer</b>	
<b>Proposal number: PS 01</b>			
<b>Division: R&amp;C</b>		<b>Date: 20/11/13</b>	
<b>Service area: Property Services</b>			
Protected characteristic	<b>Negative impact</b>	<b>Neutral impact</b>	<b>Positive Impact</b>
Age		✓	
Disability		✓	
Marriage + Civil Partnership		✓	
Pregnancy and maternity		✓	
Race		✓	

Religion or Belief		✓	
Sex (was Gender)		✓	
Sexual Orientation		✓	
Transgender		✓	
Welsh Language		✓	

Please give details of the negative Impact/s	
➤	NA
➤	
➤	
➤	

## The next steps

If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact: E.g. mitigate/amend or carry out engagement /consultation



**Signed - R M O'Dwyer**

**Dated – 20/11/13**

Additional Comments:

The mandate will address resource requirements for the next 3 years based on forecast revenue and capital programmes.

**Monmouthshire County Council**  
**Financial Savings “Equality Challenge” 2013/2014**

<b>Savings Proposal: Property Maintenance</b>		<b>Responsible Officer: Rob O’Dwyer</b>	
<b>Proposal number: PS 02</b>			
<b>Division: R&amp;C</b>		<b>Date: 20/11/13</b>	
<b>Service area: Property Services</b>			
<b>Protected characteristic</b>	<b>Negative impact</b>	<b>Neutral impact</b>	<b>Positive Impact</b>
Age		✓	
Disability		✓	
Marriage + Civil Partnership		✓	
Pregnancy and maternity		✓	
Race		✓	

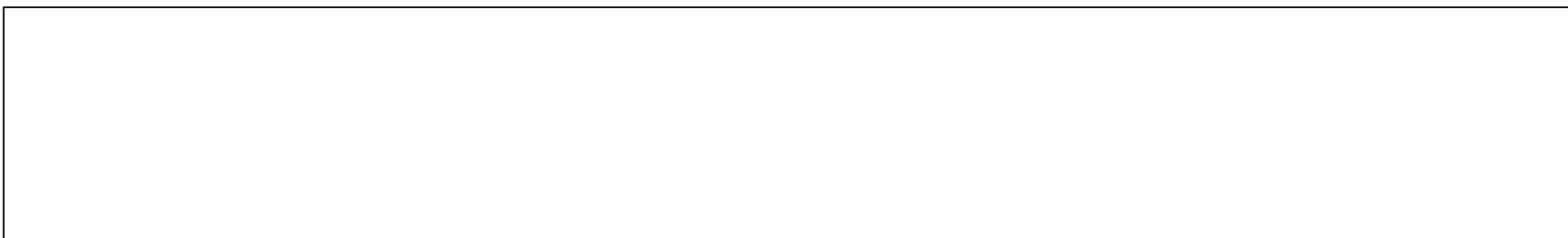


Religion or Belief		✓	
Sex (was Gender)		✓	
Sexual Orientation		✓	
Transgender		✓	
Welsh Language		✓	

Please give details of the negative Impact/s	
➤	NA
➤	
➤	
➤	

## The next steps

If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact: E.g. mitigate/amend or carry out engagement /consultation



**Signed - R M O'Dwyer**

**Dated – 20/11/13**

Additional Comments:

The mandate will reduce the maintenance budget expenditure for 2014/15.

**Monmouthshire County Council**  
**Financial Savings “Equality Challenge” 2013/2014**

<b>Savings Proposal: Joint Procurement Unit</b>		<b>Responsible Officer: Rob O’Dwyer</b>	
<b>Proposal number: PS 03</b>			
<b>Division: R&amp;C</b>		<b>Date: 20/11/13</b>	
<b>Service area: Property Services</b>			
<b>Protected characteristic</b>	<b>Negative impact</b>	<b>Neutral impact</b>	<b>Positive Impact</b>
Age		✓	
Disability		✓	
Marriage + Civil Partnership		✓	
Pregnancy and maternity		✓	
Race		✓	

Religion or Belief		✓	
Sex (was Gender)		✓	
Sexual Orientation		✓	
Transgender		✓	
Welsh Language		✓	

Please give details of the negative Impact/s	
➤	NA
➤	
➤	
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## The next steps

If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact: E.g. mitigate/amend or carry out engagement /consultation



**Signed - R M O'Dwyer**

**Dated – 20/11/13**

Additional Comments:

The mandate will reduce MCC's JPU contribution and invest in more appropriate internal Procurement resource.

# 28. Proposal Mandate – R&C management and administration staffing structures(including developing ‘green space’ concept)

The Proposal Mandate enables the Cabinet to decide whether to commission the detailed planning and design work to fully define the proposal. It presents the high-level Business Case for the programme and addresses the key question: How much potential is there for a saving in this area?

This template is accompanied by guidance on how to complete the Proposal Mandate.

### Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	24/09/13	Draft	R&C	

### Approval

Cabinet sign off to proceed with proposal detailed work, given by		Date	
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### Distribution List

Name	Organisation	Job title / Dept
R&C Leadership Team	MCC	



## Business need

Reduce management and administrative structures to reduce staff establishment costs

Making best use of available staff resources and in the 'green space' context to seek support from other organisations and volunteers to support the service within the county and accessing external funding.

## Outcomes

Fewer managers are employed, in some instances on greater pay to reflect wider range of service responsibilities.  
Systems are streamlined to remove staff demand as far as possible

Improved management of green spaces by better use of reducing staff resources supplemented by volunteers/other organisations and external funding, along with maintenance at reduced costs

## Proposal Vision

New structures are developed and consultation entered into with staff and unions, scrutinised prior to cabinet approval  
Community organisations become much more involved in the management of open spaces and they move from being 'looked after' to 'activity based' – in other words they are put to use e.g. biodiversity, food production and recreation.

## Benefits

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current budget	Target Saving	Timing	Non-Cashable Value	Benefit owner
Reduced staffing costs	Total Directorate staff budget £25.8M	£500k	£100k – 14/15, £200k – 15/16 £200k – 16/17		Kellie Beirne/ Roger Hoggins
Better structural alignments to whole		£80k	£40k in 14/15 £40k in 15/16		Roger Hoggins Matthew Lewis

place and service synergies such as 'Green space'					

## Non - Financial Benefits

Those that remain are given wider and greater responsibility with increased challenges – enhanced expertise and experience makes employees more valuable and they get enhanced career opportunities.

Greater community engagement and involvement in diversification of our open spaces whilst also meeting 'green' objectives.

## Dis-benefits

Job losses

Costs associated with redundancies

Additional pressure upon those remaining to sustain services through diminishing budgets

Less resource to respond to unrealistic public expectations through service changes (outside of greenspace initiative)

## Proposal Activity

Describe the proposal activities that have been identified so far that will be required to work up the detailed proposal, with estimates of what they will cost and how long it will take to complete the work.

Proposal Activity	Description/Output	Duration	Costs	Lead Person
Map future needs and priorities	Director's annual report	13/14-onwards		Kellie Beirne
Agree new structural alignments and	Business case	By end of 13/14		

changes with key stakeholders – staff, unions				
Seek cabinet approval	Cabinet report		By end of 13/14	
Equality Impact Assessment	ongoing		By end of 13/14	
Develop options to how best use countryside and other staff for green space concept	Staff consultation, new structures and responsibilities		By end of 13/14	Matthew Lewis
Develop community involvement	Extra resource and better use of open spaces		During 2014	Matthew Lewis
Research external funding	Additional funding highlighted and applied for		By summer 2014	Matthew Lewis

## Quick Wins

## Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

### Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Potential job losses within senior management structures	high	high	14 onwards	R&C leadership	Comply with Employee protection Policy	Kellie Beirne
Reduce capacity/experience with	high	high	14 onwards	R&C leadership	Setting minimum service standards	Kellie Beirne

which to deliver						
Staff morale	high	high	14 onwards	R&C leadership	On-going development and training Involving all	Kellie Beirne

**Issues- current threats to the benefits**

Description	Priority	Issue Owner	Action	Action Owner
Timescales	high	Kellie Beirne	Ensure all work is completed and ready to go for full year benefit	Kellie Beirne
Ensuring staff that remain are trained and equipped to take on additional responsibilities	high	Kellie Beirne	Involve people development services at earliest opportunities	Kellie Beirne

## Financial Information

If known at this stage provide the following information for delivering the proposed saving:

- Set out the estimated financial costs or investment required
- List all currently identified or potential sources of funding.
- Outlining all your assumptions.

## Constraints

Time and capacity to complete, manage and monitor

## Assumptions

Describes any assumptions made that underpin the justification for the proposal.

## **Proposal Capability**

Describe how the organisation will provide the necessary resources and capability required to carry out the proposed activity successfully.

## **Sign-Off**

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the Mandate. Use the version and authority sign-off on the front page.

## 31. UPDATED MANDATE – CEO ICT PROPOSAL

The Proposal Mandate enables the Cabinet to decide whether to commission the detailed planning and design work to fully define the proposal. It presents the high-level Business Case for the programme and addresses the key question: How much potential is there for a saving in this area?

This template is accompanied by guidance on how to complete the Proposal Mandate.

### Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1.0	21/11/13	Draft	Matt Lewis	Created
1.1	11/12/13	Draft	M. Howcroft for Matt Lewis	Addition of £50k rental saving to buildings

### Approval

Cabinet sign off to proceed with proposal detailed work, given by		Date	
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### Distribution List

Name	Organisation	Job title / Dept

## **Business need**

The SRS was setup to take advantage of shared learning across organisations, to share expert resources across organisations and to make the most efficient use of all resources. The benefits described in the table below are made possible because we are able to use experts within the SRS who were not previously available to Monmouthshire, for example in the area of database consolidation, to drive down the cost of licensing. This highlights the way in which the SRS is applying its learning from one organisation to another, we are just completing the Gwent Police consolidation and Torfaen and Monmouthshire will be done at the same time.

## **Outcomes**

The outcomes are:

- An optimised estate with options for incubation / industry partnership facilities
- Application consolidation through the use of experts and learning within the SRS
- Repurposing staff into roles that deliver high value returns into the organisation
- Utilising spare equipment across the organisations rather than paying for contracts / buying new equipment
- Delivering income from the SRS trading arm utilising spare capacity

## **Proposal Vision**

This will enable the SRS to deliver on some its core principles such as value for money, efficient use of resources and reducing the overall cost of ICT.

## Benefits

Describe the measurable improvements that the proposal will achieve.

Total estimated mandate saving: £299,900

Benefit Description	Current Value	Target Value	Timing	Non-Cashable Value	Benefit owner
<i>Hold open vacant roles</i>	£45,000	£0 (Saving £45k)	2014/15		Matt Lewis
<i>Rental saving</i>		£50k	2014/15		
<i>Gain more value for money from Microsoft Enterprise Agreement</i>	£355,000	£232,000 (Saving £123k)	2014/15		Matt Lewis
<i>Cancel contracts made redundant by work over the last twelve months</i>	£19,000	£0 (Saving £19k)	2014/15		Matt Lewis
<i>Reduce cleaning costs</i>	£10,000	£5,000 (Saving £5k)	2014/15		Matt Lewis
<i>Reduce the training budget</i>	£30,000	£15,000 (Saving £15k)	2014/15		Matt Lewis
<i>Increase the income into CCTV by charging for actual usage</i>	£25,000	Additional income of £25k	2014/15		Matt Lewis
<i>Use spares to support end of life phone system</i>	£17,900	£0 (Saving £17,900)	2014/15		Matt Lewis



## Non - Financial Benefits

N/A

## Dis-benefits

Upgrades to Microsoft Project and Microsoft Visio licenses would need to be procured by the relative projects at the time of need.

Additional training will need to come from project costs and will need to be carried out just in time rather than in advance.

## Proposal Activity

Describe the proposal activities that have been identified so far that will be required to work up the detailed proposal, with estimates of what they will cost and how long it will take to complete the work.

Proposal Activity	Description/Output	Duration	Costs	Lead Person
Enterprise Agreement evaluation	A reformatted Enterprise Agreement with Microsoft.	Dec 31 <sup>st</sup> 2013	£0	Matt Lewis
Value for money Enterprise Agreement	Negotiations already taken place	Dec 31 <sup>st</sup> 2013	£0	Matt Lewis
Evaluate contract spend	An agreed list of required contracts	Complete	£0	Matt Lewis
Increase CCTV income	Charge for usage where it currently exists and win new customers	April 1 <sup>st</sup> 2014	£0	Matt Lewis

## Quick Wins

Contracts are already cancelled and work has started on consolidating the database clusters.

We have opted out of the Enterprise Agreement and will renegotiate the new contract before December 31<sup>st</sup> 2013.

## Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

### Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
We are unable to receive the cost of the CCTV service from areas that currently receive it for free	Medium	High	6-12 months	Matt Lewis	Switch off services if no funding is provided to avoid cost	Matt Lewis

### Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner

## Financial Information

If known at this stage provide the following information for delivering the proposed saving:

The opportunities exceed the target placed upon the SRS.

The current set of opportunities total £249,900 and if provided with the permission to make them happen the SRS can achieve them.

There are no capital costs involved in implementing these.

## **Constraints**

Describes any known constraints that apply to the proposal.

## **Assumptions**

Describes any assumptions made that underpin the justification for the proposal.

## **Proposal Capability**

Describe how the organisation will provide the necessary resources and capability required to carry out the proposed activity successfully.

## **Sign-Off**

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the Mandate. Use the version and authority sign-off on the front page.



## Appendix 3 : Revised Pressures

	Indicative Base 2014/15 £000	Budget Proposals 2014/15 £000	Indicative Base 2015/16 £000	Revised Base 2015/16 £000	Indicative Base 2016/17 £000	Revised Base 2016/17 £000	Indicative Base 2017/18 £000	Revised Base 2017/18 £000
		Dec Cabinet						
1.Budget Shortfall per base model	2,606	2,606	6,536	6,536	11,174	11,174	15,936	15,936
<b>2.Revised Budget shortfall per base model</b>	<b>6,403</b>	<b>6,403</b>	<b>11,204</b>	<b>11,204</b>	<b>12,865</b>	<b>12,865</b>	<b>14,740</b>	<b>14,740</b>
<b>3.Revised Budget shortfall per base model</b>	<b>7,144</b>	<b>7,144</b>	<b>9,775</b>	<b>10,775</b>	<b>11,437</b>	<b>12,437</b>	<b>13,311</b>	<b>14,311</b>
Impact of transfers in on service grants	200	200	200	200	200	200	200	200
	<b>7,344</b>	<b>7,344</b>	<b>9,975</b>	<b>10,975</b>	<b>11,637</b>	<b>12,637</b>	<b>13,511</b>	<b>14,511</b>
<b>Add pressures:</b>								
Demographic pressure (ageing population)	300	250	300	250	300	250	300	250
21st Century Schools - potential treasury impact 1	256	57	448	463	1,482	642	2,382	1,144
Treasury Impact - externalising borrowing 1	0	297	0	540	0	647	0	650
School based redundancies2	325	325	325	325	325	325	325	325
2013/14 budget savings still to be achieved 3	614	236	614	236	614	236	614	236
2013/14 pressures in Children's social services 4	400	400	400	400	400	400	400	400
Welfare reform / Universal Credit/ Discretionary Hsg Payments 5	60	60	60	60	60	60	60	60
Pensions auto-enrolment 6	-	-	-	-	913	913	1,005	1,005
Increase in employers national insurance 7	-	-	-	-	1,805	1,805	1,805	1,805
CTRS funding 8	0	0	0	0	0	0	0	0
Living wage 9	114	70	114	70	114	70	114	70
Loss of grant income streams 10	0	232	0	232	0	232	0	232
Cost of Local Development Plan 11	0	75	0	75	0	200	0	0
<b>Total Pressures</b>	<b>2,069</b>	<b>2,002</b>	<b>2,261</b>	<b>2,651</b>	<b>6,013</b>	<b>5,780</b>	<b>7,005</b>	<b>6,177</b>
<b>Adjusted Budget Shortfall</b>	<b>9,413</b>	<b>9,346</b>	<b>12,236</b>	<b>13,626</b>	<b>17,650</b>	<b>18,417</b>	<b>20,516</b>	<b>20,688</b>
	9,413	9,346	2,823	4,280	5,414	4,791	2,866	2,271

Updated for new settlement forecast, -4%, -4%, 0%, 0%

Updated for provisional settlement forecast, -4.7%, -2.8%, 0%, 0%

Now included in settlement figures above

Notes:

- 1 Base MTFP model does not currently include any investment in 21st Century Schools. Initial incremental impact of programme being financed across the period 2014/15 to 2018/19. Treasury impact would rise in the event of an adverse rise in interest rates and delay in capital receipts materialising. Also included is the impact of needing to externally borrow.
- 2 Inclusion in the base budget of a figures for school based redundancies, recognising that any costs above this would need to be managed within the Individual schools budgets
- 3 Reviewed and revised in light of month 6 budget monitoring information
- 4 Reviewed in light of month 6 budget monitoring information
- 5 Impact of welfare reforms so far being felt in increase pressure on Discretionary housing payments
- 6 Cabinet agreed to transitional delay of auto-enrolment until May 2017. No impact modelling for new entrants in earlier years.
- 7 Increase in employers NI resulting from introduction of single-tier State Pension in 2016/17. The ability for members of a defined benefit occupational pension scheme to 'contract out' of the State Second Pension will end. Employees and employers will therefore no longer be entitled to pay a lower NICs rate.
- 8 In 2013/14 WG funded the Council tax reduction scheme at 100%, indications were that funding would be at 95% for 2014/15, however full funding is now included in RSG
- 9 Living Wage - Council motion to agree to consider in the budget process, figure has been reviewed and revised down
- 10 Grant funding is reducing by 8.6% in terms of the Sustainable waste management grant
- 11 Additional costs for consultants and Inspector/examination relating to the LDP have historically be met via reserve funding

## Appendix 4 Summary MTFP position

	2014/15 £000	Revised 2014/15 £000	2015/16 £000	Revised 2015/16 £000	2016/17 £000	Revised 2016/17 £000	2017/18 £000	Revised 2017/18 £000	TOTAL £000	Revised Total £000
Budget shortfall 10th Oct 2013	8,822	8,822	4,993	4,993	5,413	5,413	2,866	2,866	22,094	22,094
Adjusted base for Provisional Settlement	7,344	7,344	9,975	10,975	11,637	12,637	13,511	14,511	42,467	45,467
Pressures	2,069	2,002	2,261	2,651	6,013	5,780	7,005	6,177	17,348	16,610
<b>Revised shortfall</b>	<b>9,413</b>	<b>9,346</b>	<b>2,823</b>	<b>4,280</b>	<b>5,414</b>	<b>4,791</b>	<b>2,866</b>	<b>2,271</b>	<b>20,516</b>	<b>20,688</b>
Savings targets	(5,211)	(5,263)	(3,457)	(3,102)	(2,805)	(2,805)	(1,310)	(1,310)	(12,783)	(12,480)
Council Tax income	(1,254)	(1,354)	(1,289)	(1,289)	(1,324)	(1,324)	(1,361)	(1,361)	(5,228)	(5,328)
<b>Adjusted budget gap</b>	<b>2,948</b>	<b>2,729</b>	<b>(1,923)</b>	<b>(111)</b>	<b>1,285</b>	<b>662</b>	<b>195</b>	<b>(400)</b>	<b>2,505</b>	<b>2,880</b>

<b>Additional savings</b>										
Reduce funding for increments		(400)								
Reduce the non pay inflation factor by 1%		(650)								
Reduce travel allowances budget		(100)								
Reserve funding of treasury pressure 1 year only		(297)		297						
Savings from cost centres not yet contributing		(158)								
Reserve Funding of LDP pressure		(75)								
<b>Adjusted budget gap</b>	<b>2,948</b>	<b>1,049</b>	<b>(1,923)</b>	<b>186</b>	<b>1,285</b>	<b>662</b>	<b>195</b>	<b>(400)</b>	<b>2,505</b>	<b>1,497</b>





## Appendix 5 What useable reserves are available over the medium term?

Useable revenue reserve projection using latest available budget and MTFP information

Balances	Financial year ending 31st March						
	2012 £000	2013 £000	2014 £000	2015 £000	2016 £000	2017 £000	2018 £000

### Council Fund

Council Fund (Authority)	6,184	6,203	6,203	6,203	6,203	6,203	6,203
School Balances	1,025	1,240	1,240	1,240	1,240	1,240	1,240
<b>Sub Total</b>	<b>7,209</b>	<b>7,443</b>	<b>7,443</b>	<b>7,443</b>	<b>7,443</b>	<b>7,443</b>	<b>7,443</b>

### Earmarked Reserves

Invest to Redesign Reserve	3,564	3,119	1,686	1,250	865	854	861
IT Transformation Reserve	1,698	1,383	715	715	715	715	715
Insurances & Risk Management Reserve	1,718	1,523	1,403	1,403	1,403	1,403	1,403
Capital Receipt Generation Reserve	519	332	129	4	(100)	(305)	(510)
Treasury Equalisation Reserve	1,125	1,125	924	883	883	883	883
Redundancy and Pensions Reserve	735	622	109	(206)	(477)	(554)	(631)
Capital Investment Reserve	2,122	1,592	1,626	1,626	1,108	589	589
Priority Investment Reserve	4,064	3,450	1,630	1,202	1,202	1,202	1,202
Single Status & Equal Pay Reserve	1,552	1,552	1,552	1,552	1,552	1,552	1,552
Museums Acquisitions Reserve	57	60	60	60	60	60	60
Elections Reserve	108	33	58	83	108	133	158
Grass Routes Buses Reserve	247	259	239	218	197	176	155
Restricted Use Reserves	579	502	502	502	502	502	502
<b>Sub Total</b>	<b>18,086</b>	<b>15,552</b>	<b>10,632</b>	<b>9,291</b>	<b>8,017</b>	<b>7,209</b>	<b>6,938</b>
<b>Total Useable Revenue Reserves</b>	<b>25,295</b>	<b>22,995</b>	<b>18,075</b>	<b>16,734</b>	<b>15,460</b>	<b>14,652</b>	<b>14,381</b>



**SUBJECT: CAPITAL BUDGET PROPOSALS 2014/15 TO 2017/18**

**MEETING: Economy and Development Select committee**

**DATE: 9<sup>th</sup> January 2014**

**DIVISION/WARDS AFFECTED: Countywide**

**1. PURPOSE:**

1.1 To outline the proposed capital budget for 2014/15 and the indicative capital budgets for the three years 2015/16 to 2017/18.

**2. RECOMMENDATIONS:**

2.1 That Select committees review the draft capital budget proposals for 2014/15 to 2017/18 released for consultation purposes as set out and referred to in Appendix 2.

**3 RECOMMENDATIONS AGREED BY CABINET ON 4<sup>TH</sup> DECEMBER 2014**

3.1 That Cabinet issues its draft capital budget proposals for 2014/15 to 2017/18 for consultation purposes as set out and referred to in Appendix 2.

3.2 That Cabinet affirms the capital strategy which was adopted last year and which seeks to work towards a financially sustainable core capital programme without recourse to further prudential borrowing or use of capital receipts so that these resources can be directed towards the Council's priority of 21<sup>st</sup> Century Schools Programme, whilst recognizing the risks associated with this approach.

3.3 That Cabinet reviews the Capital programme when a revised 21<sup>st</sup> Century Schools programme is developed.

3.4 That Cabinet agrees to the sale of the assets identified in the exempt background paper in order to support the capital programme, and that once agreed, no further options are considered for these assets.

- 2.5 That Cabinet agrees to the associated costs of disposal outlined in appendix 7 required to process the sale of assets identified in the exempt background paper.

### 3. KEY ISSUES:

#### Capital budget strategy

- 3.1 Last year a capital MTFP strategy was put in place in the face of an ever reducing resource base from Welsh Government. This strategy had the following key components:

- The core MTFP capital programme needed to be financially sustainable without further draw on either prudential borrowing or capital receipts.
- Capital receipts and any further prudential borrowing will be needed to match fund the Council's priority of 21<sup>st</sup> century schools (currently estimated at £40 million).
- Budgets for Disabled Facilities Grants and Access for all schemes will be maintained in line with the Council's priority of protecting services to vulnerable adults and children.
- No inflation increases will be applied to any of the capital programme
- The property maintenance budget and Infrastructure maintenance budget were reset at a financially sustainable level

It should be noted that the Highways infrastructure funding from Welsh Government (£1.81 million) will cease in 2015/16, further reducing the capital budget available for highways works in the latter years of the medium term programme.

- The County farms maintenance and reinvestment programme is based on the revised asset management plan for County farms, supported by the latest condition survey data
- School kitchens budget to be ceased from 2015/16 on the basis that the project to upgrade school kitchens can be completed by then.
- Budget for Area Management £60k will be maintained in the programme pending the review of community grants throughout the Authority
- Use of the capital investment reserve to ease the transition to a balanced budget
- Budget to enhance or prepare assets for sale will be maintained and funded through the capital receipt regeneration reserve in order to maximize this funding stream for the 21<sup>st</sup> century schools programme.

## **Capital MTFP update**

3.2 The four year capital programme is reviewed annually and updated to take account of any new information that is relevant. The following updates are available:

- The list of capital pressures falling upon the Authority's fixed assets has been updated and these form the backdrop to the programme presented here. Capital pressures of over £130 million are outlined in Appendix 1.
- The provisional capital settlement was received on 16<sup>th</sup> October 2013. The capital MTFP had projected no increase in funding for 2014/15, however the provisional settlement has identified a small increase of £149,000 on 2013/14 levels.
- £1m unsupported prudential borrowing per annum has been contained in the programme for a number of years and this will continue in the current 4 year programme
- The rolled forward capital programme identified a deficit in year 4, the small surpluses caused by the settlement have enable Authority funding to be rolled forward to fund the deficit in the final year.

3.3 Most of the major development schemes present in the programme over the last couple of years such as the Strategic accommodation project, Abergavenny regeneration and the new cattle market will not be a feature of the programme going forward as they will be largely complete. The remaining capital programme from 2014/15 is essentially made up of the underlying core programme of works:

- To maintain existing assets such as highways, infrastructure (including the final year of WG supported highways infrastructure investment), property and county farms.
- Inclusion schemes – Access for all, Disabled facilities grants
- Other – school kitchens, area management, enhancements or preparation of assets for sale
- IT schemes – these are funded from the IT reserve and work is progressing on establishing the future IT demands, so there are no schemes currently identified for the medium term programme.

## **3.4 Issues for the underlying programme**

Whilst a strategy has been set that enables the programme to be balanced (excluding 21<sup>st</sup> century schools), this does not mean that there is no risk associated with it. The huge pressures outlined in Appendix 1 are not being addressed in the current strategy and the current maintenance programmes are barely sufficient to maintain existing assets or deal with the backlog. Given the pressures outlined, Cabinet have confirmed acceptance of this risk.

The Abergavenny Library scheme has not progressed, but is still contained in the programme. Further work is continuing in this area to assess community views.

A report on the Gilwern Cycle track went to Cabinet in November with a recommendation that the business case be considered in the process of constructing the Capital MTFP – the business case is still being developed and therefore the scheme has not been included in the MTFP.

Cemeteries – investigation work is continuing and as it is expected that this will ultimately lead to a requirement for further capital funding – there is no funding for any future schemes in the MTFP. Any schemes agreed over and above those included in the programme will either reduce the funding available for the future schools programme, or require a reduction in the current programme.

Area budgets - £60k is included for the 4 areas to distribute, consideration could be given to reducing or stopping this funding in order to fund other priorities.

### **21<sup>st</sup> Century Schools**

- 3.5 The 21<sup>st</sup> century schools programme is the most significant investment programme in the authority's schools for a generation. In order to achieve this ambition, the capital strategy outlined above is necessary to create an underlying core programme that is financially sustainable and therefore enable the Authority to concentrate its own resources on the priority of 21<sup>st</sup> century schools. The budget proposals do not include the 21<sup>st</sup> Century schools strategic outline programme (SOP), approved at outline stage by WG following a Ministerial Announcement on 5<sup>th</sup> December 2011. This identified a match funding capital requirement for the Authority of circa £40 million. A programme of work is continuing to be developed in order to develop business cases for further consideration by WG and final approval of funding that will come on stream in 2014/15. To this end a core funding commitment to the education programme has been maintained in the last 2 years to enable preparation work to continue. Early funding has been released for Raglan Primary school and following approval by Council on 21<sup>st</sup> November 2013, has now been included in the core schools programme. (See Appendix 3).

The draft revised 21<sup>st</sup> century schools Programme 2014/18 (that is still subject to funding approval from Welsh Government and consideration by Council) can be seen at Appendix 3a and the 21<sup>st</sup> Century Schools strategic outline programme will be subject to a separate report when appropriate.

### **Available capital resources**

- 3.6 The capital strategy identified above establishes that the core programme will be financially sustainable through supported funding from Welsh Government and use of the Capital Investment Reserve. This is required in order to enable the Council's own resources of prudential borrowing and capital receipts to be prioritised for the 21<sup>st</sup> Century Schools Programme.
- 3.7 In light of the current pressures on the Authority's medium-term revenue budget, and the principles on which any prudential borrowing must be taken of affordability, prudence and sustainability, the use of prudential borrowing for the 21<sup>st</sup> Century Schools Programme will need to be assessed carefully.

3.8 In the light of the above, the Council needs to make a concerted effort to maximize its capital receipts generation over the next few years. The table below illustrates the balance on the useable capital receipts reserve over the period 2013/14 to 2017/18 taking into account capital receipts forecasts provided by Estates and balances drawn to finance the existing programme. Further detail is provided in Appendix 4.

<b>GENERAL RECEIPTS</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Balance as at 31st March	5,926	14,934	27,088	30,990	32,457

3.9 The above table illustrates that the capital receipts balance is set to increase over the MTFP, however, this is also very much dependent on the capital receipts forecasts provided materializing which in itself is a further significant risk. Experience suggests that there is often significant slippage in gaining receipts which may be due to factors outside the control of the Authority. The risk assessment on the receipts projected is contained in Appendix 5. It is crucial that once assets are identified and approved for sale that this decision is acted upon. Exploration of any alternative use of surplus assets needs to be undertaken before Council approves them for sale in order to assist in the capital planning process. Last year the future capital receipts strategy identified a couple of options to generate further receipts, these are outlined below with an update against each:

- Approval of a revised County Farms strategy – this was completed
- Second phase review of accommodation/building in use by the council, with a view to further rationalization – an accommodation working group is considering this review, this is also key in identifying revenue savings.
- Identification of services that can be combined as part of the whole Place agenda and 21<sup>st</sup> century schools development, and therefore release buildings for sale – work has started in Caldicot and Abergavenny
- Authority's role in low cost home ownership scheme – a business case is being prepared to identify the options available to maximize the receipt to be gained from this scheme.

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

4.1 To provide an opportunity for consultation on the capital budget proposals.

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

5.1 Resource implications are noted throughout the report both in terms of how the core programme is financially sustainable, but also the risks associated with not addressing the pressures outlined in Appendix 1.

Substantial further resource implications will be identified when the 21<sup>st</sup> Century Schools Programme is more developed.

**6. EQUALITY AND SUSTAINABILITY IMPLICATIONS:**

- 6.1 Capital budgets which impact on individuals with protected characteristics, most notably renovation grants and access for all budgets are being maintained at their current levels.
- 6.2 The equality impact of the mechanism to allocate maintenance budgets to individual schemes should be in place and being used to aid allocation of funding
- 6.3 The actual impacts from this report's recommendations will be reviewed on an ongoing basis by the Capital Working Group.

**7. CONSULTEES:**

Senior Leadership Team  
All Cabinet Members  
Head of Legal Services  
Head of Finance

**8. APPENDICES:**

Appendix 1 – Capital MTFP evidence based pressures  
Appendix 2 – Capital budget summary programme 2014/18  
Appendix 3 – Core Schools programme 2014/18 (excluding 21<sup>st</sup> Century Schools)  
Appendix 3a – 21<sup>st</sup> century schools programme for information  
Appendix 4 – Forecast capital receipts 2014/15 to 2017/18  
Appendix 5 – Capital receipts risk factors  
Exempt Appendix 6 – Forecast receipts  
Exempt Appendix 7 - Cost of Disposal  
Appendix 8 - Equality Impact Assessment

**9. BACKGROUND PAPERS:**

List of planned capital receipts and County Farms costs of disposal: Exempt by virtue of s100 (D) of the Local Government Act 1972

**10. AUTHOR:**

Joy Robson – Head of Finance

**11. CONTACT DETAILS:**



Tel: (01633) 644270

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



## APPENDIX 1

<b>Major Capital Pressures (Revised)</b>	
<b>Description of Pressure</b>	<b>£ during MTFP</b>
The major review of the waste Mgt service is still ongoing but will report in late Spring 2014. If MCC does need to change and provide receptacles for residents then a cost of between £1.5-2m will be incurred. To accommodate the change at kerbside, developments will be needed at our transfer stations. Work is to begin in Oct-Nov to determine options and costs, but indicative cost c£0.5-1m depending on scale of works required. There is also a desire to upgrade Monmouth CA site and indicative costs are £1.5-2m. The transfer station and CA capital costs could be avoided if the Council decided it was best value to procure a build, finance, operate contract for its sites in future. However if MCC wanted to run and manage the sites themselves to maintain maximum value in them then the capital cost would be required. This cost-benefit work is also to be undertaken to fit in with the review. In addition new vehicles for a change in service could amount to £9-10m+, but obviously there are other methods of paying for vehicles.	£2,000,000 to £5,000,000 excl vehicles
Bringing County highways to the level of a safe road network.	£80,000,000
Investing in infrastructure projects needed to arrest road closures due to whole or partial bank slips	£5,000,000
Backlog on highways structures including old culverts, bridges and retaining walls.	£11,134,000
Reprovision or repair of Chain Bridge - The figure should be taken as a very provisional indicator of potential costs associated with this project. At this stage there is insufficient information available to be able to indicate anything other than an indicative figure. The project is however being developed and costs will be updated as further information gathered.	£2,500,000
Property Maintenance requirements for both schools & non-schools as valued by condition surveys carried out some years ago. Being reviewed so £18m probably conservative	18,000,000
Caldicot Castle - longer term pressures for the castle .e.g. the condition of the curtain walls / towers etc..?  Its very much a ball park figure put we estimated it as £2-3M, depending if its backlog of maintenance (towards the lower figure) or improvements to bring the visitor facilities up to modern standards (the higher end)	3,000,000
Disabled adaptation works to public buildings required under disability discrimination legislation	9,000,000
Countryside Rights of Way work needed to bring network up to statutorily required and safe standard. This should be taken as a provisional figure as surveys and assessments of bridges and structures are on-going and the rights of way prioritisation system which includes risk assessment will more accurately define and rank the backlog. We have some assessment work currently underway on the bridge programme to make it more accurate (which is probably likely to increase it).	£2,000,000
Transportation/safety strategy –Air Quality Management, 20 m.p.h legislation and DDA (car parks)	£1,200,000
Disabled Facilities Grants (DFGs) - The DFG's budget has remained unchanged for the last nine years. Each year the fully committed/spent date falls earlier in the financial year. In 12/13 this occurred at the end of September. Next year we expect the pot to run out well into September. The consequences of continuing with this level of funding are: 1. Clients with serious and complex disabilities have to wait at least six months (often longer) for urgent adaptations to their homes. Social care and health will be experiencing costs elsewhere as a result. 2. MCC fails to approve DFG's within the statutory six month timescale which leaves us open to legal challenge. 3. MCC's KPI for processing DFGs will become longer each year, following substantial efficiency reviews we have moved up from amongst the average performing authorities to be amongst the best but could easily slip back as other LAs "catch up". The period while we wait for the next funding availability is detrimental to our turnaround time. The provision of an additional capital allocation of £500k in 14/15 would probably enable MCC to avoid the consequences stated in 1 and 2 above and bring an improvement in item 3.	£500,000
Total	£134,334,000

## Appendix 2 CAPITAL BUDGET SUMMARY 2014 to 2018

	Original Budget 2013/14	Slippage B/F 2013/14	Budget Adjustments 2013/14	Revised Budget 2013/14	Indicative Budget 2014/15	Indicative Budget 2015/16	Indicative Budget 2016/17	Indicative Budget 2017/18
Asset Management Schemes	2,783,305	1,048,553	1,232,000	5,063,858	2,148,090	1,929,278	1,929,278	1,929,278
School Development Schemes	3,248,931	2,422,035	623,500	6,294,466	2,892,000	1,437,000	133,500	50,000
Infrastructure & Transport Schemes	4,610,925	591,882	380,000	5,582,807	4,022,731	2,240,740	2,240,740	2,240,740
Regeneration Schemes	3,300,000	6,746,414	393,288	10,439,702	0	0	0	0
Sustainability Schemes	0	0	236,436	236,436	0	0	0	0
County Farms Schemes	273,498	293,907	0	567,405	304,726	300,773	300,773	300,773
Inclusion Schemes	850,000	287,449	165,000	1,302,449	850,000	850,000	850,000	850,000
ICT Schemes	0	612,249	372,000	984,249	0	0	0	0
Vehicles Leasing	3,085,000	0	(1,385,000)	1,700,000	1,500,000	1,500,000	1,500,000	1,500,000
Other Schemes	198,000	213,979	0	411,979	230,000	60,000	60,000	60,000
<b>TOTAL EXPENDITURE</b>	<b>18,349,660</b>	<b>12,216,468</b>	<b>2,017,224</b>	<b>32,583,352</b>	<b>11,947,547</b>	<b>8,317,791</b>	<b>7,014,291</b>	<b>6,930,791</b>
Supported Borrowing	(2,325,000)	0	0	(2,325,000)	(2,421,000)	(2,421,000)	(2,421,000)	(2,421,000)
Unsupported (Prudential) Borrowing	(9,043,771)	(7,400,969)	(536,436)	(16,981,176)	(3,523,297)	(1,000,000)	(1,000,000)	(1,000,000)
Grants & Contributions	(3,469,774)	(602,173)	(1,737,788)	(5,809,735)	(3,443,500)	(1,473,000)	(1,473,000)	(1,473,000)
Reserve & Revenue Contributions	0	(601,744)	(597,000)	(1,198,744)	0	(518,541)	(518,541)	0
Capital Receipts	(426,115)	(3,611,582)	(531,000)	(4,568,697)	(1,059,750)	(1,405,250)	(101,750)	(536,791)
Vehicle Lease Financing	(3,085,000)	0	1,385,000	(1,700,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
<b>TOTAL FUNDING</b>	<b>(18,349,660)</b>	<b>(12,216,468)</b>	<b>(2,017,224)</b>	<b>(32,583,352)</b>	<b>(11,947,547)</b>	<b>(8,317,791)</b>	<b>(7,014,291)</b>	<b>(6,930,791)</b>
<b>(SURPLUS) / DEFICIT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Appendix 3 - Schools capital programme  (includes Raglan)	Financial Year	Financial Year	Financial Year	Financial Year	Financial Year	Financial Year
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Actual 2012/13 £	Approved Budget £	Indicative Budget £	Indicative Budget £	Indicative Budget £	Indicative Budget £
<b>Expenditure:</b>						
Caldicot Green Lane - New School	3,447,795	368,071				
Caldicot Castle View (St Mary's) - Remodelling	2,798	42,202				
Welsh Medium secondary joint project	151,500					
Rogiet Primary (new school)	13,295	45,000				
Llanfoist Primary School	35,911	3,979				
Wyesham Primary School	2,470	3,847				
Pembroke Primary (Major Extension)	3,000	19,528				
Access For All	88	145,706	50,000	50,000	50,000	50,000
Llanover Primary - remedial works	64,800					
Thornwell Primary	308,141	3,544,428	92,000			
Thornwell - Flying Start	468	75,000				
Future Schools (Initial funding)	232,794	1,767,205				
Raglan Primary		279,500	2,750,000	1,387,000	83,500	
<b>Total Expenditure</b>	<b>4,263,060</b>	<b>6,294,466</b>	<b>2,892,000</b>	<b>1,437,000</b>	<b>133,500</b>	<b>50,000</b>
<b>Financing:</b>						
Transitional SBIG Green Lane (80%)	(2,760,000)					
WAG Flying Start Grant (Thornwell)	(80,000)	(75,000)				
Future schools funding - Raglan Primary		(279,500)	(1,970,500)			
<b>External Grant Funding</b>	<b>(2,840,000)</b>	<b>(354,500)</b>	<b>(1,970,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Insurance Settlement	(12,693)	(1,969,774)				
<b>Developer Contributions</b>	<b>(12,693)</b>	<b>(1,969,774)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Education Receipts	(902,684)	(201,273)				
MCC Capital Receipts		(626,216)	(871,500)	(1,387,000)	(83,500)	
<b>Capital Receipts</b>	<b>(902,684)</b>	<b>(827,489)</b>	<b>(871,500)</b>	<b>(1,387,000)</b>	<b>(83,500)</b>	<b>0</b>
Supported Borrowing	(59,441)	(299,000)	(50,000)	(50,000)	(50,000)	(50,000)
Unsupported Borrowing	(448,242)	(2,843,703)				
<b>Total Financing</b>	<b>(4,263,060)</b>	<b>(6,294,466)</b>	<b>(2,892,000)</b>	<b>(1,437,000)</b>	<b>(133,500)</b>	<b>(50,000)</b>
<b>(Surplus) / Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

APPENDIX 3a Future Schools	Financial Year 2014/15	Financial Year 2015/16	Financial Year 2016/17	Financial Year 2017/18	Financial Year 2018/19	TOTAL
	Indicative Budget £	Indicative Budget £	Indicative Budget £	Indicative Budget £	Indicative Budget £	
<b>Expenditure:</b>						
Monmouth Comprehensive School - 1600 Place	4,036,500	19,911,000	9,327,500	1,575,000	1,150,000	
Caldicot Comprehensive School - 1500 Place	4,036,500	19,911,000	7,327,500	1,575,000	1,150,000	
Welsh Medium Secondary Schools	2,500,000	2,500,000	0	0	0	
<b>Total Expenditure</b>	<b>10,573,000</b>	<b>42,322,000</b>	<b>16,655,000</b>	<b>3,150,000</b>	<b>2,300,000</b>	<b>75,000,000</b>
<b>Financing:</b>						
Future schools grant - Monmouth	(1,736,500)	(10,311,000)	(4,627,500)	(500,000)	(825,000)	
Future schools grant - Caldicot	(1,736,500)	(10,811,000)	(3,127,500)	(500,000)	(825,000)	
Future schools grant - Welsh Medium	(2,500,000)					
<b>External Grant Funding</b>	<b>(5,973,000)</b>	<b>(21,122,000)</b>	<b>(7,755,000)</b>	<b>(1,000,000)</b>	<b>(1,650,000)</b>	<b>(37,500,000)</b>
Capital Receipts	(3,064,000)	(6,832,000)	(3,691,000)			
Set aside to repay borrowing		(1,536,000)	(14,368,000)			
<b>Capital Receipts</b>	<b>(3,064,000)</b>	<b>(8,368,000)</b>	<b>(18,059,000)</b>	<b>0</b>	<b>0</b>	<b>(29,491,000)</b>
Unsupported Borrowing	(1,536,000)	(14,368,000)	(5,209,000)	(2,150,000)	(650,000)	
Use of capital receipts to repay borrowing		1,536,000	14,368,000			
<b>Borrowing</b>	<b>(1,536,000)</b>	<b>(12,832,000)</b>	<b>9,159,000</b>	<b>(2,150,000)</b>	<b>(650,000)</b>	<b>(8,009,000)</b>
<b>Total Financing</b>	<b>(10,573,000)</b>	<b>(42,322,000)</b>	<b>(16,655,000)</b>	<b>(3,150,000)</b>	<b>(2,300,000)</b>	<b>(75,000,000)</b>
<b>(Surplus) / Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FORECAST USEABLE CAPITAL RECEIPTS**

Amounts in excess of £10,000 are categorised as capital receipts. The balance of receipts is required to be credited to the Useable Capital Receipts Reserve, and can then only be used for new capital investment or set aside to reduce the Council's borrowing requirement.

The forecast movement on the reserve based on forecast capital receipts and the budgeted application of capital receipts to support the financing of the Authority's capital programme is summarised below:

<b>GENERAL RECEIPTS</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Balance as at 1st April	7,291	6,552	5,926	14,934	27,088	30,990
Less: capital receipts used for financing	(1,877)	(3,317)	(1,709)	(1,405)	(102)	(537)
	5,414	3,235	4,217	13,528	26,986	30,453
Capital receipts forecast	1,134	2,688	21,165	13,556	4,000	2,000
Deferred capital receipts	4	4	4	4	4	4
Less: capital receipts set aside:						
Abergavenny Regeneration Scheme	0	0	(10,452)	0	0	0
County Hall / Strategic Accommodation	0	0	0	0	0	0
<b>Balance as at 31st March</b>	<b>6,552</b>	<b>5,926</b>	<b>14,934</b>	<b>27,088</b>	<b>30,990</b>	<b>32,457</b>
<b>LOW COST HOME OWNERSHIP RECEIPTS</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Balance as at 1st April	60	60	0	0	0	0
Less: capital receipts used for financing	0	(60)	0	0	0	0
	60	0	0	0	0	0
Capital receipts received	-	-	-	-	-	-
Capital receipts forecast	-	-	-	-	-	-
<b>Balance as at 31st March</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Appx 5 Risk factors

<b>CAPITAL RECEIPTS SUMMARY AND RISK FACTORS</b>										
The analysis below provides a summary of the receipts and the respective risk factors:										
<b>Risk Factor</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>				
	£	£	£	£	£	£				
<b>Education Receipts</b>										
Low	0	0	0	0	0	0				0%
Medium	0	450,000	100,000	0	0	550,000				5%
High	160,000	1,485,000	9,206,000	0	0	10,851,000				95%
	160,000	1,935,000	9,306,000	0	0	11,401,000				
<b>County Farm Receipts</b>										
Low	852,500	0	0	0	0	852,500				40%
Medium	565,000	0	0	0	0	565,000				26%
High	305,000	330,000	100,000	0	0	735,000				34%
	1,722,500	330,000	100,000	0	0	2,152,500				
<b>General Receipts</b>										
Low	95,000	0	0	0	0	95,000				1%
Medium	200,000	16,000,000	0	0	0	16,200,000				95%
High	20,000	650,000	0	0	0	670,000				4%
	315,000	16,650,000	0	0	0	16,965,000				
<b>Strategic Accommodation Review</b>										
Low	0	0	0	0	0	0				0%
Medium	0	0	0	0	0	0				0%
High	490,000	1,500,000	150,000	0	0	2,140,000				100%
	490,000	1,500,000	150,000	0	0	2,140,000				
<b>Dependent on Outcome of LDP</b>										
Low	0	0	0	0	0	0				0%
Medium	0	0	0	0	0	0				0%
High	0	750,000	4,000,000	4,000,000	2,000,000	10,750,000				100%
	0	750,000	4,000,000	4,000,000	2,000,000	10,750,000				
<b>TOTALS</b>										
Low	947,500	0	0	0	0	947,500				2%
Medium	765,000	16,450,000	100,000	0	0	17,315,000				40%
High	975,000	4,715,000	13,456,000	4,000,000	2,000,000	25,146,000				58%
<b>Total</b>	<b>2,687,500</b>	<b>21,165,000</b>	<b>13,556,000</b>	<b>4,000,000</b>	<b>2,000,000</b>	<b>43,408,500</b>				





## **Appendix 8**

**Equality Impact Assessment Form**

**and**

**Sustainable Development Checklist**

## EQUALITY IMPACT ASSESSMENT FORM

<b>Name of policy or change to service (Proposal)</b>	<b>Directorate:</b>	<b>Department:</b>
Capital MTFP	SLU	Finance
<b>Policy author / service lead</b>	<b>Name of assessor</b>	<b>Date of assessment:</b>
Joy Robson	Joy Robson	19/11/13

1. Have you completed the Equality Challenge form? **Yes / No.** If **No** please explain why

Yes

2. What is the **Aim/s** of the Policy or the proposed change to the policy or service (the proposal)

To outline the capital budget proposals for the MTFP

3. From your findings from the “Equality Challenge” form did you identify any people or groups of people with protected characteristics that this proposal was likely to affect in a **negative** way? Please tick appropriate boxes below.

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

4. Please give details of any consultation(s) or engagement carried out in the development /re-development of this proposal.

The capital MTFP has not changed significantly since it was agreed last year, the roll forward of one year has maintained the core programme.

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

Evidence of pressures

6. As a result did you take any actions to mitigate your proposal? Please give details below.

There is insufficient funding to meet the pressures

7. Final stage – What was decided?

• **No change made to proposal/s – please give details**

No change

• **Slight changes made to proposal/s – please give details**

• **Major changes made to the proposal/s to mitigate any significant negative impact – please give details**

Signed.....Joy Robson.....Designation.....Head of Finance.....Dated.....19/11/13.....



**Appendix A**

**The “Sustainability Challenge”**

<b>Name of the Officer</b> completing “the Sustainability challenge”  <b>Joy Robson</b>		Please give a <b>brief description</b> of the <b>aims</b> proposed policy or service reconfiguration  To outline capital budget proposals for the MTFP	
<b>Name</b> of the Division or service area  Finance		<b>Date</b> “Challenge” form completed  19/11/13	
Aspect of sustainability affected	<b>Negative impact</b>  <b>Please give details</b>	Neutral impact  <b>Please give details</b>	<b>Positive Impact</b>  <b>Please give details</b>
<b>PEOPLE</b>			
Ensure that more people have access to healthy food		Neutral	
Improve housing quality and provision		Neutral	
Reduce ill health and improve healthcare provision		Neutral	
Promote independence		Neutral	

Encourage community participation/action and voluntary work		Neutral	
Targets socially excluded		Neutral	
Help reduce crime and fear of crime		Neutral	
Improve access to education and training		Neutral	
Have a positive impact on people and places in other countries		Neutral	
<b>PLANET</b>			
Reduce, reuse and recycle waste and water		neutral	
Reduce carbon dioxide emissions		Neutral	
Prevent or reduce pollution of the air, land and water		Neutral	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		Neutral	
Protect or enhance visual appearance of environment		Neutral	

<b>PROFIT</b>			
Protect local shops and services		Neutral	
Link local production with local consumption		Neutral	
Improve environmental awareness of local businesses		Neutral	
Increase employment for local people		Neutral	
Preserve and enhance local identity and culture		Neutral	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		Neutral	
Increase and improve access to leisure, recreation or cultural facilities		Neutral	

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



➤	➤
➤	➤
➤	➤

### The next steps

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

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

**Signed Joy Robson**

**Dated 19/11/13**



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

REPORT: Capital Budget Proposals 2014/15 to  
2017/18  
AUTHOR: Joy Robson  
MEETING AND DATE OF MEETING: Cabinet – 4<sup>th</sup> December 2013

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

**Exemptions applying to the report:**

Information relating to specific assets values of tenanted properties.

**Factors in favour of disclosure:**

Provides information on assets the Authority is proposing to sell.

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

Prejudice negotiations with tenants of County Farms.

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

Outweighed by need to exempt.

**Recommended decision on exemption from disclosure:**

To apply exemption.

Date: 20/11/13

Signed: *J Robson*

Post: HEAD OF FINANCE

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I accept/~~do not accept~~ the recommendation made above.

*[Handwritten Signature]*  
\_\_\_\_\_  
Proper Officer

Date: 21/11/2013



Economy and Development Select Committee		
Scrutiny Role	Purpose of Scrutiny	Meeting Date
<b>Budget, Performance and Risk Monitoring</b>		
<u>Quarterly Budget Monitoring</u> (Covers areas within the select committee's remit, identifying trends, risks and issues on the horizon with overspends/underspends.	<ul style="list-style-type: none"> <li>- Month 3 Revenue Budget Monitoring</li> <li>- Month 5 Capital Budget Monitoring</li> <li>- Month 6 Revenue Budget Monitoring</li> <li>- Month 8 Capital Budget Monitoring</li> <li>- Month 9 Revenue Budget Monitoring</li> <li>- Month 10 Capital Budget Monitoring</li> </ul>	12 <sup>th</sup> September 2013 9 <sup>th</sup> January 2014 9 <sup>th</sup> January 2014 30 <sup>th</sup> January 2014 13 <sup>th</sup> March 2014 1 <sup>st</sup> May 2014
Initial Budget Briefing on MTFP 2014-2015	Report being presented to Cabinet 4 <sup>th</sup> September on Medium Term Financial Plan for year ahead.	12 <sup>th</sup> September 2013
Budgetary Context Meeting	Context setting of next year's budget - Committee to discuss areas identified / proposals being put forward.	(Special Meetings) 7 <sup>th</sup> November 2013 27 <sup>th</sup> November 2013
Budget Setting	Consideration of capital and revenue budget proposals for the 2014/15 budget.	9 <sup>th</sup> January 2014
OBA Performance Monitoring	OBA 6 monthly Performance Report Cards focus on the impact of the council's work on people's lives and enables scrutiny of performance across outcomes. The report includes performance against the 6 Improvement Objectives 2013-2014 and performance against the statutory 'all Wales performance indicators'.	12 <sup>th</sup> Dec 2013 AM (Special Meeting)
Outcome Agreements	The Council has a 3-year Outcome Agreement with the Welsh Government from 2014 - 2017, which outlines mutually beneficial targets and milestones that the Council will work towards, depending on performance (built into the medium term financial plan). The Select Committee is responsible for scrutinising performance of outcomes. Committee to receive: <ul style="list-style-type: none"> <li>• End of year performance 2012-2013 once confirmation has been received regarding the amount of funding allocated.</li> <li>• Combined report on the end of the 3 year agreement 2010/13</li> <li>• The new outcome agreement 2013/16</li> </ul>	12 <sup>th</sup> Dec 2013 AM (Special Meeting)

Economy and Development Select Committee		
Scrutiny Role	Purpose of Scrutiny	Meeting Date
Quarterly Risk Monitoring	Scrutiny of the Whole Authority Risk Log - log of risks which affect the Council as a whole, risks which if not managed, could jeopardise the council's ability to achieve its outcomes and improvement objectives for communities, as well risk to delivering on statutory plans and/or operational services. The Select Committee has responsibility to monitor and challenge performance in relation to mitigating risks.	12 <sup>th</sup> Dec 2013 AM (Special Meeting)
Improvement Plan 2013-16	Improvement Objectives 2012 to 2013 and Stage 1 of the Improvement Plan 2013-2016 were reported in summer 2013.	Reported summer 2013
Pre-decision Scrutiny		
Leisure Service Business Plan	Pre-decision scrutiny of the Leisure Services Business Plan.  Leisure Centre Budgets to return	2 <sup>nd</sup> October 2013 (Special) TBC
Caldicot Castle Country Park Business Plan	Committee received a context setting presentation prior to scrutiny of the Business Plan anticipated in Autumn 2013.	24 <sup>th</sup> October 2013
Review of Museums Business Plan	Committee undertook pre-decision scrutiny of the Museums Business Plan.  Members requested pre-decision scrutiny of the Options Appraisal, together with a list of funding streams to provide assurance of sustainability. This is due to return to the committee.	11 <sup>th</sup> July 2013  20 <sup>th</sup> November 2013 (Special)
Review of Car Parking	Revised report from Consultants for pre-decision scrutiny.	20 <sup>th</sup> November 2013
On-going Scrutiny of Tourism Matters	<ul style="list-style-type: none"> <li>To monitor the progress of MCC Tourism Alliance Forum</li> <li>Progress monitoring of the delivery of the Destination Plan</li> <li>Pre-decision scrutiny on any significant decisions relating to tourism.</li> </ul> <p>Committee reviewed the return on investment of spending activities we support, in terms of what we measure and how, how we compare against others and actual outcomes and added value. Committee monitored performance in terms</p>	30 <sup>th</sup> January 2014

Economy and Development Select Committee		
Scrutiny Role	Purpose of Scrutiny	Meeting Date
	<p>of successes and failures - visitor numbers and jobs and the projection for the next 6 months. Progress update on this due in 6 months.</p> <p>Committee has identified the need for:</p> <ul style="list-style-type: none"> <li>• A retention policy which would limit frequent changes of use from hotel to residential.</li> <li>• An Events Strategy - currently does not exist.</li> </ul>	
Challenging / Monitoring Performance		
CMC <sup>2</sup> - Community Interest Company leading green and digital growth	<ul style="list-style-type: none"> <li>• Diagrammatical representation of the organisational structure</li> <li>• CMC<sup>2</sup>'s financial statements for the first quarter of 2013 - 14</li> <li>• An appraisal of the benefits to the authority</li> <li>• An arrangement for monitoring future performance in relation to Objective 4 of the Stage 1 Improvement Plan</li> <li>• Clarification on accountability arrangements</li> </ul>	12 <sup>th</sup> September 2013
Broadband in Monmouthshire	Position report on broadband in Monmouthshire.	12 <sup>th</sup> September 2013
Annual Directors Performance Report on Regeneration	A performance overview report - Committee to test and challenge and offer a view on format, structure and the process going forward.	2 <sup>nd</sup> October 2013 (Special)
SRS	<p>Scrutiny of the performance of the Shared Resource Service (SRS)</p> <p>It was agreed that the SRS return to a future meeting to provide:</p> <ul style="list-style-type: none"> <li>- The report that was referred to detailing the service issues during the snow</li> <li>- A breakdown of salary information</li> <li>- Clarification of the delegated sign off levels</li> </ul>	24 <sup>th</sup> October 2013

Economy and Development Select Committee		
Scrutiny Role	Purpose of Scrutiny	Meeting Date
	<ul style="list-style-type: none"> <li>- Structure of the ICT Board</li> <li>- Performance Monitoring reports that members were advised the SRS board currently receive</li> <li>- Budget monitoring information on capital/revenue overspends/underspends</li> <li>- Any future key documents such as strategies or forward plans</li> </ul>	
Capital Receipts Policy	Committee to receive a progress report 6 months after policy implementation - (due November/December 2013)	30 <sup>th</sup> January 2014
Economic Development and the Planning Framework	<p>The Planning department has recently undergone a whole Systems review. The Committee has agreed to scrutinise the planning framework to ascertain if it effectively supports economic development.</p> <p>Scrutiny of the Customer Charter for Development Control.</p> <p>In particular, the Committee has identified the need for:</p> <ul style="list-style-type: none"> <li>• A planning SPG to articulate the type of accommodation development the Council would favour and the locations it would support development.</li> <li>• The need for a retention policy which would limit frequent changes of use from hotel to residential.</li> </ul>	<p>2<sup>nd</sup> October 2013</p> <p>13<sup>th</sup> March 2014</p>
Welsh Water Interface	Detail TBC	13 <sup>th</sup> March 2014
On-going Monitoring of Recommendations made by Scrutiny		
Section 106 Agreements	<p>Annual Progress Monitoring</p> <p>Agreed to invite an Officer from the Brecon Beacons National Park to attend to discuss the application of S106 monies within the park boundary.</p>	13 <sup>th</sup> March 2014



## *Monmouthshire's Scrutiny Forward Work Programme 2013-2014*

### **Future Meeting Dates:**

- **12<sup>th</sup> September 2013**
  - Month 3 Review
  - Initial Budget Briefing on MTFP 2014-2015
  - CMC2 Review
  - Broadband Progress Report
  
- **2<sup>nd</sup> October 2013 (Special)**
  - Customer Charter for Development Control
  - Leisure Service Business Plan
  - Annual Directors Performance Report on Regeneration
  
- **24<sup>th</sup> October 2013**
  - Caldicot Castle Country park Business Plan
  - SRS
  
- **20<sup>th</sup> November 2013**
  - Museums Business Plan and Options Appraisal
  - Car Parking
  
- **27<sup>th</sup> November 2013**
  - Budget Context Meeting
  
- **12<sup>th</sup> December 2013**
  - Risk Monitoring
  - Outcome Agreements
  - OBA Performance Monitoring

## Monmouthshire's Scrutiny Forward Work Programme 2013-2014

- **9<sup>th</sup> January 2013 (All day meeting)**
  - Scrutiny of Budget Proposals
  - Month 5 Budget Monitoring
  - Month 6 Budget Monitoring
  
- **30<sup>th</sup> January 2014**
  - Month 8 Budget Monitoring
  - Tourism
  - Capital Receipts Policy
  
- **13<sup>th</sup> March 2014**
  - Month 9 Budget Monitoring
  - Economic Development and the Planning Framework
  - Section 106 Agreements and Brecon Beacons National Park
  - Welsh Water Interface
  
- **1<sup>st</sup> May 2014**
  - Review Meeting

### Budget Scrutiny of key proposals 2013

No.	Scrutiny of Work Areas to deliver 2014/15 and MTFP saving targets	Committee and Timescale	
1	Development of Leisure Services	Economy & Development	7 <sup>th</sup> Nov
6	Museums, Shire Hall and castles and Tourism	Economy & Development	27 <sup>th</sup> Nov
25	Transport review and fleet rationalisation	Economy & Development	7 <sup>th</sup> Nov
26	Strategic Property Review (phase 2)	Economy & Development	27 <sup>th</sup> Nov
27	Property services and procurement	Economy & Development	27 <sup>th</sup> Nov
28	R & C Staffing restructures	Economy & Development	12 <sup>th</sup> Dec
31	ICT	Economy & Development	Already scrutinising

## Council and Cabinet Business – Forward Plan

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<b>15<sup>TH</sup> JANUARY 2014 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
Supporting People Programme Grant – Local Commissioning Plan 2014-17	To seek approval of the commissioning plan that takes into account the recently announced funding cuts.	Cabinet Members Leadership Team SC&H - DMT, SPPG Planning Group; SP Regional Officers group; Providers forum	Chris Robinson
Corporate Accountancy and Business Support Review	Deletion of posts from establishment to achieve financial savings necessary to the 2014-15 budget setting process.	Cabinet Members Leadership Team Appropriate Officers	Mark Howcroft
Open for Business and New Developments Business Rate Relief Schemes	To appraise Members of two new rate relief schemes funded by the Welsh Government and to seek confirmation that members accept the conditions of the grant offer made by the Welsh Government.	Cabinet Members Leadership Team Appropriate Officers	Joy Robson
	The policy will provide a consistent approach to		

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Street Naming and Numbering Policy	this service based upon current legislation and guidance The policy will also allow the authority to introduce a charge for this service.	Cabinet Members Leadership Team Appropriate Officers	Paul Keeble
Proposed 20mph Speed Limits, Thornwell Area, Chepstow	To consider the proposed order subsequent to representations received following advertisement in accordance with the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1994.	Cabinet Members Leadership Team Appropriate Officers	Paul Keeble
Proposed 20mph & 40mph Speed Limits, B4598 Llanfair Kilgeddin	To consider the proposed order subsequent to representations received following advertisement in accordance with the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1994.	Cabinet Members Leadership Team Appropriate Officers	Paul Keeble
Sale of open space land at the Former Rogiet Primary School, Rogiet	To consider any objections to the proposed sale of open space land	Cabinet Leadership Team Appropriate Officers	Scott Ramsay
<b>16<sup>th</sup> JANUARY 2014 – COUNCIL</b>			
Council Tax Reduction Scheme Adoption	To adopt a scheme		Joy Robson
Call-in on Park Street School referred from Strong Communities Select Committee	To consider the referral in respect of the Cabinet Decision taken on 6 <sup>th</sup> November 2013 regarding Park Street School – Health and Safety Works.		Deb Hill Howells
SRS Business Solutions Ltd	To appoint the representative member to the company.  County Councillor P. Murphy (Cabinet Member with portfolio responsibility for finance) previously held this appointment, however, as he has now taken up the appointment as Monmouthshire's		

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Corporate Governance Report	Corporate governance report arising from The Family Absence for Members of Local Authorities (Wales) Regulations 2013.		Murray Andrews
21 <sup>st</sup> Century Schools Programme - Update	To update Members on the current position of the 21 <sup>st</sup> Century Schools Programme.		Simon Kneafsey
SACRE Annual Report			Gill Vaisey
Poverty in Monmouthshire			Will McLean
Engagement Framework			Will McLean
Monmouthshire Welsh in Education Strategic Plan	To adopt the strategic plan.		Sharon Randall Smith
<b>29<sup>TH</sup> JANUARY 2014 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
Local Government (Wales) Act 1994 The Local Authorities (Precepts)(Wales) Regulations 1995	To seek Members approval of the results of the consultation process regarding payments to precepting Authorities for 2014/15 as required by statute	Cabinet Members Leadership Team Appropriate Officers	Joy Robson
Review of Careline Policy	To review the existing policy and agree future approach to delivery, particularly in relation to pricing and telecare provision.	Cabinet Leadership Team R&C DMT SS DMT	John Parfitt

Subject	Purpose	Consultees	Author
<b>5<sup>TH</sup> FEBRUARY 2014 – CABINET</b>			
Welsh Church Fund Working Group	To make recommendations to Cabinet on the Schedule of Applications 2013/14 meeting 4.	Cabinet Members Leadership Team Appropriate Officers	David Jarrett
Charging for Pre-Application advice for Planning	To outline a proposal to introduce charging for pre-application advice for planning	Cabinet Members Leadership Team Appropriate Officers	Phil Thomas
Review of HR Policies	<p>The revision of HR policies for legislation and to reflect changes in the way we work –</p> <p>Equal Pay Policy, Employing People with Convictions, Code of Conduct for Employees, Career Break Schemes, Flexible Working, Managing Absence and Leave.</p> <p>The revision of HR policies for legislation and to reflect the implementation of the People Strategy: Protection of Employment for School Based Employees, Model Performance Management Policy for Schools, Capability Policy for School and Non School Based Employees, Carers Policy, Agency Workers, Use of Telephones and Mobile Devices, Flexible Retirement Policy, Dignity at Work, Regrading Appeal Procedure, Travel and Reimbursement.</p>	Cabinet Members Leadership Team Appropriate Officers	Sian Hayward
Performance Management Framework	To introduce the Framework for Performance Management of Employees	Cabinet Members Leadership Team Appropriate Officers	Sian Hayward
National and Regional Adoption arrangements		Cabinet Members Leadership Team Appropriate Officers	Simon Burch/ Gill Cox
Charging for Pre-Application Advice for Planning	To outline a proposal to introduce charging for pre-application advice for planning.	Cabinet Members Leadership Team	Phil Thomas

Subject	Purpose	Consultees	Author
		Appropriate Officers	
<b>12<sup>TH</sup> FEBRUARY 2014 – SPECIAL CABINET</b>			
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<b>19<sup>TH</sup> FEBRUARY 2014 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
Development of Customer Services		Cabinet Members Leadership Team Appropriate Officers	Tim Macdermott
<b>27<sup>th</sup> FEBRUARY 2014-COUNCIL</b>			
Budget and Council tax	Final Composite Council tax resolution		Joy Robson
Treasury Management Strategy 2014/15	To accept the annual treasury management strategy		Joy Robson
CCSIW Annual Letter	Presentation of the CCSIW ACRF letter .		Simon Burch
Pay Policy	To approve the MCC Pay Policy in compliance with the Localism Act.		Sian Hayward
Diary of Meetings 2014/15	To approve the Diary of Meetings for the forthcoming year		Tracey Harry
<b>5<sup>TH</sup> MARCH 2014 - CABINET</b>			
Month 9 Revenue Budget Monitoring Report	To provide Members with information on the forecast outturn position of the Authority at the end of Month 9 for the 2013/14 financial year.	Cabinet Members Leadership Team Appropriate Officers	Joy Robson/ Mark Howcroft
Pollinator Policy	The policy endorses the Welsh Government's Action Plan for Pollinators by adapting the way we manage public open spaces, parks, verges and highways. The policy proposes small changes that will help reverse the decline in the	Cabinet Members Leadership Team Appropriate Officers	Alison Howard

Subject	Purpose	Consultees	Author
	pollinator species, reduce CO2 and costs.		
Digital Road Map		Cabinet Members Leadership Team Appropriate Officers	Kellie Beirne/Matt Lewis
Children Missing in Education	To approve the children missing in education policy CYP Director Report to establish overarching strategic performance framework for the whole directorate	Cabinet Members Leadership Team Appropriate Officers	Richard Austin/Sharon Randall-Smith
<b>12<sup>TH</sup> MARCH 2014 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
<b>26<sup>TH</sup> MARCH 2014 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
<b>2<sup>ND</sup> APRIL 2014 - CABINET</b>			
Month 10 Capital Budget Monitoring Report	To present the Month 10 forecast capital outturn for 2013/14 compared to the total budget for the year. The report identifies and provides explanations for variances against budget and the funding implications of the forecast outturn position. The report also reports slippage anticipated to be carried forward into 2014/15.	Cabinet Members Leadership Team Appropriate Officers	Joy Robson/ Mark Howcroft
Future of Recycling Services		Cabinet Members Leadership Team Appropriate Officer	Rachel Jowitt
Strategic Equality Plan 2 <sup>nd</sup> Annual Report	Reporting on progress in achieving the actions related to our equality objectives in the plan.	Cabinet Members Leadership Team Appropriate Officer	Alan Burkitt
<b>9<sup>TH</sup> APRIL 2014 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			



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<b>28<sup>TH</sup> MAY 2014 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
<b>4<sup>TH</sup> JUNE 2014 - CABINET</b>			
Welsh Language Annual Monitoring Report 2013 -14	Reporting upon progress in achieving the actions specified in the Council's Welsh Language Scheme.	Cabinet Members Leadership Team Appropriate Officers	Alan Burkitt

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<b>7<sup>TH</sup> MAY 2014 – CABINET</b>			
Early Years Offer	To create a common understanding of provision for all pupils from 3-11 years in Monmouthshire.	Cabinet Members Leadership Team Appropriate Officers	Sharon Randall Smith
<b>14<sup>TH</sup> MAY 2014 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
<b>28<sup>TH</sup> MAY 2014 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
<b>4<sup>TH</sup> JUNE 2014 - CABINET</b>			
Welsh Language Annual Monitoring Report 2013 -14	Reporting upon progress in achieving the actions specified in the Council's Welsh Language Scheme.	Cabinet Members Leadership Team Appropriate Officers	Alan Burkitt