

15th September 2014**Notice of Meeting:****Economy and Development Select Committee****Tuesday, 23rd September 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

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

Item No	Item
1.	Apologies for absence.
2.	Declarations of Interest.
3.	To confirm and sign the following minutes of the Economy & Development Select Committee (copies attached): i) 19 th June 2014 ii) Special Meeting 14 th July 2014
4.	Public Open Forum.
5.	To receive a report and presentation in relation to the Shared Resource Service (SRS) (copy attached).
6.	To receive the Enterprise Strategy from the Head of Commercial & People Development, Enterprise (Individual Cabinet Member Decision 23 rd July 2014 report attached).

****BREAK – MEETING TO RECONVENE AT 2.00pm****

(Please note that there will be a pre-meeting for Economy and Development Select Committee members at 1.30pm**)**

7.	To scrutinise the Revenue and Capital Budget Monitoring 2014/15 Month 3 Outturn Forecast Statement from the Assistant Head of Finance (copy attached)
8.	To consider and scrutinise the Monmouthshire Tourism Performance 2013, from the Food & Tourism Strategic Manager (copy attached).
9.	To welcome representatives of the Cardiff Capital Region Board.
10.	Work Programme (copies attached): i) Economy & Development Select Work Programme for 2014 – 2015 ii) The Cabinet Forward Work Planner
11.	Summing up and date and time of the next meeting. • Thursday 16 th October 2014 at 10am.

Paul Matthews,

Chief Executive

Economy and Development Select Committee

County Councillors:

D.L.S. Dovey
D.L. Edwards
R.J.C. Hayward
S. Jones
J.L. Prosser
A.C. Watts
S. White
K. Williams
A. Wintle

Aims and Values of Monmouthshire County Council

Building Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

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

People Are Confident, Capable and Involved

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

Our County Thrives

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

Our priorities

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

Our Values

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

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Economy and Development Select Committee held at County Hall, Usk on Thursday 19th June 2014 at 10.00 am

Agenda Item 3i

PRESENT: County Councillor S. Jones (Chairman)

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

OFFICERS IN ATTENDANCE:

Ms. K. Beirne	- Chief Officer Enterprise
Mr. P. Davies	- Head of Commercial & People Development, Enterprise
Mr M. Howcroft	- Assistant Head of Finance
Mr. R. Jones	- Policy and Improvement Officer
Ms. S. Hayward	- Programme Manager & Employee Services Lead
Mr. S. Arthur	- Chief Technology Officer - CMC ²
Miss H. Ilett	- Scrutiny Manager
Mr. R. Williams	- Democratic Services Officer

1. CHAIRMAN

We noted the appointment of County Councillor S. Jones as Chairman.

2. VICE-CHAIRMAN

We appointed County Councillor D.L. Edwards as Vice-Chairman.

3. APOLOGIES FOR ABSENCE

There were no apologies made by Select Committee Members.

4. DECLARATIONS OF INTEREST

There were no declarations of interest made by Select Committee Members.

5. CONFIRMATION OF MINUTES

We confirmed the minutes of the Economy and Development Select Committee held on 9th May 2014 as an accurate record and they were signed by the Chairman.

In doing so, the following points were noted:

- It was considered that car parking charges needed to be addressed first before considering any potential change to the current car park regime. The Scrutiny Manager stated that a special meeting of the Economy and Development Select Committee would be convened to further consider this matter.

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- In response to a Select Committee Member's question, the Chief Officer for Enterprise stated that as the summer season was about to begin, the Tourist Information Centres would shortly be opened until the end of the summer season. However, discussions with partners were required to maintain funding for this service. An update report in respect of the Tourist Information Centres will be presented to the Select Committee in September 2014. **The Chief Officer will circulate the business plan to the Select Committee for information.**
- **The Scrutiny Manager will investigate progress in respect of the Democratic Services Committee reviewing the function and terms of reference of the Coordinating Board.**

6. PUBLIC OPEN FORUM

There were no members of the public present.

7. iCOUNTY AND DIGITAL ROAD MAP

We received a report and presentation by the Chief Officer for Enterprise regarding iCounty and Monmouthshire's Digital Roadmap.

iCounty is built around three key pillars:

- Improving internal systems, data delivery and infrastructure in order to continually reinvent the services that matter most to our communities.
- Digitally enabled, inclusive and connected communities that recognise the increasing relevance of technology and work with the Council to solve problems.
- Creating products and commercial assets to realise potential commercial product offerings and support the expansion and creation of local digital clusters.

The presentation outlined the following points:

Introduction:

- Contribution of digital technology to sustainable and resilient communities.
- Technology is critical to efficiency and effectiveness.
- iCounty not iCouncil.

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- Council efficiency, yes but also engagement.
- Taking back control of our digital ambitions.
- iCounty is a long term strategy.
- iCounty is not about a focus on any one of our potential delivery partners – it is about how we mobilise the activity and resources of those best placed to help us deliver the vision and objectives.

Vision and themes

- Become one of the United Kingdom's most inspiring spaces for digital enhancement. An iCounty characterised by a growing digital economy.

Why?

- Grow the potential of communities, schools, businesses and residents to use technology to solve some of our biggest problems.
- Digital era.
- Technology is finding us.
- Time to re-assert our digital ambitions.
- Adapting, interacting, connecting. Making our place liveable and investable.
- Enable us all to take full advantage of everything the County has to offer.

What?

- Internal systems, data and infrastructure.
 - Reduce reliance on legacy and proprietorial systems.
 - Open data.
 - Automating slow / repetitive processes.
 - Consolidation and integration.
 - 'On demand' reporting.
 - Review of the SRS.
- Digitally enabled, smart and inclusive communities.

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- Increasing community engagement.
 - Broadband infrastructure and 4G.
 - Self Service.
 - Real time data.
 - Grow science, technology, engineering and maths (STEM) network.
 - Engage local industry.
 - Maximise the potential of CMC2.
- Creating products and assets
 - Developing commercial products.
 - Launching start up incubators.
 - Addressing the growing skills gap.

How?

- Monmouthshire's Digital Roadmap.

Evaluating Impact

- Clearly defines the problem, solution, evidence, aims and outcomes.
- Set of thoughtful measures that cover both quantifiable outcomes and the harder to capture, 'quality of life' results.
- Important that we can answer the 'so what?' question.

Resources

- Not about 'new'.
- Opportunities for consolidation and efficiency.
- Income generation.
- Rural Development Plan.
- Superfast Cymru.
- Section 106.
- Social Capital and ideas.

Conclusion

- Technology thrives on ideas, innovation, skills, assets and social capital and Monmouthshire has these in abundance.

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Digital Roadmap

- Documenting progress through a live action plan.
- Is continually updated and is a live, dynamic and 'real time' means of tracking progress.

Having received the report and presentation, the following points were noted:

- In response to a Select Committee Member's question, the Chief Officer for Enterprise stated that iCounty and the Digital Roadmap should firstly focus on making better use of existing resources.
- CMC2 will play a role in developing and delivering on the strategy and roadmap, along with SRS and other partners who may be considered well placed to play a part. Such decisions will be made through the new governance structures to ensure openness and accountability.
- Schools interaction was being undertaken.
- Forming partnerships with businesses to unlock local talent and create and support local supply chains.
- Have signed up as the Welsh Centre for the Young Rewired State Festival of Code.
- Launch regular coding sessions for schools.
- SRS review work would inform the development of iCounty and provide a measure of ROI for the current levels of investment.
- Ensure the rural parts of the County gets connected to superfast broadband. However, resources required to exploit this and a report covering this matter was to be considered next by the Select Committee.
- In response to a Select Committee Member's question, the Chief Officer for Enterprise stated that the Enterprise Directorate had undertaken responsibility for technology from 1st April 2014 and had started to investigate the aspects of technology that were not working within the County, with a view to rectifying these issues.
- Progress regarding Office 365 has been slow. However, the implementation of Office 2013 was currently being installed across the Authority led by SRS.

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- A Members' briefing session would be held and led by Sian Hayward to outline the Digital Roadmap to all Members and would be focussed on practical measures to enable Members to maximise use of technology available to them.
- CMC2 was working with schools to encourage children to become more digitally aware. However, it was acknowledged that it was sometimes harder to get older people more engaged with the digital programme. However, efforts were being made to improve engagement and intergenerational learning opportunities.
- Some Members considered that the iCounty document was technical and needs to be presented in a simpler format for public engagement. A further question was asked about the risks associated with progressing the digital agenda. The Chief Officer for Enterprise stated that the Authority needed to be up to date with advancing technology and not run the risk of being left behind. In addition, the Chief Officer stated that a 'user friendly' two page summary of the document would be prepared.
- The Shared Resource Service (SRS) was currently being reviewed and was expected to play an important part in the delivery of iCounty. However, it was important to re-establish the purpose, role and contribution of SRS at this time in order to ensure continuing fitness for purpose. The review work was establishing fundamental outcomes and return on investment levels in order for Monmouthshire to decide where best to invest in internal I.T. service delivery in the future.

We resolved to receive the presentation and report and noted its content.

8. FUTURE BROADBAND INFRASTRUCTURE

We received a presentation by the Head of Commercial & People Development, Enterprise regarding the future broadband Infrastructure for Monmouthshire.

In doing so, Select Committee Members were provided with the following information:

Context

- In 2011 the Welsh Government appointed British Telecom to roll out superfast broadband connectivity to 99% of homes and businesses in Wales by 2016.

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- As of May 2014, none of Monmouthshire's telephone exchanges have been upgraded.
- Monmouthshire County Council has been unable to acquire the necessary clarity on the scope and scale of impact to residents in relation to the potential for further digital exclusion.
- Superfast broadband will mainly be available around the towns given that matches the location of key exchanges.
- Broadband speeds have been identified and mapped with large swathes of the County currently without connectivity and it is likely that based on current proposals, this may continue into the future.
- Estimations demonstrate that post the roll out of Superfast Cymru – About 22% of the County will not receive sufficiently high speed connectivity.
- 7800 properties and businesses will have slow broadband connection.
- May affect businesses remaining within the County.
- Affordability is also an issue and we are currently investigating the potential to 'de-scope' in order to make best use of the available finances to provide the investment needed.

Conclusions:

- Being forced to accept top down deployment strategy with insufficient information to enable planning.
- Unlikely to see re-engineering of the network, although we are currently investigating whether this is something that the roll-out may incorporate.
- 78% roll out means the scale in the gap included – excluded is marked.
- This could mean the digital divide is deepening and could have major ramifications for business development, growth and economic competitiveness.

Opportunities:

- Break the cycle and 'de-scope'.

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- Identify and progress alternative suppliers and technologies such as wireless and satellite.
- Encourage integrated solutions.
- Communities already engaged.
- Scope for scalable solutions.
- Encourage interim technologies.
- Strengthen existing partnerships.

Embrace other opportunities:

- Use insights and raise awareness.
- Capitalise on the success of Monmouthpedia and town centre wi-fi schemes.
- Maximise strategic use of s106 and Community Infrastructure Levy (when commenced).
- I.T. exploitation is a major consideration and CMC2 is already making progress on this front.
- Embrace 'iCounty' vision.

Next Steps:

- Identify and pursue funding opportunities.
- Undertake an extensive programme of ICT exploitation and broadband demand.
- Identify opportunities for digital apprenticeships.

Having received the presentation, the following points were noted:

- Members unanimously felt that the profile of the issue needed to be raised urgently.
- Members expressed concerns about 22% of the population potentially being 'left behind' and requested the actions be taken forward at pace and with urgency.

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- Members conveyed that they wanted a progress update on this matter in the medium-term meeting cycle.
- Members felt the future success of iCounty could be compromised unless basic connectivity and infrastructure could be delivered.
- Dialogue with appropriate organisations / businesses needed to be had over the coming months to ascertain their needs with a view to approaching Welsh Government to explore options for Monmouthshire.
- A reduction in business rates could be explored to help facilitate solutions in the future.

We resolved to receive the presentation and noted its content.

9. IMPROVEMENT OBJECTIVE AND OUTCOME AGREEMENT PERFORMANCE 2013/14

We received an update report by the Policy and Improvement Officer regarding Improvement Objective and Outcome Agreement performance 2013/14.

Select Committee Members were informed:

- Improvement Objective 3 has been scored as Level 3 – Adequate.
- Improvement Objective 5 has been scored as Level 4 – Good important strengths with some areas for improvement.
- Outcome Agreement theme 3 has been scored as partially successful.

This indicated that the Council would receive 100% of the funding. Scores across all five themes were subject to the approval of Welsh Government. Questions were asked in relation to:

- Success of Jobs Growth Wales and continuing opportunities to assist young people into work and training and the importance of apprenticeships.
- The results in relation to investment in new starts and business re-locations to the county were disappointing. The Chief Officer explained that whilst the target had not been met, the economy is a market function and not a policy area led by the Council. A big company re-location had indeed gone ahead which would ensure the target was exceeded, but unfortunately, this did not happen before the 31st March 2014. It is not possible to control all factors in the case of economic development and ensure such matters fit neatly with our 12 monthly Council reporting cycle.

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- A question was also asked about the numbers of people locally who believed they could control and influence the Council and the services they received. Whilst this was felt to be low, and perhaps not reflective of the Monmouthshire Engages work, Whole Place and Community Co-ordination, the Improvement Officer explained that this was a national study. It was agreed by all that more work needs to be done in the future to drive meaningful engagement in order that we see upward movement in this measure.

Having received the report, the following points were noted:

- A report regarding the development of a Monmouthshire Enterprise Strategy will be presented to Cabinet in September 2014.
- The Select Committee will scrutinise the Enterprise Strategy report at the next meeting on 24th July 2014.

We resolved:

- (i) to receive the report and note its content;
- (ii) to confirm the evaluation scores based on the evidence.

10. DRAFT REVENUE BUDGET OUTTURN 2013/14

We received the draft revenue outturn opposition at the end of the 2013/14 financial year.

Select Committee Members were informed:

- The 2013/14 net expenditure budgets attributable to the Economy & Development Select Committee oversight was £8,732,000. The related annual net expenditure forecast (using outturn data) was £8,487,000, and introduced a £245,000 under spend.
- The service had £602,000 savings attributed to it during the 2013/14 budget process. At outturn, £479,000 savings had been made in full. £25,000 will be delayed into 2014/15 and £98,000 was regarded as not achievable in the form anticipated. These have been mitigated by savings and income in other areas and so do not introduce a further net pressure.
- The services have experienced a significantly improving position since month 9, further improving the position reported at month 6.
- The net saving of £255,000 in respect of public, life and culture can be attributed to

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Leisure	(£108,000)
Shire Hall	(£86,000)
Libraries	(£37,000)
Public Health & trading standards	(£25,000)

- The net outturn cost of £10,000 in respect of Planning, Place and Enterprise was an improvement of £93,000 on outturn expectations based on month 9 activity, and can be attributable to a net cost experienced within the Countryside Division despite compensatory savings being made to other services within the division mitigating the cost of overspend to a significant extent.
- A general surplus of £877,000 for the financial year 2013/14 overall has been achieved.

Having received the report, the following points were noted:

- The under spend for the old Regeneration and Culture Directorate was £240,000 and that the Directorate has generated income, in particular in Leisure, as well as achieving savings, contributing towards the under spend.
- The under spend will contribute to the Council's reserves position.
- In response to a Select Committee Member's question, the Chief Officer for Enterprise stated that the new business plan for Caldicot Castle was now being implemented and a marked improvement was sought.
- The Passenger Transport Unit had over spent considerably and although this falls within the remit of Strong Communities there are aspects of it such as strategic transport and car parking which were future areas of focus for the Committee. A strategic review has been convened to fundamentally improve and strengthen all aspects of budget setting, management and monitoring and to ensure these circumstances cannot recur.

We resolved to receive the report and noted its content.

11. CAPITAL PROGRAMME 2013/14 OUTTURN STATEMENT

We received the capital outturn position for 2013/14 presented by the Assistant Head of Finance for schemes relevant to the Economy and Development Select Committee.

Select Committee Members were informed:

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- A revised budget of £5,350,000 being based upon slippage from 2012/13 of £2,607,000, £3,150,000 original 2013/14 approvals, and £325,000 subsequent revisions to the 2013/14 budget, less slippage of £732,000 into 2014/15.
- Outturn expenditure was £5,538,000, resulting in a net over spend at outturn of £188,000, consequential to the Abergavenny Regeneration Scheme overspend of £216,000, mitigated in part by an underspend of £28,000 in respect of the Brewery Yard scheme.
- Slippage of £732,000 was approved by Cabinet on 4th June 2014. This slippage mainly related to:
 - Replacement cattle market (£236,000).
 - Caerwent House repairs (£300,000).
 - Development schemes <£250,000 (£193,000).

For comparison the month 10 anticipated slippage position was £779,000.

Having received the report, the following points were noted:

- A further initial hearing had taken place with regards to the continuing legal case around the replacement Cattle Market. It is unknown at this stage whether there will be a financial impact.
- The Assistant Head of Finance will be presenting a more streamlined report to future Select Committee meetings in respect of capital and revenue budget monitoring, in the same way that these reports are presented to Cabinet. These reports will contain more tabular data and be less descriptive.

We resolved to receive the report and noted its content.

12. WORK PROGRAMME 2014/15

We received the Economy and Development Select Committee Work Programme for 2014/15. In doing so, the following points were noted:

- **A Special Meeting of the Select Committee will be required to undertake pre-decision scrutiny in respect of the review of car parking.**
- **Agenda items for the next Select Committee Meeting on 24th July are:**
 - **Scrutiny of the performance of the Shared Resource Service (SRS).**
 - **Scrutiny of the Enterprise Strategy.**

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- **Invite representatives from Bristol City Council to attend a future meeting of the Select Committee to provide the Committee with a presentation on City Regions.**

We resolved to receive the report and noted its content.

13. COUNCIL AND CABINET BUSINESS FORWARD PLAN

We resolved to receive the Council and Cabinet Business Forward Business Plan and noted its content.

14. TIMING OF FUTURE MEETINGS

We resolved to continue to convene meetings of the Economy and Development Select Committee at 10.00am with a view to being flexible when required.

15. DATE AND TIME OF NEXT MEETING

We noted that the next meeting of the Economy and Development Select Committee would be held on Thursday 24th July 2014 at 10.00am.

The meeting closed at 1:32pm

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Minutes of the Special Economy and Development Select Committee held at County Hall, Usk on Tuesday 14th July 2014 at 1.30 pm

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PRESENT: County Councillor S. Jones (Chairman)

County Councillors: D. Dovey, D.L. Edwards, R.J.C. Hayward, J.L. Prosser, S. White and A. Wintle.

County Councillors D. Blakebrough, R. Harris and B. Strong, V.E. Smith.

OFFICERS IN ATTENDANCE:

Mr P. Matthews	- Chief Executive
Mrs K. Beirne	- Chief Officer, Enterprise
Mr R. Hoggins	- Head of Operations
Mrs A. Perrin	- Car Park Manager
Mr R. Webb	- Communications Manager
Mrs T. Harry	- Head of Improvement and Democracy
Miss H. Ilett	- Scrutiny Manager
Mrs S. King	- Democratic Services Officer

ALSO IN ATTENDANCE:

Mr P. Munjame	- Chair, Chamber of Commerce Usk
Mrs J. Barnes	- Secretary CAIR
Mr R. Galletley	- Mayor, Usk Town Council
Mr G. Whitcombe	- Monmouthshire Disability Champion
Mr D. Cummings	- Monmouth District Chamber of Trade and Commerce

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF INTEREST

County Councillor D. Edwards declared a personal and non-prejudicial interest, pursuant to the members' code of conduct as a blue badge holder.

County Councillor P. Hobson declared a prejudicial interest, pursuant to the members' code of conduct, as the relative of blue badge holders. Councillor Hobson remained in the meeting and took part in discussion, as he had a dispensation in relation to the interest.

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County Councillor D. Dovey, R. Harris, J. Prosser and S. White declared personal and non-prejudicial interests, pursuant to the members' code of conduct as Town Council members.

County Councillor S. White declared a personal and non-prejudicial interest, pursuant to the members' code of conduct as the relative of a blue badge holder.

3. CAR PARK REVIEW

The Chairman welcomed the committee, officers and members of the public. The Special meeting had been convened to consider the Car Park Review report from the Head of Operations.

The Chairman welcomed contributions from members of the public and these were received as follows:

a) Mr Philip Munjame - Chair of Chamber Commerce of Usk

'Emotive subject for all in Usk, not just traders, but also residents who use car park and live in high street and Maryport Street, need to use car park for overnight stay and family visits etc. For fellow traders, really annoyed and upset that this had reared its head, it shouldn't have after what's happened before.

Disappointed that we have had spent a lot of tax payers money on the report, when communication between Monmouthshire County Council and Usk Town Council and Community Councils could have sorted at less expense.

Do not want or do not need the issue of parking charges. Have written objections from traders and residents alike, which will be forwarded by email to Roger Hoggins.

As far as we can see, it is a money making exercise for the Council, which, understand from previous efforts to introduce parking charges is illegal. Previous time tried to introduce charges in Usk there was a judicial review, which the Council pulled out of, would like to know why. As a Chamber, two months ago requested, as part of a Freedom of Information request, all information relating to decision but have not had reply. Can this information be readily available so that I can present it to members?

Regarding adoption of car park and negotiations with Town Council, we do not want it to cloud the issue that Monmouthshire County Council wants to charge for parking. Two issues, parking charge is still there and we do not want it, please do not let it happen and look at it from our point of view. Report says that Monmouth Chamber of Commerce want Usk to take on board parking charges, we cannot be compared to Monmouth, we are

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completely different, they have supermarkets, they have larger shopper precinct. Traders are working very hard to maintain businesses work and if we have parking charges, those businesses will suffer and people will not come to the town. I have spoken to the town council and people from the community want to use car park, they will go elsewhere, community council and chamber are against it.'

The Chair thanked Mr Munjame for the contribution and advised that it was helpful to have a local perspective, particularly around distinct challenges faced in Usk.

b) Mrs Jenny Barnes – Secretary CAIR

Been involved in CAIR and disablement for 30 years, not disabled and have no blue badge, neither do most of the equality group who have discussed the issue and did not come to an agreement on it. CAIR have discussed it and although some people happy to pay, the disabled people and carers at CAIR are against submission that we should pay for disabled parking:

- Monmouthshire County Council passed resolution that the most vulnerable section of community should not fall further behind the rest of community. Disabled people are on average, one of the poorest sections of community, and to charge for parking in their town is against the spirit of Monmouthshire County Councils stated beliefs.*
- The amount of disabled people who are in poverty, Welsh Office statistics show there is a considerable amount. Considerable proportion of people with disability fall into the lowest income groups, so to charge them will be charging the poorest people, which is against the authority principles.*
- Disabled people have been consulted through CAIR, who were against the charging and through equalities group, most of whom are able bodied and the group were not in agreement.*
- Although charging may reduce abuse of disabled parking spaces, which we would welcome, if everybody had to pay then it would increase parking on double yellow lines, which disabled people are allowed to do if they are not causing an obstruction. They can not afford to pay fines if they cause an obstruction.*
- The extra parking on main roads could cause chaos in towns, which are already restricted.*
- The car parks need to be improved to be accessible, this is very costly, and the distances for people to walk to pay machines and back to car is further than someone with a blue badge is supposed to walk.*
- CAIR would welcome a clamp down on people using blue badges illegally, in some car parks one third have blue badges, these could be visitors from outside or considerable misuse. Would like prosecution for improper use.*
- It does not mean to say that we agree with charging.*

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- *Not everyone at CAIR agrees, some are happy to pay, they need tickets to be transferable to other car parks but the system sounds complicated. Important that it is not too complicated.*
- *Most disabled people do not agree with increased charges that Monmouthshire County Council will charge.*
- *One pound does not seem a lot, but going from nothing to one pound is quite a lot and this is the most vulnerable section of the community.*

The Chair thanked Mrs Barnes for addressing the committee and in particular in relation to recommendation two and very useful to have perspective of disabled people.

c) Roger G Galletley – Mayor, Usk Town Council

Mr Munjame put objections forward of chamber of commerce and the town council agree 100% with the chamber position on car park charging in Usk. Usk is unique in the geography of the town and the lack of off street parking for residents. No other town in county has the problem. The vast majority of residential properties in the middle of the town have no off street parking and are upset that they may have to pay for parking in their own town.

The issue of ownership and management has been discussed recently and it is an opportunity which town council would be delighted to come to an agreement with County Council about. Town Council would love to take on the responsibility for car park issue in town, as long as commencement of negotiations begins on fairly sensible basis. The issue that would come about if we were unable to reach an agreement, is that any introduction of charges in the future would be significantly opposed and there is a solid basis for arguments.

One particularly issue keeps coming up, which we have found virtually no evidence of, is the lack of parking space, difficulty in parking and car sharing. Personally spent many hours watching car park, particularly first thing in the morning and only once have witnessed car sharing once in 12 months. Aware that the Chamber of Commerce conducted survey and found that it did not exist in Maryport Street North Car park. No information has been provided to the town council.

Every issue with proposals has been aired fully previously and we will continue to oppose any change regarding parking issue, but delighted that we will have the opportunity to bring about a situation where we can manage and own car parks in the future.

The Chair thanked Mr Galletley for addressing the committee.

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- d) Mr Gary Whitcombe – Party Leader, Britannia Party, representing blue badge holders of Monmouthshire

Think it is really disgusting that blue badge holders have to pay at Monmouthshire car parks. There are different disabilities, the disability living allowance is an automatic blue badge, the other is from the doctor where you are allocated a blue badge due to medical issues. People receiving the disability living allowance have trouble to walk. There are some people who shouldn't receive blue badges, but only a few. However, the main people who receive disability living allowance, the party will fight to not pay.

Our party is against the parking charge, parking on double yellow lines will increase and people will park where they want to.

The Chair thanked Mr Whitcombe for the contribution.

- e) Letter from Mr David Cummings – Monmouth District Chamber of Trade and Commerce

There was extensive consultation with stakeholders prior to preparation of the full report back in February in contrast to the last one compiled by Capita Symonds.

Each town covered by the report has its own challenges in relation to parking, but it has been widely acknowledge for many years that the major problem Monmouth faces is a lack of off street parking and we welcome the consultants proposals for new car parks behind the Queens Head and in Drybridge Park, which have now been costed.

We are aware of the county council's need to find savings in the budget but believe that any increased income generated here will continue to be spent on improving the experience for those using car parks and to cover projects such as the Queens Head car park. As MP Eric Pickles said earlier this year "car parks should not be a revenue stream for councils "

Whilst welcoming the opportunity to put the Monmouth Chamber's point of view it has been necessary to reduce comment to important issues and to make comments as far as possible. Our proposals are divided into those recommendations with which we concur, those we are against, options not considered. Due to the confines of a short letter. we have not covered these.

Options proposed with which we do agree

Section 8. We welcome the fact that car park machines are to be upgrade to include multiple means of paying for parking.

Section 22. We welcome improvements to the signage to car parks and corrections where car parks are shown as short stay, but are in fact long stay.

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Section 30. We welcome the free parking Saturdays offer in the run up to Christmas from MCC, but would like to have the option to choose, which Saturdays to take account of shoppers spending patterns

Options proposed with which the Chamber does not agree

Section 1. We oppose the fact that it will still be possible to feed the meter in Short Stay Glendower Street car park by paying for all day. It is important for businesses at this end of town that there is turnover each day in parking spaces. Short stay should mean short stay.

Section 3. We oppose the imposition of a flat charge for Sunday parking.

We see it as inequitable that it is proposed that it is free all week in Usk, but other towns now have to give up their free parking on Sundays. How much would the raising of parking charges in Usk raise? Presumably, a lot more than £25,000 pa for Sunday parking. It has taken a number of years to develop Sunday as a day for relaxed shopping by families with possibly 40% of shops and cafes now open in Monmouth. By imposing parking charges this relaxed atmosphere will be threatened.

Section 10. We oppose the loss of all our free parking. This will be a great disadvantage to 1000 + shop workers on the minimum wage most of whom travel into work by car due to poor public transport in the area and also having to work unsociable hours. If you start a 12 hour supermarket shift at 0530hrs how do you get to work other than by car?

Section 13. See our comments to Section 1 above

Sections 14 and 16. These sections ram home the message that MCC want to penalise Monmouth by taking away all our free parking yet giving more free parking to Chepstow and Abergavenny.

Section 20. See our comments on Usk under Section 3 above. Why is Usk a special case to continue with free parking when MCC are taking away all free parking in Monmouth Monmouth residents and shoppers are in effect subsidising Usk. Why? Businesses in different towns need a level playing field to compete.

Options not considered by the consultants

There is no assessment of the impact that the soon to be imposed pay and display car parking at Waitrose will have on car parks at that end of town (£5 charge refunded in store) . In our view this will increase usage on the other car parks dramatically at peak times and might change the consultants opinion, in the original report, that Chippenham car park is usually empty.

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The option to abolish the market in the small Cattle Market car park on Fridays and Saturdays has not been considered. From an MCC standpoint this would increase car park revenues from zero to £11,000 p.a. From a business point of view we would get back 30 prime parking spaces back at times of peak demand. Several Chamber members feel that this market does nothing to enhance the image of the town.

The development of the Dixton Road clinic (January 2015) for residential development, with only one parking space per dwelling, we oppose this, we feel that the consultants have not considered the increased demands on car parking and street parking will increase demand close to, and probably in, Glendower Street car park. Currently we have a number of shops that will soon be let as well as the development of 20-24 Monnow Street development. This is likely to increase parking demand from additional shoppers and increase use of Monnow Street car park.

Apparent discrepancies

. Section 9. Error in report. There is no car park (yet) in Granville Street, Monmouth.

Section 12. We have recently been asked by MCC officers to include a question in our August Business Survey as to whether business owners felt their staff would park in the proposed Rockfield Road car park, if the charge was £1 per day. This report suggests it would be free. If it is to be free, we will remove the question, as of course employees will park there if it is free. It is our understanding that the probability of this car park ever being built is very low.

There is no mention in the main body of the report of the construction of the car park behind the Queens Head. Funding for this project has been agreed by MCC after 13 years of lobbying by the Chamber of Commerce. Currently progress is stifled by air quality management reports on this site. Expert opinion given to the Chamber suggests that a car park located in this location will not have any measurable impact on air quality, We therefore oppose this delay.

We also feel that calling the car park "Granville Street" in Appendix 3iii is likely to inflame the situation with residents of that road. The Chamber proposed In January 2014 a new access to the proposed car park, but has not yet received any formal comment from MCC on our proposals.

Our proposal would mean the car park would have no negative impact on the residents of Granville Street.

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The Cabinet Member for Community Development outlined the following points:

- The report had identified different users, long term, short term, occasional users and blue badge holders. It had not been possible to come to one situation which suited all towns within the county, as each town had different needs.
- Facilities had been bespoke to the town as much as possible, which would reflect the long/short term use. New factors have to be considered, such as iCounty parking app, which will enable payment via phone. Current machines had become redundant and problems would occur as the machines will not be repaired. The new networked machines will have live data, the new machines and refurbishment of car park will have cost implications.
- The issue of charging for blue badge, had been repeatedly discussed and there had been significant consultation. The parking available required improvement and spaces have to be within the closest proximity, the level of provision offered at present is sub-standard and changes would be required.
- Work had been undertaken to understand the criteria for how blue badges were issued and it was noted that the situation can be permanent or temporary. There was an expectation to exceed desired standards and propose that charges should be introduced.

The Head of Operations presented the report and we noted the following points:

- Parsons Brinkerhoff consultant report had been presented to the committee in February and recommendations relating to area based matters had been referred for consideration by the appropriate area committee.
- Some recommendations remained the same and some had been revised. As an introduction, the report has endeavoured to take a holistic approach.
- Members were content to look at towns differently, due to varied requirements.
- Costs were associated with investment in machines and improved layout and signage. There was a deficit on the budget at this point in time and no revisions had been made to the service since 2007.

We considered each recommendation individually:

1. That the current charges be increased as follows:

<u>Category</u>	<u>current</u>	<u>proposed</u>
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		Short stay	Agenda Item 3ii Long stay
Upto 2 hours	80p	1.00	1.00
Upto 3 hours	1.30	1.50	1.50
Upto 4 hours	1.80	2.00	2.00
Upto 5 hours	2.80	8.00	3.00
Upto 6 hours	3.80	8.00	4.00
Upto 7 hours	4.80	8.00	4.00
Upto 8 hours	5.80	8.00	4.00
All day	3.50	8.00	4.00

During discussion we noted the following points:

- A member suggested that it would have been beneficial for two reports to have been received, one which dealt with charging issues and the other which tackled difficult problems and principles of parking.
- Members were reminded that funding streams from new proposals would go into the existing service, therefore, there would be financial benefit for the revised service. This would help to manage deficit, improve signage, machines, disabled bays, parent/child bays
- Investment benefits proposed within the report would be funded from charges at car parks. It would be unlikely that funding would be found within MCC's current capital strategy.
- We were advised that the report would be presented to Cabinet in a similar format, to how it had been received by the Select committee.
- **We agreed that the committee would put forward a recommendation that the two issues were separated.**
- Members had mixed views in relation to the maximum time for short stay parking, some felt that it should be reduced to 3 hours, however, some felt that 4 hours was appropriate.
- A member suggested that a half hour parking time should be introduced.
- Officers highlighted that permeations could be created, however, time required for a typical shopper had to be considered. Information would be conveyed to Cabinet.

Recommendation agreed.

2. That Blue badge holders pay to park but receive a concession of an extra hour parking over and above the period paid for.
(For example a blue badge holder paying for up to 2 hours parking will be entitled to three hours for the same rate).

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A valid ticket purchased by a blue badge holder will be transferrable between car parks.

During discussion the following points were noted:

- The issue surrounding charging for blue badge holders had been debated extensively, consultation had been undertaken and feedback had been received. Proposed introduction of charging would result in the blue badge holder receiving a free hour rate. The scheme was used in other authorities, to give due reference to mobility issues.
- In addition, proposals included layout for blue badge holders to be improved and access to machines be improved, to help those with mobility issues.
- Introduction of charges to coincide with at least one pay machine being made DDA compliant in the car park when the charge commence.
- Members thanked Mrs Barnes for her representation on behalf of CAIR.
- One member could not comprehend the fact that disabled people would be charged for parking and a question was raised whether views from organisations had been fully considered. Significant concerns were expressed that disabled people would be charged.
- It was recognised that some blue badge holders were receiving low income and some members felt that they shouldn't be charged.
- The committee were of mixed opinion with regard to charging for blue badge holders parking. It was agreed that it was a very emotive and difficult situation.
- The purpose of the blue badge was to ensure people were closer to facilities and this would be provided, through refurbished car parks.
- The issue of income was discussed and members considered that some blue badge holders were on low incomes, however, some received a reasonable income. It was suggested that the provision could be means tested.
- Some members of the committee questioned the appropriateness of providing some free places (blue badge) and other places that would be charged for parking.
- We were informed that there would be a requirement to ensure that spaces were as close as practically possible and that any charges would potentially be an income.
- The committee discussed provision for the first hour free, for blue badge holders.
- We recognised that there could be impact elsewhere, and that blue badge holders may park on streets.

Recommendation agreed, with the proviso that members comments are included in the Cabinet report and that the position relating to applicants being means tested can be investigated.

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3. Where a charge already exists, that a flat rate charge of £1 be introduced for parking in MCC car parks on Sundays.

Recommendation refused.

4. That car parks be designated as short or long stay and that the maximum parking period in a short stay car park be 4 hours with no return within 2 hours.

Abergavenny	Fairfield	Long stay
	Trinity Terrace	short stay
	Tiverton Place	short stay
	Brewery Yard	short stay
	Byefield lane	£1 all day
	Tudor St	long stay
	Castle st	long stay
	Bus station	long stay
Monmouth	Glendower st	short stay
	Cattle market	long stay
	Chippenham	short stay
	Cornwall House	long stay
	Monnow st	long stay
	Granville st	long stay
	Cinderhill	£1 all day
	Sports ground	permit only
Rowing club	£1 all day	
Chepstow	Nelson st	short stay
	Welsh st	long stay
	Station rd	long stay
	The station	£1 all day
	Castle Dell	long stay
	Drill Hall	long stay

Recommendation Agreed.

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5. That the overstay payment facility be increased from £2 to £5 (long stay only).

Recommendation Agreed.

6. That a new season ticket regime be introduced as follows:

	5 day	weekly	3 months	6 months	Annual
Long stay	£15	£18	£100	£200	£390

Further work would be undertaken to look into direct debit options.

Recommendation Agreed

7. That residential parking permits be increased from £30 to £40 per year.

Recommendation Agreed.

8. That new car park pay machines be installed that allow motorists to pay by cash, card or in some instances by phone and that the new charge rates listed in section 1 above be introduced as and when new machines are installed.(That the development of a parking app for information and payment be commenced).

Recommendation Agreed.

9. That charges (long stay) be introduced at Granville St, Monmouth.

Recommendation Agreed.

10. That an all day charge of £1 be introduced for the Cinderhill st car park and Rowing club car park.

Recommendation agreed with the amendment that Cinderhill and the Rowing club remain free until the provision of a free car park at Rockfield Road has been developed.

11. That car parking at the entrance to the sports ground Monmouth be by season ticket only.

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Recommendation Agreed.

- 12. That income from the car park service be used to fund the development costs of a new (free) car park off Rockfield Road, Monmouth.**

Recommendation Agreed.

- 13. That 8 car parking spaces are designated free for 30 minutes in Glendower St Car Park, Monmouth**

Recommendation Agreed.

- 14. That MCC car park charges in Abergavenny cease after 4.00pm**

Recommendation Agreed.

- 15. That Byefield Lane car park charge be set at £1 per day.**

During discussion members suggested that the £1 charge be removed, on all days except Tuesday where it would be increased.

Recommendation amended and agreed, that Byefield Lane car park charge increase to £3 on a Tuesday and free on every other day.

- 16. That MCC car parks in Chepstow offer one free hour parking for all motorists.**

Recommendation Agreed.

- 17. That Station Road car park, Chepstow be designated a long stay car park.**

Recommendation Agreed.

- 18. That the Drill Hall car park, Chepstow, be designated a Long Stay car park, with a flat rate charge of £1.**

Recommendation Agreed.

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19. That a flat rate charge of £1 be introduced to the station car park, Chepstow.

Recommendation Agreed.

20. That negotiations commence with Usk Town Council to investigate the option that ownership and management of the car parks within the town be transferred to Usk Town Council.. However if an agreement cannot be reached by January 2016 then consideration will be given to the introduction of a flat rate £1 charge after two hours at some future date, to coincide refurbishment of the town's car parks and the introduction of lighting at Maryport Street East car park.

During discussion we noted the following:

- Members considered the timeline for negotiations and suggestion that it should be sooner than January 2016.
- The committee were reminded that sensitive and time consuming discussions were required.

Recommendation amended and agreed, that negotiations commence with Usk Town Council to investigate the option that ownership and management of the car parks within the town be transferred to Usk Town Council.. However if an agreement cannot be reached within 9 months (June 2015) then consideration will be given to the introduction of a flat rate £1 charge after two hours at some future date, to coincide refurbishment of the town's car parks and the introduction of lighting at Maryport Street East car park.

21. That in the absence of any other decision that the charges within this report be adjusted bi-annually and in accordance with the retail price index as a compounded calculation on a two year period, rounded up or down to the nearest 10p (base RPI taken as of April 2014).

Recommendation Agreed.

22. That improved directional signage on street and within car parks be improved and increased maintenance in the absence of major

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refurbishment funding and in accordance with the current provisions of the Welsh Language Act.

Recommendation Agreed.

23. Develop advertising options and opportunities within car parking Estate.

Recommendation Agreed.

24. Undertake a further review of parking options within the county for HGV's, coaches, motorbikes and cyclists.

Recommendation Agreed.

25. Feasibility of the introduction of electric car charging bays be developed for one short stay car park in each town and a discounted or free parking scheme for electric cars in long stay car parks be introduced.

Recommendation Agreed.

26. That the MCC car parking estate be rebranded in accordance with current corporate identity guidelines and branded "MON Parking" (in line with other Council services such as "MON Leisure").

Recommendation Agreed.

27. Develop a new MON Parking Mobile 'App' in line with the Council's "iCounty" policy to enable motorist to pay via smart/mobile phone technology.

Recommendation Agreed.

28. Intention to introduce new "Parent & Child" parking spaces with both Short Stay and Long Stay car parks across the County.

During discussion, members highlighted the need to for a feasibility study to be undertaken for the intention to introduce new "Parent & Child" parking spaces.

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Recommendation amended and agreed, that a feasibility study was required in relation to the intention to introduce new "Parent & Child" parking spaces.

- 29. Develop options to introduce a discount voucher parking charge for specific groups of people, such as 'back to work' initiatives to be reviewed regularly and introduced as and when deemed appropriate (single member decision).**

Recommendation Agreed.

- 30. Continuation of free all-day car parking in all MCC maintained car parks on the three Saturdays preceding Christmas Day.**

Recommendation Agreed.

Following consideration of the recommendations, members discussed whether it would be possible for a viability study to be undertaken to consider the market were justified in taking up spaces.

In addition, members discussed the issue of on and off street parking and requested that officers look into the issue, in conjunction with police colleagues.

The Head of Operations thanked the committee for contributions and advised that certain aspects would have to go back out for consultation, as they would be changes to the car park order.

The meeting ended at 4.30pm.



REPORT

SUBJECT:	Future SRS
MEETING:	Economy and Development Select Committee
DATE:	September 2014
DIVISION/WARDS AFFECTED:	ALL

1. PURPOSE:

- 1.1 To set out key findings and recommendations thus far, of the review currently underway of SRS as detailed in the presentation document.

2. RECOMMENDATIONS:

- 2.1 To note the contents of the accompanying presentation and to take the opportunity to inform, shape and critique any aspect of it in accordance with the role and remit of the Select Committee and its bearing upon enterprise within the council and county.

3. KEY ISSUES:

- 3.1 SRS has been in operation for some three years and remains a good model of public service collaboration. Under the terms of the Memorandum of Understanding – the legal and governance framework overarching the establishment and operation of SRS – timely and appropriate review is recommended. Furthermore, in the light of the Chief Executive's recent top team restructure and the responsibility of SRS now sitting within Enterprise, it was felt an important opportunity was presented to evaluate the efficiency and effectiveness of SRS and to address any issues; highlight opportunities and essentially, ensure SRS is fit for future purpose.
- 3.2 The review began at the end of 2013 and rather than see it as a discreet piece of work, the group comprising, in addition to MCC's Chief Officer (Enterprise), Torfaen CBC's Assistant Chief Executive, Gwent Police's Assistant Chief Resources Officer and SRS's Chief Operating Officer, view it as ongoing process of self-evaluation and an opportunity to inform the future business strategy.
- 3.3 As set out in the presentation – there are three main strands to the review work:

- Review core aspects of service: governance, finance, core service and culture/ identity/ people development
- Clearer measures of Return on Investment
- Added value – economy, demographics, community, Big Data capabilities, promoting computer science, education and enhancing lives

It is intended that whilst this phase of work is initial and foundational, beyond ensuring the basics are right, the group will focus on the medium-long term business strategy and plan.

4. REASONS:

- 4.1 SRS is a collaborative venture and needs ongoing development, replenishment and support. As times change and communities adapt to new environments and our finances become even more constrained, it is important we understand and evaluate the value added by SRS and its ability to respond to the challenges upon us.

5. RESOURCE IMPLICATIONS

- 5.1 There are no resource implications associated with the report at this stage, however, the Select Committee should note that a 'Commissioning Report' will be presented to the SRS Public Board at the end of September, setting out the services we wish to secure from SRS in 15/16.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS

- 6.1 SRS presents a key opportunity to contribute to sustainable development through an accessible service which could enhance quality of life for Monmouthshire citizens.

7. CONSULTEES:

SRS Review Group Members
Cabinet Member, Cllr B Greenland
SRS Public Board Representative, Cllr P Murphy

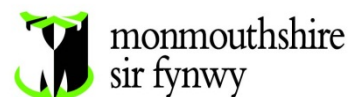
8. BACKGROUND PAPERS:

Presentation on day

9. AUTHOR: Kellie Beirne, Chief Officer, Enterprise

10. CONTACT DETAILS:

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SUBJECT:	MONMOUTHSHIRE DRAFT BUSINESS GROWTH & ENTERPRISE STRATEGY
MEETING:	INDIVIDUAL MEMBER DECISION
DATE:	23rd July 2014
DIVISION/WARDS AFFECTED:	All

- 1. PURPOSE:**
 - 1.1 One of Monmouthshire County Council’s three core strategic priorities is ‘Supporting Enterprise, Entrepreneurship and Job Creation’. The attached draft Monmouthshire Business Growth and Enterprise Strategy will be used as an engagement tool to present how the Authority could address this priority through the draft strategy and accompanying draft Action plan.
- 2. RECOMMENDATIONS:**
 - 2.1 To approve the release of the draft Monmouthshire Business Growth and Enterprise Strategy to allow engagement with the wider business community and partners, ahead of it being presented back to Cabinet for approval in autumn 2014.
 - 2.2 To endorse and promote the draft action plan as a living document to be updated and refined as further evidence of business need is established.
- 3. KEY ISSUES:**
 - 3.1 One of Monmouthshire County Council’s three core strategic priorities is ‘Supporting Enterprise, Entrepreneurship and Job Creation’. Further to this the vision for the Authority’s recently established Enterprise directorate is *‘to develop and promote an enterprising culture, which builds business resilience and creates excellent outcomes for our communities’*. Monmouthshire Business and Enterprise’s specific mission is *‘to build the enterprise capacity and reinvent our future’*.
 - 3.2 However in order to ‘reinvent our future’ it is important to understand our current environment. In December 2013, 78.8% of the population in Monmouthshire aged between 16 and 64 were economically active which is above the Wales and UK average. In 2013 the average gross weekly full time earnings (by workplace) stood at £427.00 this figure indicated a third year reduction from £452.10 in 2011 and £438.30 in 2012 placing Monmouthshire the 5th lowest in Wales with only Blaenau Gwent, Gwynedd, Powys and Merthyr Tydfil on lower earnings. In

2011 the gross value added per head was £19,307 – 3rd to Cardiff and the Vale of Glamorgan. This indicates that although Monmouthshire is home to the most qualified population in Wales those working in the county have some of the lowest earnings. This demonstrates that a large element of the workforce are out-commuting, enjoying the lifestyle in Monmouthshire but working outside resulting in a net loss and detrimental effect on the local economy.

3.3 In 2012 Monmouthshire had 660 active businesses per 10,000 of its population, the second highest in Wales to Powys. However over 80% of these businesses are micro businesses employing few or no employees. In the 2013 UK Competitiveness Index report Monmouthshire tops the Wales rankings with a competitiveness index of 97.4. However competitiveness has only increased by 0.1 in three years. This would suggest that an economy dependent on a small number of sectors may be vulnerable to economic instability reflecting a need to build on a wider range of sectors to provide a wider variety of jobs and business opportunities.

3.4 The new draft Business Growth and Enterprise Strategy takes into account this situation analysis along with the vision of the recently approved iCounty Strategy for Monmouthshire to become '*one of the UK's most inspiring digital spaces*'. This draft strategy recognises the challenges that exist in sustaining active businesses, creating employment, maximising economic impact and harnessing creativity and innovation whilst also recognising the significant opportunities that exist in attracting new business and investment into the county, exploiting digital technologies and utilities and creating and encouraging entrepreneurs.

3.5 This strategy therefore focuses on three strategic priorities:

- Supporting business growth
- Encouraging inward investment; and
- Growing Entrepreneurs

4. REASONS:

Supporting business growth:

4.1 Supporting the development, growth and sustainability of Monmouthshire's businesses and enterprises is key to creating a strong economy and maximising economic impact for the county. The challenge therefore exists to sustain active businesses to enable them to increase their economic output by creating employment whilst also addressing issues such as access to networks, research and financial investment. At the same time there is also a need to address the challenge of attracting new business and investment from outside the county.

4.2 A 2012 report by the Micro-Business Task and Finish Group identified five primary priorities to sustain and grow micro-businesses in Wales – access; awareness for business support services; access to finance; mentoring and coaching; public sector procurement and regulatory burdens. Given the current focus on Monmouthshire's traditional sectors there is a need to provide support to demonstrate the potential for diversification and growth and to future proof them by linking them to the green and digital economies of the future. Given the Council's

'iCounty' aspiration to 'digitally enable inclusive smart communities' there is also a need to engage local SME's with the current rollout of the Superfast Broadband initiative and Welsh Government's digital exploitation programme.

Encouraging Inward Investment:

- 4.3 Proactively encouraging inward investment into Monmouthshire is essential if we want Monmouthshire to be the place to do business. New inward investment can help us to grow the local economy and the average gross weekly earnings and to do this we need to attract high growth businesses such as technology and knowledge based companies. However to make ourselves attractive we don't just need to play on our looks and the lifestyle that we can offer through our unrivalled landscape, excellent location and road links we need to maximise our economic impact by offering suitable infrastructure and high speed access to digital utilities so our businesses can develop and exploit new technologies.
- 4.4 A recent 2013 University of Wales report identifies five key growth sectors namely manufacturing, financial and professional services, life Sciences, energy and environment and ICCT (Information, Communication and Creative Technologies) and current cluster activity. In Monmouthshire these are specifically identified as energy related manufacturing, building on the success of Mabey Bridge in Chepstow, and ICT Hardware and Software where there is benefit to be gained from the high concentrations of activity in neighbouring Torfaen and further afield in Bristol and Cardiff where office rental is significantly higher.

'Growing Entrepreneurs'

- 4.5 Whilst Monmouthshire benefits from the second highest GVA in Wales the average wage levels for those working in the county are among the lowest in Wales. This has an effect on the quality of life enjoyed by residents and on the wealth of the county. There is therefore a need not only to create high quality well paid employment which gives residents the means to stay in the county but it also presents an opportunity to raise awareness of entrepreneurial opportunities that exist. This awareness can be raised amongst those of the workforce age but also at an earlier stage in schools, as part of their everyday school curriculum.
- 4.6 There is a growing recognition within the education sector for the need to include enterprise within the curriculum. This has also been recognised by a fellow NESTA Creative Councils partner, Rotherham, who has embedded enterprise into their education curriculum and connected this with the business and wider local communities (see [Rotherhamready](#) and [Readyunlimited](#)). This presents an opportunity to offer wider career opportunities promoted by opening up opportunities for young people to gain skills for current and future jobs and give them a sense of where employment opportunities are heading. By working with learning establishments and employers an opportunity exists to develop traineeships and apprenticeships that recognise these future job opportunities and offer viable alternatives to University whilst nurturing and attracting the best talent for quality jobs.
- 4.7 This draft Monmouthshire Business Growth and Enterprise Strategy presents an opportunity to engage with our business community and partners to discuss draft proposals that have the potential to create an environment that is open for business – nurturing new start-ups,

enabling existing businesses to flourish and encouraging and cultivating new entrepreneurs. Used as an engagement tool this draft strategy continues MCC's commitment to work with our communities to ensure our future service delivery is fit for purpose whilst chiming with the recently adopted iCounty strategy that recognises the need to prioritise and maximise digital growth.

- 4.8 An engagement timeline is included in the draft strategy and the core engagement activity with businesses and key partners will take place between July and October. A revised and updated strategy will be presented back to Cabinet for approval in the autumn. One approved accompanying action plan will be placed onto a web-based project management application which will provide an overview of the suggested actions, expected impacts and detailed performance metrics that will chart the progress of Monmouthshire Business Enterprise team.

5. RESOURCE IMPLICATIONS:

- 5.1 There are no additional resource implications associated with this draft strategy at this stage, with all resource requirements in the interim being met from existing Monmouthshire Business and Enterprise budgets. Further to this the Monmouthshire Business and Enterprise Team are set to submit a funding application for the next round of RDP funding (2014-2020) to start January 2015, which will create further opportunities for targeted funding.

- 5.2 Individual business cases will subsequently be developed for specific projects, ensuring that benefits and outcomes looking to be achieved are clearly aligned with the identified needs of businesses, and are subsequently being captured. Funding opportunities will be sourced through EU, WG and private funding streams and wherever possible, the Authority will look to align its limited resources with those of other key partners, to ensure that resources are being deployed in the most effective way.

6. SUSTAINABILITY AND EQUALITY IMPACT ASSESSMENT

- 6.1 This report is not requiring any decision to be taken as the report is presented to enable Cabinet to release the draft Business Growth and Enterprise Strategy for engagement. As a result there are no sustainability or equality impacts to be assessed.

7. CONSULTEES:

Senior Leadership Team
Cabinet Members

8. BACKGROUND PAPERS:

Draft Monmouthshire Business Growth and Enterprise Strategy

9. AUTHORS:

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DRAFT MONMOUTHSHIRE BUSINESS GROWTH & ENTERPRISE STRATEGY



2014 // 2020

*An engagement tool to assist Monmouthshire Business & Enterprise
in defining Monmouthshire's future business needs*

Monmouthshire Business Growth and Enterprise: A Strategy for the future

FOREWORD

"I am delighted to introduce to you our draft Monmouthshire Business and Enterprise Strategy which outlines our ambitions and ideas that will help support business growth and build the enterprise capacity in Monmouthshire such as to reinvent our county's future.

I choose the words 'introduce' and 'draft' carefully. This draft Strategy is a scene setting document, an opportunity to open conversations with you, our business community and discuss the draft proposals that are contained within. When we produced this draft we realised that we do not have all the answers and also that as a Local Authority we alone cannot create jobs that will sustain our future. However we can create an environment that is open for business, an environment that nurtures new start-ups and enables existing businesses to grow and flourish, an environment that takes the future of its entrepreneurs seriously whether they be school age or middle aged! However we cannot do this on our own, we need your help.

I hope that you will embrace this draft strategy as an invitation to come and talk to us, to share with us your thoughts on how we can work together, in partnership, to help Monmouthshire thrive and not just survive but prosper long into the future.

The Monmouthshire Business & Enterprise team and I look forward to chatting with you."

Cllr Bob Greenland
Deputy Leader & Cabinet Member for Enterprise



1. INTRODUCTION

1.1 Monmouthshire's Single Integrated Plan (2013-17), the overarching strategy for the county, Monmouthshire County Council, its partners and Monmouthshire communities has, as its core, a vision to build 'Sustainable and Resilient Communities'. In working towards this vision, three themes are identified – Nobody is left behind, People are confident, capable and informed; and Our county thrives.



1.2 In line with the theme of 'Our County Thrives' there is an aspiration for Business and Enterprise to create a Monmouthshire where 'people benefit from an economy which is prosperous and supports enterprise and sustainable growth, where families shop locally and create a truly entrepreneurial spirit'.



1.3 In 2011 a 'Big Deal' vision statement was produced by MCC with an ambition to 'position Monmouthshire as the 'Green and Connected Gateway to Wales', to:

- create an environment in which an integrated but diverse and resilient economy can develop sustainability and enrich the unique local character'
- a county where 'Monmouthshire's exceptional quality of life is underpinned by a strong social and financial capital; high value jobs; creative energy and the civic mindedness of our people'

1.4 In 2012 the MCC was awarded status as a NESTA Creative Council. An element of the application included the development of 'Your County, Your Way' a vision in which the Council embarked on a journey with its communities to turn ideas into opportunities to enable Monmouthshire to thrive and prosper for years to come.

This is echoed in the new vision for the Authority's Enterprise Directorate which is *"to develop and promote an enterprising culture, which builds business resilience and creates excellent outcomes for our communities"*. For Monmouthshire Business and Enterprise the mission is to *"build the enterprise capacity and reinvent our future"*.

1.5 As a backdrop MCC's new 'iCounty' strategy has recently been conceived as the Council's digital policy centre-piece and key means of ensuring technology contributes to the county-wide vision for building sustainable and resilient communities. In supporting the vision to become one of the UK's most inspiring digital spaces, there are three main strands to iCounty, two of which are particularly pertinent to Monmouthshire Business Enterprise:

- *Enabling inclusive and connected communities – recognising the relevance of technology to all, supporting jobs of the future and growing a skilled workforce*
- *Creating commercial products and assets - with a view to maximizing income generation opportunities as well as opportunities to create digital enterprise clusters.*



1.6 Monmouthshire Business Enterprise is now entering a time of opportunity, the current Rural Development Programme, which provides the majority of development funding for the county, ends in May 2015 and a new Programme for the period 2014 – 2020 will be submitted in September 2014.

1.7 This draft Monmouthshire Business Growth and Enterprise Strategy suggests how the MCC Enterprise vision and Monmouthshire Business Enterprise mission could be achieved with a view to realising the 'Big Deal' ambition and building Monmouthshire's sustainable and resilient communities. However this draft strategy is what it says on the tin, a draft.

1.8 This document is as an engagement tool, an opportunity to open up conversations with our community to discuss how we can work *in partnership* to achieve our vision to **'Build the enterprise capacity and reinvent our future'**. As a local authority we are aware that we are not as clear as we would like to be in terms of the needs of our businesses and we would like to use this draft strategy as a starting point to collate evidence that will rightly inform our future decisions in terms of strategic direction and service provision.

2. ENGAGEMENT CYCLE

2.1 We intend to embark on a series of consultation exercises with our partners in order to collate all the necessary information and evidence to inform the final version of the Monmouthshire Business and Enterprise Strategy. This will involve a four stage process of engagement:

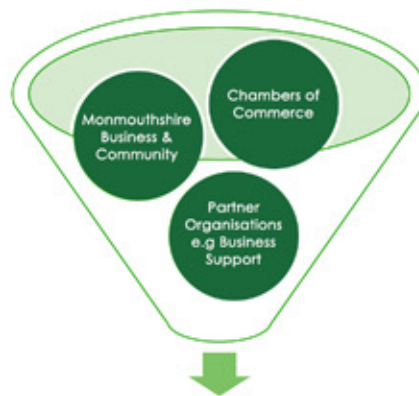
Discovery: Data analysis; one on one meetings with Chambers of Commerce and other partner organisations to identify current issues, challenges and joint working opportunities and activities to address issues and move forward; wider business and community consultations will also take place as part of Rural Development Programme (2014-2020) Local Development Strategy development.

Define: Collate and analyse findings to test what the data tells us.

Design: Work across MCC directorates and with partners to design solutions to meet the clearly defined needs. A revised strategy will be produced which identifies appropriate solutions which will avoid duplication and offer added value services; and

Delivery: Working with partners we will deliver activities to meet the now clearly defined needs that will build Monmouthshire's enterprise capacity with a view to reinventing our future.

The timeline for the delivery of the Engagement Cycle can be found in Appendix One.



Finalised Monmouthshire Business Growth & Enterprise Strategy 2014

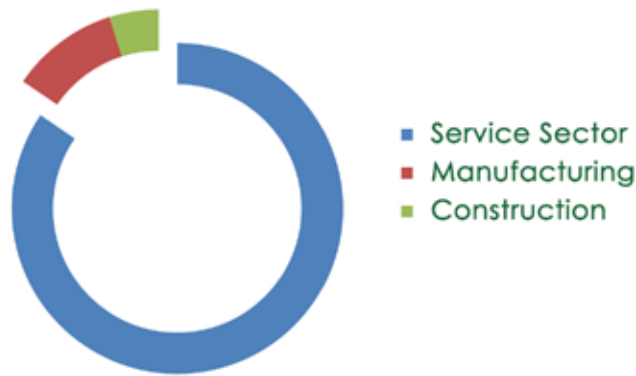
3. TODAY'S MONMOUTHSHIRE

3.1 In order to move forward we need a starting block. The draft strategy is an engagement tool and the on-line **Business Growth and Enterprise Action Plan** suggests how the activities of the Monmouthshire Business and Enterprise team could achieve the suggested vision within a suggested implementation framework. However in order to set our enterprise ambitions for the future we first need to understand our current economic environment, the key barriers to growth and the critical issues that Monmouthshire is facing.

3.2 Monmouthshire is geographically the seventh largest county in Wales however it remains one of the least densely populated with 91,324 residents. In December 2013, 78.8% of the population aged between 16 and 64 were economically active which is above the Wales and UK average. In 2013 the average gross weekly full time earnings (by workplace) stood at £427.00. This figure indicated a third year reduction from £452.10 in 2011 and £438.30 in 2012 placing Monmouthshire the fifth lowest in Wales with only Blaenau Gwent, Gwynedd, Powys and Merthyr Tydfil on lower earnings. In 2011 the gross value added per head was £19,307 – third to Cardiff and the Vale of Glamorgan. This indicates that although Monmouthshire is home to the most qualified population in Wales with those living in the county amongst the highest wage earners, those working in the county have some of the lowest earnings. This demonstrates that a large element of the workforce are out-commuting, enjoying the lifestyle in Monmouthshire but working outside resulting in a net loss and detrimental effect on the local economy.



3.3 In 2012 Monmouthshire had 660 active businesses per 10,000 of its population, the second highest in Wales to Powys. However over 80% of these businesses are micro businesses employing few or no employees. In the recently published 2013 UK Competitiveness Index report Monmouthshire tops the Wales rankings with a competitiveness index of 97.4. In 2010 Monmouthshire's Index score was 97.3 indicating that although the county is resilient with activity predicated mainly in the service sector 83.6% (ranging from wholesale and retail (17.8%), public administration (34.6%), financial and business services (10.8%), accommodation and food (9.1%) and transport storage (4.3%) and Information and communication (2.3%), other services 4.4%) and manufacturing 10.5% and construction 4.8%.



3.4 Competiveness in Monmouthshire has only increased by 0.1 in three years, this would suggest that an economy dependent on a small number of sectors may be vulnerable to economic instability reflecting the need to build on a wider range of sectors to provide a wider variety of jobs and business opportunities. In a nutshell this illustrates that:

- *Monmouthshire offers an unrivalled rural landscape enjoyed by both visitors and residents evidencing a strong tourism and agricultural/food sector. With over 1,000 miles of footpath over £2.1M people visit Monmouthshire every year contributing over £163M to our local economy. However 50% of the population live in communities with fewer than 2,500 residents and have limited access to Broadband;*
- *It is well located as the 'Gateway to Wales' within commutable distance of the large conurbations of Cardiff and Bristol and with easy access to airports thus attracting high salary earners and a significant number of manufacturing and logistics companies. Also presenting a new digital marketing opportunity as the 'Green and Connected Gateway to Wales' via a proposed new business web portal;*
- *The county has a strong entrepreneurial spirit evidenced by the strong independent retail base in the four key towns of Monmouth, Abergavenny, Caldicot and Chepstow and the high number of 'lifestyle' micro enterprises which may offer limited employment opportunities and low salaries but enable a resilient economy;*
- *This along with the large number of high level wage earners demonstrates a high skills base within the population; and*
- *Since its establishment in 2011 as part of the 'Big Deal' ambition, the Monmouthshire Enterprise has been strengthened through its involvement with the Monmouthshire Business Awards, which recognises, celebrates and promotes the success of local businesses. There are also emerging opportunities through the developing 'Monmouthshire Lottery' which has strong links with both entities.*

4. TOMORROW'S MONMOUTHSHIRE

4.1 In looking to build a successful economy there is a need to consider five pillars to success to create an environment where:

- i.) Ideas can flow;
- ii.) A workforce where the relevant skills exist;
- iii.) Capital investment can be raised;
- iv.) Relevant infrastructure is in place; and
- v.) There are opportunities for networking



4.2 So taking the five pillars of success into account whilst building on the unique strengths and opportunities that exist in Monmouthshire, what could a Monmouthshire of the future look like?

- A Monmouthshire which retains its unrivalled landscape yet maximises its economic impact through high speed access to digital utilities developing and exploiting new technologies – a '*Green and Connected Gateway to Wales*';
- A Monmouthshire that welcomes new ideas and works with potential investors to help make these ideas happen;
- A Monmouthshire where its young people don't need to leave home to work because they have the skills to work in future industries or indeed to set up their own businesses and generate employment for others; and
- A Monmouthshire which embraces its entrepreneurial spirit by being home to new business clusters providing quality jobs which provide opportunities for Monmouthshire's young people;
- A Monmouthshire that courts and welcomes new investors and works with partners to identify and capitalise on new funding streams;
- A Monmouthshire attracting and supporting high salary earners, working in a vibrant and diversified economy, with an ability to work from home to maximise the return to the local economy;
- A Monmouthshire that is committed to improving the county's built infrastructure and digital connectivity to enable business and enterprise to thrive rather than just survive; and
- A networked Monmouthshire where businesses and communities support each other to be the best they can be.

5. THREE STRATEGIC PRIORITIES

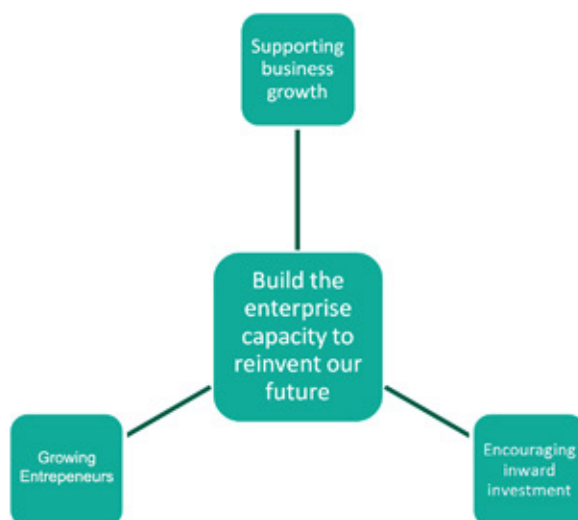
5.1 Monmouthshire Business and Enterprise have suggested three key areas of support or strategic priorities that will enable them and Monmouthshire's business communities and key business partners to move forward in partnership, to achieve the stated vision and aspirations.

5.2 In line with the aspiration to create a Monmouthshire where people benefit from an economy which is prosperous and supports enterprise and sustainable growth, where families shop locally and create a truly entrepreneurial spirit' three strategic priorities are being suggested:

- i.) *Supporting business growth;*
- ii.) *Encouraging Inward Investment; and*
- iii.) *Growing Entrepreneurs.*

5.3 Cross cutting themes weaved across all three priorities will be to embrace and capitalise on digital technology opportunities and to raise skills levels, to meet the needs and aspirations of individuals and employers, with a view to creating high level employment opportunities and raise wage levels.

5.4 Together these three strategic priorities could present a consolidated approach to the delivery and implementation of a finalised Monmouthshire Business Growth and Enterprise Strategy:



SUPPORTING BUSINESS GROWTH

5.5 Supporting the development, growth and sustainability of Monmouthshire's Business and Enterprises is key to creating a strong economy and maximising economic impact for the county. Monmouthshire has a considerable number of active businesses per 10,000 of its population yet, 80% of these businesses are micro businesses employing few or no employees. The challenge therefore exists to sustain active businesses to enable them to increase their economic output by creating employment whilst also addressing issues such as access to networks, research and financial investment. At the same time there is also a need to address the challenge of attracting new and business and investment from outside the county.



5.6 A 2012 report by the Micro-Business Task and Finish Group set up to provide the Minister for Economy and Transport with advice and recommendations identified five primary priorities to sustain and grow micro-businesses in Wales. These priorities are access and awareness for business support services; access to finance; mentoring and coaching; public sector procurement and regulatory burdens. In embracing Monmouthshire's traditional sectors of agriculture, recreation, food and tourism there is a need to provide support to demonstrate the potential for diversification and growth, however there is also a need to future proof these sectors by linking them to the green and digital economies of the future for example growing local food supply chains through sustainable yet targeted food production, developing digital and eco-tourism, and so on. Given the 'iCounty' aspiration to 'digitally enable inclusive smart communities' there is also a need to engage local SME's with the current rollout of the Superfast Broadband initiative. A recent report by the **Broadband UK** emphasises the need for SMEs to capitalise on digital connectivity and unlock the commercial potential of on line activity and new technologies also recommending the need for government to assist local authorities with demand stimulation activities as a lever to economic growth.

5.7 The '*Supporting Business Growth*' priority addresses these issues and challenge through its suggested strategic outcome and aims – success will be measured using the headline indicators detailed below.

<i>Strategic Priority</i>	<i>Strategic Outcome</i>	<i>Strategic Aims</i>	<i>Headline Success Indicators</i>
Supporting Business Growth	Increased business & employment opportunities in Monmouthshire	<ul style="list-style-type: none"> • To support existing businesses to grow and diversify to give them confidence to create new employment opportunities • Enhance access to investment • Support and encourage of physical and digital infrastructure • Support and enhance existing business networks • Aid and support e-commerce activities • Aid & support local procurement opportunities • Improve business efficiency through the use of ICT • Facilitate opportunities to access global networks and to aid research & innovation 	<ul style="list-style-type: none"> • No. of business enquiries received • No. of businesses assisted through support received • No. of business start-ups supported • Increase GVA

ENCOURAGING INWARD INVESTMENT

5.8 Proactively encouraging inward investment into Monmouthshire is essential if we want Monmouthshire to be *the* place to do business. New inward investment can help us to grow the local economy and the average gross weekly earnings and to do this we need to attract high growth businesses such as technology and knowledge based companies. However to make ourselves attractive we don't just need to play on our looks and the lifestyle that we can offer through our unrivalled landscape, excellent location and road links we need to maximise our economic impact by offering suitable infrastructure and high speed access to digital utilities so our businesses can develop and exploit new technologies.

5.9 A recent 2013 University of Wales report commissioned by the South East Wales Directors of Environment and Regeneration Board (SEWDERB) entitled: *Auditing the Cardiff City Region Economy: A Clusters-Based Approach* identifies five key growth sectors namely manufacturing; financial and professional services; life Sciences; energy and environment and ICCT. The report identifies where concentrations of activity currently exist and where opportunities exist to provide network space for relationships to build through the targeting and development of clusters and shared resources. In Monmouthshire these are specifically identified as energy related manu-
-facturing building on the success of Mabey Bridge in Chepstow and ICT Hardware and Software where there is benefit to be gained from the high concentrations of activity in neighbouring Torfaen and further afield in Bristol and Cardiff where office rental is significantly higher.

Not forgetting however the opportunity to build on the clusters that exist in the food, tourism and creative industry sectors such as the successful *'Made in Monmouthshire'* cooperative by encouraging them to future proof and develop new synergies to add value to the existing offer.



5.10 The *'Encouraging Inward Investment'* priority addresses these issues and challenge through its suggested strategic outcome and aims – success will be measured using the headline indicators detailed below.

<i>Strategic Priority</i>	<i>Strategic Outcome</i>	<i>Strategic Aims</i>	<i>Headline Success Indicators</i>
Encouraging Inward Investment	A clear and coordinated approach to inward investment that meets the needs of investors.	<ul style="list-style-type: none"> • To enable businesses to start up and create employment opportunities • To proactively target specific high growth sectors to develop business clusters and shared networks • Improve broadband speed and coverage 	<ul style="list-style-type: none"> • No. of investments made in Monmouthshire as a direct result of Monmouthshire Enterprise support • No. of business start-ups supported • No. of new jobs created

<p>Encouraging Inward Investment</p>	<p>A clear and coordinated approach to inward investment that meets the needs of investors.</p>	<ul style="list-style-type: none"> • Improve range and quality of employment land opportunities • Facilitate conversations between new businesses, statutory bodies and academic institutions to enable smooth progress 	<ul style="list-style-type: none"> • No. of investments made in Monmouthshire as a direct result of Monmouthshire Enterprise support • No. of business start-ups supported • No. of new jobs created
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GROWING ENTREPRENEURS

5.11 Whilst Monmouthshire benefits from the second highest GVA in Wales the average wage levels for those working in the county are among the lowest in Wales. This has an effect on the quality of life enjoyed by residents and on the wealth of the county. There is therefore a need not only to create high quality well paid employment which gives residents the means to stay in the county but it also presents an opportunity to raise awareness of entrepreneurial opportunities that exist. This awareness can be raised amongst those of the workforce age but also at an earlier stage in schools, as part of their everyday school curriculum.



5.12 Investigations with colleagues heading up the Authority's Future Schools Programme have shown that there is a growing recognition within the education sector of the need to include enterprise within the curriculum. This has been recognised by a fellow NESTA Creative Councils partner, Rotherham, who has embedded enterprise into their education curriculum and connected this with the business and wider local communities see [Rotherhamready](#) and [Readyunlimited](#). This also presents an opportunity to offer wider career opportunities for 14 -19 years old beyond the standard 'A' level/University path that is currently promoted by opening up opportunities for young people to gain future skills for future jobs and give them a sense of where employment opportunities are heading. Again this is strongly linked to the Digital agenda with the [2012 Booz Report](#) which recognises that in order to unlock the full digital potential of the UK there is a need not only to invest in digital infrastructure but to develop more on line services to bolster human capital, to promote internet usage by making sure people have the basic digital skills to engage with the digital world and to encourage the innovations of the private and not for profit sectors by creating new forms of value-adding enterprise. By working with learning establishments and employers an opportunity exists to develop traineeships and apprenticeships that recognise these future job opportunities and offer viable alternatives to University whilst nurturing and attracting the best talent for quality jobs.

<i>Strategic Priority</i>	<i>Strategic Outcome</i>	<i>Strategic Aims</i>	<i>Success Indicators</i>
Growing Entrepreneurs	A well respected and coordinated programme of Enterprise activities that supports current and future local business needs.	<ul style="list-style-type: none"> • To raise awareness of the wide range of employment opportunities • To create a gateway to self-employment opportunities • Improve connectivity between businesses and education to understand the future needs of businesses • To raise aspirations and encourage creativity and innovation 	<ul style="list-style-type: none"> • No. of schools engaged • No. of pupils engaged • No. of businesses engaged • No. of new business start-ups

6. DELIVERY

6.1 As resources are limited it is intended that the core delivery team for Monmouthshire and Business Enterprise will be small but efficient. It is likely however that the team will grow as EU funding streams such as the Rural Development Programme are determined and new programmes with associated delivery teams are established.



8. MONITORING & EVALUATION

8.1 Once finalised the Monmouthshire Business and Enterprise Action Plan will be placed onto a web-based project management application which will provide an overview of the suggested actions, expected impacts and detailed performance metrics that will chart the progress of delivery of the Monmouthshire Business Growth and Enterprise strategy. It is intended that this will be updated regularly with results reported back through the Authority's performance management framework and via the Economy and Development Select Committee. Key achievements will also be shared with our partners and the local business community, using the mechanisms as detailed, with a view to nurturing our partnership, encouraging feedback and promoting a dialogue, which may lead to amendments to the delivery programme as required.



REPORT

SUBJECT	REVENUE & CAPITAL BUDGET MONITORING 2014/15 MONTH 3 OUTTURN FORECAST STATEMENT
DIRECTORATE	Chief Executive's Unit
MEETING	Economy & Development Select
DATE	23rd September 2014
DIVISIONS/WARD AFFECTED	All Authority

1. PURPOSE

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

2. RECOMMENDATION

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

3. MONITORING ANALYSIS

3.1 Revenue Position

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

3.1.2 Responsible Financial Officer's Summary of Overall Position

Summary Position

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

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

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

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

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

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

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

3.2 Schools

3.2.1 Each of the Authority's Schools is directly governed by a Board of Governors, which is responsible for managing the school's finances. However, the Authority also holds a key responsibility for monitoring the overall financial performance of schools. Below is a table showing the forecast Schools' balances position for the year-end at month 3.

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

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

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

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

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

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

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

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

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

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

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

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

3.3 2014/15 Savings Progress

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

In summary they are as follows,

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

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

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

Operations (OPS)

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

Enterprise (ENT)

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

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

Children and Young People (CYP)

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

Social Care & Health (SCH)

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

All

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

3.4 Capital Position

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

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

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

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

- 3.4.4 Expenditure on capital schemes in the first 3 months of the year can be low as there can be a degree of lead-in period as the studies and procurement necessary to facilitate works are progressed.
- 3.4.5 However the actual expenditure incurred by end of June is not significantly higher than the provisions for work carried forward from 2013/14. There is a presumption that any provision created at the end of March would have been settled by end of June as one of the requirements to incur such a provision is that the work has been incurred by 31st March but simply not yet invoiced.

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

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

3.5 Capital Financing and Receipts

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

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

- 3.5.2 The Future Schools (Monmouth & Caldicot) schemes (£751,000) and the proposed new Abergavenny Library scheme (£3,433,000) are forecasting to slip into 2015/16. This slippage will delay the need to call on unsupported borrowing.
- 3.5.3 County Farms maintenance and investment is forecast to underspend by £100,000 reducing the need to call on capital receipts.

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

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

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

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

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

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

4.1 Revenue Position

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

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

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

4.1.3 The general financial picture this presents is as follows,

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

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

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

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

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

4.2 Capital Position

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

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

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

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

Data from 2013-14

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

5 REASONS

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

6 RESOURCE IMPLICATIONS

- 6.1 As contained in the report.

7 EQUALITY AND SUSTAINABLE DEVELOPMENT IMPLICATIONS

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

8 CONSULTEES

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

9 BACKGROUND PAPERS

- 9.1 None

10 AUTHORS

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Appendices

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

Savings Summary – excel file attached

Appendix 2

Review of quarterly forecasting position

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

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

Strong Communities Select Committee Portfolio Position Statement
Position Statement and Prospective Scrutiny Points

1. Revenue Outturn Forecast

The combined budget and outturn forecast for this portfolio is,

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

The more significant over and underspends are,

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

Financing		502	Predicted extra Council tax receipts and reduced CT benefits
	785	1,436	

2. 2014-15 Savings Progress

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

- Of Operations savings totalling £1,412,000, £990,000 are anticipated to be made, £156,000 deferred to 2015-16 but £266,000 not achievable.
- Of Chief Executives savings totalling £923,000, £923,000 are reported to be made.

- **What plans have the Operations Directorate and Chief Executives office to mitigate pressures and drive alternate adhoc savings?**

3. Capital Outturn Forecast

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

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

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

4. Forecasting approach

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

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

Monitoring Key

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

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

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3						
Democracy & Regulatory Services		SERVICE LEAD : TRACEY HARRY				
DIRECT COSTS ONLY		ACTUAL TO MONTH	ANNUAL FORECAST	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND AT M3	EXPLANATION FOR (UNDER)/OVER SPENDS
DIRECTORATE SERVICE	RESPONSIBLE OFFICER	3	0 to 13			
		£	£	£	£	
Corporate (CEO)	Tracey Harry					
Total Corporate (CEO)		52,806	212,118	212,118	0	On Budget
Customer Relations	Annette Evans					
Total Customer Relations		48,687	226,073	226,073	0	On Budget
Development & Building Control	Nigel George					
Total Development & Building Control		(253,325)	538,919	538,919	0	On Budget
Emergency Planning	Ian Hardman					
Total Emergency Planning		30,523	145,895	145,895	0	On Budget
Health & Safety	Lawrence Dawkins					
Total Health & Safety		28,454	119,764	119,764	0	On Budget
Democratic Services	Hazel lillet, John Pearson					
Total Democratic Services		338,272	1,362,500	1,362,500	0	On Budget
Legal & Land Charges	Rob Tranter, Tudor Baldwin					
Total Legal & Land Charges		113,598	462,992	462,992	0	On Budget
Public Protection	Graham Perry, Gareth Walters					
Total Public Protection		106,167	1,377,001	1,377,001	0	On Budget
Net Directly Managed Expenditure		467,512	4,445,262	4,445,262	0	

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

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

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

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3						
Corporate Costs & Levies						
	SERVICE MANAGER	ACTUAL TO MONTH	ANNUAL FORECAST	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND M3	NARRATIVE
DIRECT COSTS ONLY		3	0 to 13			
DIRECTORATE SERVICE		£	£	£	£	
Precepts and Levies	Joy Robson	3,960,245	15,167,648	15,178,726	-11,078	
Coroners	External	-1,519	33,206	40,037	-6,831	
Gwent Joint Records	External	0	171,554	171,554	0	
Corporate Management (CM)	Joy Robson	-95,967	346,713	433,986	-87,273	Net saving on external audit fees
Non Distributed Costs (NDC)	Joy Robson	-1,486	750,431	737,505	12,926	
Single Status	Joy Robson	0	75,936	75,936	0	
Office Furniture & Equipment	Sian Hayward	1,472	107,689	107,689	0	
Insurance	Mark Howcroft	458,673	1,194,293	1,195,104	-811	
Net Directly Managed Expenditure		4,321,418	17,847,470	17,940,537	-93,067	

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3						
Appropriations Section		SERVICE LEAD: Joy Robson				
NET COSTS		ACTUAL TO MONTH 3	ANNUAL FORECAST 0 to 13	REVISED BUDGET	FORECAST VARIANCE	EXPLANATION FOR (UNDER)/OVER SPENDS
Appropriations Section	Responsible Officer	£	£	£	£	
Attributable Costs - Fixed Asset Disposal	Mark Howcroft	16,805	225,195	224,047	1,148	
Interest and Investment Income	Mark Howcroft	12,142	(77,000)	(29,000)	(48,000)	As at month 3 the Authority is forecasting a surplus of £48,000 on interest and investment income. The surplus is expected to be achieved due to a higher average investment balance for the year compared to budget, mainly as a result of slippage in the 2013/14 capital programme.
Interest Payable and Similar Charges	Mark Howcroft	82,849	3,538,467	3,769,000	(230,533)	As at month 3 the Authority is forecasting a saving of £231,000 on interest payable. Attributable to: A forecast saving of £125,000 on temporary borrowing, mainly due to the continued availability of cheap loans from other Local Authorities. Resulting in a forecast average interest rate cost for the year of (0.55%) compared to budget of (1.25%). A forecast saving of £92,000 on PWLB debt, the budget assumed the direct replacement of maturing PWLB borrowing with new PWLB borrowing (@ 10 yr rates > 3%). The month 3 forecast assumes that the Authority will continue to utilise cheap LA borrowing to maximise 14/15 savings (£68,000). An underspend of £13,000 is forecast on interest payable to trust funds. It should be noted that this position may change and it will be monitored closely throughout the year with assistance from the Authority's treasury advisors.
Charges Required Under Regulation	Mark Howcroft	0	5,570,645	5,605,750	(35,105)	Under spend mainly due to slippage in the 13/14 capital programme funded by borrowing.
Other Investment Income	Mark Howcroft	(412)	(412)	0	(412)	
Capital Expenditure Financing	Mark Howcroft	0	15,500	15,500	0	
		111,384	9,272,395	9,585,297	(312,902)	
Earmarked Contributions to Reserves (General Fund)	Joy Robson	0	76,221	70,228	5,993	
Earmarked Contributions From Reserves (Revenue)	Joy Robson	0	(2,700,025)	(2,700,025)	0	
Net Cost Total		111,384	6,648,591	6,955,500	(306,909)	

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

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

Forecast

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

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

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

**Economy & Development Select Committee Portfolio
Position Statement and Prospective Scutiny Points**

1. Revenue Outturn Forecast

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

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

2. 2014-15 Savings Progress

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

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

3. Capital Outturn Forecast

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

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

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

4. Forecasting approach

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

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

Monitoring Key

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

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

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3						
Community Led Delivery	SERVICE LEAD - Deb Hill Howells					
DIRECT COSTS ONLY	RESPONSIBLE OFFICER	ACTUAL TO MONTH	ANNUAL FORECAST	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND AT M3	EXPLANATION FOR (UNDER)/OVER SPENDS
DIRECTORATE SERVICE		3	0 to 13			
		£	£	£	£	
<u>Asset Management</u>	Ben Winstanley, Tom James, Gareth King					
Total Asset Management		115,106	(99,819)	(164,789)	64,970	The current overspend relates primarily to £35,000 overspend within the sustainability section due to an inability to meet unrealistic income targets, £17,000 overspend on Markets due to the compulsory maintenance and £15,000 overspend on strategic property management relating to rates for Coed Glas.
<u>Community Education</u>	Andrea Charles					
Total Community Education		(42,842)	30,935	15,288	15,647	The current forecast indicates £140k overspend primarily due to the service entering into a new franchise agreement with Coleg Gwent resulting in income reducing significantly leaving a shortfall of £125k, it is thought that this will be recovered through a reduction in courses and tutor expenditure, this will be confirmed by month 6.
<u>Community Hubs</u>	Deb Hill Howells, Ann Jones, Vvien Thomas, Fiona Ashley, Sally Bradford, Sue Wallbank, Julia Greenway, Judith Busby					
Total Community Hubs		491,961	2,078,209	1,976,877	101,332	The overspend is a result of saving not being met due to posts still being in position awaiting staffing restructure.
<u>General Fund Housing</u>	Ian Bakewell, Karen Durrant, John Parfitt, Lindsay Stewart, Ruth Barton					
Total General Fund Housing		70,541	461,609	516,747	(55,138)	Overall Housing are forecasting an under spend of £55,000 due to a vacancy within the homelessness team £20,000 and forecast increased income levels through the lodging sscheme of £37,000. However, it needs to be kept in mind that the £37,000 could fall depending on occupancy levels over this financial year.
<u>Whole Place</u>	Deb Hill Howells, Deb McCarty					
Total Whole Place		(34,692)	7,733	27,674	(19,941)	Underspend primarily relates to increase cemeteries income.
Net Directly Managed Expenditure		600,074	2,478,667	2,371,797	106,870	

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

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

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

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

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

1. Revenue Outturn Forecast

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

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

2. 2014-15 Savings Progress

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

3. Capital Outturn Forecast

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

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

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

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

4. Forecasting approach

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

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

Monitoring Key

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

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3					
Social Care and Health		DIRECTOR: Simon Burch			
DIRECT COSTS ONLY		ACTUAL TO MONTH	ANNUAL FORECAST	REVISED BUDGET	FORECAST OVER / (UNDER) SPEND AT M3
DIRECTORATE SERVICE	SERVICE LEAD	3	0 to 13		
		£	£	£	£
Adult Services	Julie Boothroyd	1,429,287	7,214,192	7,111,935	102,257
Community Care	Julie Boothroyd	3,084,912	19,717,691	19,717,370	321
Commissioning	Julie Boothroyd	388,507	1,761,834	1,751,295	10,539
Resources & Performance	Julie Boothroyd	219,127	984,190	1,067,516	(83,326)
Sub Total Adult Services		5,121,833	29,677,907	29,648,116	29,791
Children Services	Tracy Jelfs	1,964,247	7,539,138	6,956,246	582,892
Net Directly Managed Expenditure		7,086,080	37,217,045	36,604,362	612,683

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

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

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

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

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

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

**Children and Young People Select Committee Portfolio
Position Statement and Prospective Scutiny Points**

1. Revenue Outturn Forecast

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

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

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

2. 2014-15 Savings Progress

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

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

3. Schools reserves

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

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

4. Capital Outturn Forecast

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

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

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

5. Forecasting approach

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

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

Monitoring key

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

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3

Social Care and Health

DIRECTOR: Simon Burch

DIRECT COSTS ONLY

ACTUAL
TO MONTH

ANNUAL
FORECAST

REVISED
BUDGET

FORECAST
OVER / (UNDER)

3

0 to 13

SPEND AT M3

DIRECTORATE SERVICE

SERVICE LEAD

£

£

£

£

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

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

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

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

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

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

REVENUE BUDGET OUTTURN STATEMENT 2014/2015 Period 3



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

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

Agenda Item 7

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

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

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

2014/15 Budgeted Service Savings Mandates Progress at Month 3

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

2014/15 Budgeted Savings progress at Month 3

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

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

812 729 0 83

2014/15 Budgeted Savings progress at Month 3

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

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

CHILDREN & YOUNG PEOPLE SELECT

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

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

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

1,276 1,036 147 94

2014/15 Budgeted Service Savings Mandates Progress at Month 3

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

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

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

2014/15 Budgeted Service Savings Mandates Progress at Month 3

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

Planning, place and enterprise	Increase in income from building control & development control (part of combined £32k)	28	28	0	0	Achieved	Low	0
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TOTAL 923 923 0 0 0

SUBJECT: Monmouthshire Tourism Performance 2013

MEETING: Economy & Development Select Committee

DATE: 23 September 2014

DIVISIONS/WARDS AFFECTED: All

1 PURPOSE

- 1.1 To provide members with a report card that considers Monmouthshire Tourism Performance for 2013 against the objectives and outcomes set out in the Council's Improvement Plan, and to report on positives and negatives of the past 6 months as requested.

2 BACKGROUND

- 2.1 This report card for Tourism provides a line of sight between Tourism activities and the outcomes and priorities which the council is committed to.
- 2.2 This report provides members with the baseline information to assess where we are and what progress we are making to demonstrate whether anyone is 'better off' as a result of our work. It groups measures under three headings: How much did we do? (quantity); How well did we do it? (quality); Is anyone better off? (impact)

3 KEY ISSUES

- 3.1 This report card highlights performance against key performance indicators for the first year's delivery of the Tourism Destination Development plan. In a climate of increasingly stretched resources it has been vital to focus firmly on priorities and to maximise partnership working and opportunities to access external funding.
- 3.2 Since April 1 2014 with the restructure of the Enterprise Directorate, Tourism sits within the Tourism, Leisure & Culture service area, headed by Ian Saunders. With Tourism sitting within a new service area and with future funding opportunities on the horizon, it is an opportune time to review the plan, report on progress and ensure identified priorities are still valid. This process will need to be undertaken in conjunction with stakeholders and businesses, with a new Destination Management Board established to oversee delivery of the Plan.

4 RECOMMENDATIONS

- 4.1 Members should use this report and the associated indicators to scrutinise whether services are being delivered in line with expectations and are contributing to the agreed outcomes.
- 4.2 Members should identify any areas of underperformance or concerns that require further investigation.

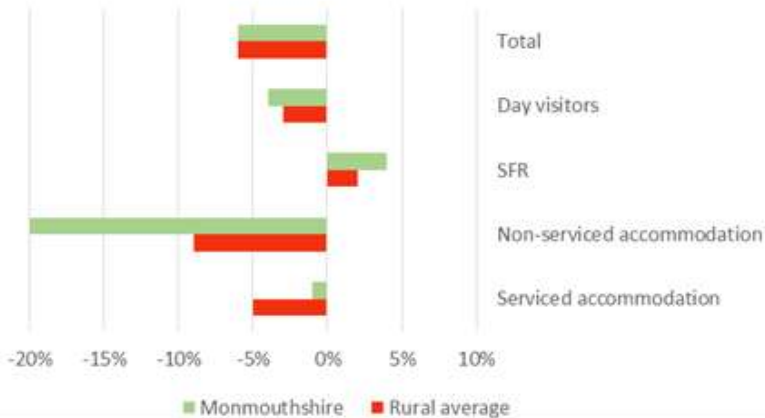
AUTHOR

Nicola Edwards, Food & Tourism Strategic Manager
01633 644847

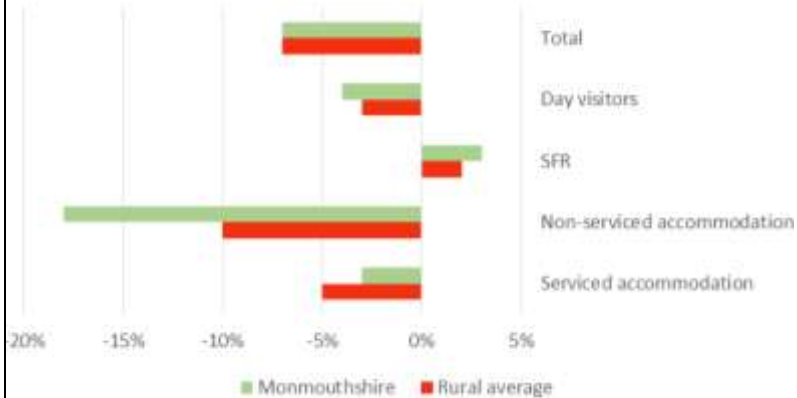
nicolaedwards@monmouthshire.gov.uk

Monmouthshire Tourism Performance 2013																																																																											
Objective: We want to enable our County to Thrive	Council Priority: Supporting Business & Job Creation	Council & Single Integrated Plan Outcomes: Business and Enterprise & Protect and Enhance the Environment																																																																									
Why we focus on this	<p>Tourism is vital to Monmouthshire's economy generating income to support a wide range of businesses that directly or indirectly benefit from visitor spending or that supply or service the county's tourism industry, including the retail and catering sectors and food and drink producers. According to STEAM 2013, tourism generated £165m for Monmouthshire in 2013 with more than 2m visitors. Staying visitors were each worth an average £261 to Monmouthshire's economy and day visitors generated an average £29 each.</p> <p>Tourism also provides opportunities for enterprise and employment, and is a significant employer in the county, accounting for approximately 10% of the current workforce.</p>																																																																										
The story behind the Objective	<table border="1"> <thead> <tr> <th>Revenue by Category of Visitor (£'s millions)</th> <th>2012</th> <th>2011</th> <th>% change</th> </tr> </thead> <tbody> <tr> <td>Serviced Accommodation</td> <td>53.13</td> <td>54.60</td> <td>-3</td> </tr> <tr> <td>Non-Serviced Accommodation</td> <td>41.05</td> <td>49.87</td> <td>-18</td> </tr> <tr> <td>SFR</td> <td>18.27</td> <td>17.63</td> <td>4</td> </tr> <tr> <td>Day Visitors</td> <td>45.69</td> <td>47.82</td> <td>-4</td> </tr> <tr> <td>TOTAL</td> <td>158.14</td> <td>169.92</td> <td>-7</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Tourist Days (Thousands)</th> <th>2012</th> <th>2011</th> <th>% change</th> </tr> </thead> <tbody> <tr> <td>Serviced Accommodation</td> <td>363.0</td> <td>366.2</td> <td>-1</td> </tr> <tr> <td>Non-Serviced Accommodation</td> <td>487.3</td> <td>611.0</td> <td>-20</td> </tr> <tr> <td>SFR</td> <td>335.7</td> <td>323.9</td> <td>4</td> </tr> <tr> <td>Day Visitors</td> <td>1,572.7</td> <td>1,646.1</td> <td>-4</td> </tr> <tr> <td>TOTAL</td> <td>2,758.7</td> <td>2,947.2</td> <td>-6</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Tourist Numbers (Thousands)</th> <th>2012</th> <th>2011</th> <th>% change</th> </tr> </thead> <tbody> <tr> <td>Serviced Accommodation</td> <td>222.7</td> <td>225.6</td> <td>-1</td> </tr> <tr> <td>Non-Serviced Accommodation</td> <td>78.9</td> <td>94.7</td> <td>-17</td> </tr> <tr> <td>SFR</td> <td>141.0</td> <td>136.1</td> <td>4</td> </tr> <tr> <td>Day Visitors</td> <td>1,572.7</td> <td>1,646.1</td> <td>-4</td> </tr> <tr> <td>TOTAL</td> <td>2,015.3</td> <td>2,102.5</td> <td>-4</td> </tr> </tbody> </table>	Revenue by Category of Visitor (£'s millions)	2012	2011	% change	Serviced Accommodation	53.13	54.60	-3	Non-Serviced Accommodation	41.05	49.87	-18	SFR	18.27	17.63	4	Day Visitors	45.69	47.82	-4	TOTAL	158.14	169.92	-7	Tourist Days (Thousands)	2012	2011	% change	Serviced Accommodation	363.0	366.2	-1	Non-Serviced Accommodation	487.3	611.0	-20	SFR	335.7	323.9	4	Day Visitors	1,572.7	1,646.1	-4	TOTAL	2,758.7	2,947.2	-6	Tourist Numbers (Thousands)	2012	2011	% change	Serviced Accommodation	222.7	225.6	-1	Non-Serviced Accommodation	78.9	94.7	-17	SFR	141.0	136.1	4	Day Visitors	1,572.7	1,646.1	-4	TOTAL	2,015.3	2,102.5	-4	<p>Monmouthshire's Destination Development Plan was approved in November 2012. The Plan was the result of a comprehensive consultation process involving businesses, stakeholders & members. Its aim was to establish a framework for public, private and voluntary sector partnerships working to address the identified priorities for improving and further developing Monmouthshire's visitor product over the period 2012-2015.</p> <p>The tourism service is currently delivered by four full time members of staff comprising a Food & Tourism Strategic Manager (part RDP funded), a Digital Tourism Marketing Officer, a Welcome Monmouthshire Project Officer (Fully funded through RDP) and a Business Development Coordinator. In addition, there have been two part time TIC advisors based at Chepstow TIC.</p> <p>According to STEAM 2012, tourism revenue fell 7% between 2012 and 2011. Tourist days were down 6% and tourist numbers down 4% on 2011 figures. This resulted in a 5% drop in tourism related employment in Monmouthshire between 2012 and 2011.</p> <p>The non-serviced accommodation sector was hit hardest (-18%).</p>	
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Tourist days Percentage Change 2011-12



Economic Impact Percentage change 2011 -2012



Although occupancy for self-catering was up 8% for South Wales in 2012, it was down 15% for static caravans and down 28% for touring caravans / camping. With 71% of Monmouthshire’s non-serviced stock in the touring sector, the county’s visitor economy was particularly badly affected by the inclement weather in 2012.

For serviced accommodation, there was a difference in performance between the different categories, with establishments with more than 10 rooms suffering an average fall in occupancy of around 3% across the year, while establishments with 10 rooms and under showed an increase in occupancy of around 3%. This resulted in a slight fall in yield per visitor, as there was a small shift towards the lower spending end of the market.

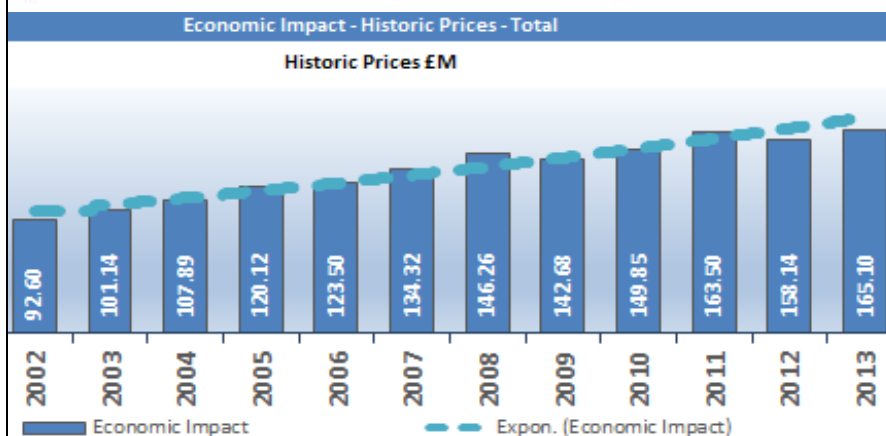
When compared with the average for rural Wales, Monmouthshire’s performance was broadly in line with the performance of other rural LAs. Monmouthshire’s serviced accommodation actually performed better than the average. Where it differed was in the performance of its non-serviced accommodation which performed particularly badly due to the large amount of touring caravan and camping accommodation.

What progress are we making?

Revenue by Category of Visitor			
(£'s millions)	2013	2012	% change
Serviced Accommodation	59.03	54.88	8
Non-Serviced Accommodation	38.97	42.40	-8
SFR	18.94	18.87	0
Day Visitors	48.13	47.19	2
TOTAL	165.08	163.33	1

Tourist Numbers			
(Thousands)	2013	2012	% change
Serviced Accommodation	234.9	222.7	6
Non-Serviced Accommodation	71.8	78.9	-9
SFR	141.6	141.0	0
Day Visitors	1,604.2	1,572.7	2
TOTAL	2,052.5	2,015.3	2

Tourist Days			
(Thousands)	2013	2012	% change
Serviced Accommodation	383.0	363.0	6
Non-Serviced Accommodation	446.4	487.3	-8
SFR	337.0	335.7	0
Day Visitors	1,604.2	1,572.7	2
TOTAL	2,770.7	2,758.7	0



During 2013/14 a substantial amount of the core tourism activity delivered - aimed at growing tourism through improvements to the visitor experience – was funded through the RDP Welcome Monmouthshire project. Activity funded through this project included new visitor signage, visitor surveys to inform future tourism development and marketing, improvements to online marketing channels, enhancements to river access and development of new interpretation & trails. This project has also provided support to the Council's major events programme, funding lighting column banners for Abergavenny & Monmouth town centres, to promote the county's tourism offer to visitors attending the National Road Cycling Championships in June and the Tour of Britain in September, and a visitor survey to measure satisfaction and ROI.

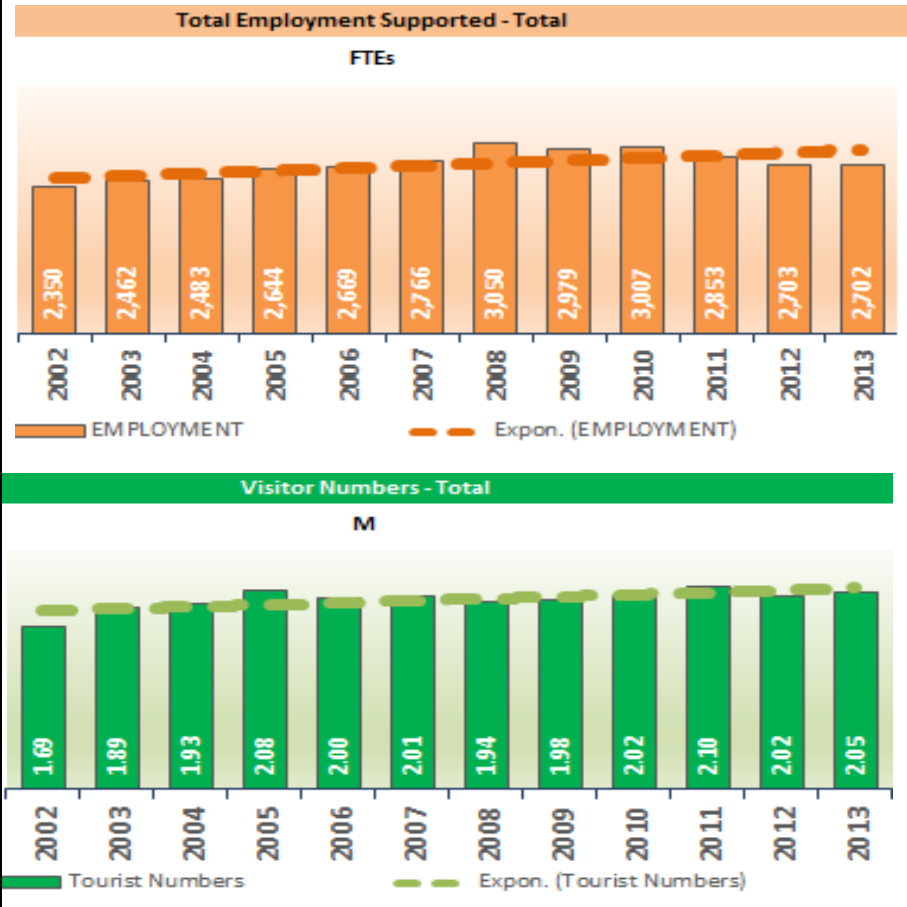
Additional RDP budget was secured to deliver the Monmouthshire Ambassador programme. 140 Monmouthshire Ambassadors have been trained to date and there is a target of 200 individuals to be trained through this programme in total. Both RDP projects end in December 2014 so continued activity of this type will be dependent on securing further funding through the next European funding programmes.

The TIC budget was reduced by £97k between 2013/14 and 2014/15 which has had a significant impact on service delivery for 14/15. A new shared visitor information service has been developed for Abergavenny, located within the Tithe Barn, with St Mary's Priory Trust, Abergavenny Town Council and Brecon Beacons National Park Authority as partners. In Chepstow, we are still exploring options to avoid drastically reducing opening hours, and weekend only opening beyond October.

According to STEAM 2013, tourism revenue in Monmouthshire grew by 1% between 2012 and 2013.

Serviced accommodation has performed particularly well in 2013 with an 8% increase in revenue and a 6% increase in visitor

What progress are we making?



numbers and visitor days showing that visitor yield is recovering in this sector since 2012.

In contrast, non-serviced accommodation - which represents 60% of the county's total accommodation - has continued to perform poorly, as it has for Wales as a whole, with an 8% drop in revenue, a 9% fall in visitor numbers and an 8% reduction in tourist days. (i.e. less visitors staying in non-serviced accommodation for less time than in 2012).

Tourist numbers increased overall by 2% between 2012 and 2013. There was no change in tourist days overall. Tourist days in serviced accommodation increased by 6%, and day visitor days increased by 2% but these increases were cancelled out by the 8% reduction in tourist days associated with non-serviced accommodation.

Direct and indirect visitor spending supported 2702 FTE jobs in 2013. Almost a third of these were in the accommodation sector.

In these three key aspects of tourism performance (economic impact, visitor numbers and employment) over the period 2002 – 2013 the trend is positive, with 2008 and 2011 showing as exceptionally good years.

What progress are we making?

Fig 4: Extent to which visitors expectations were met / exceeded

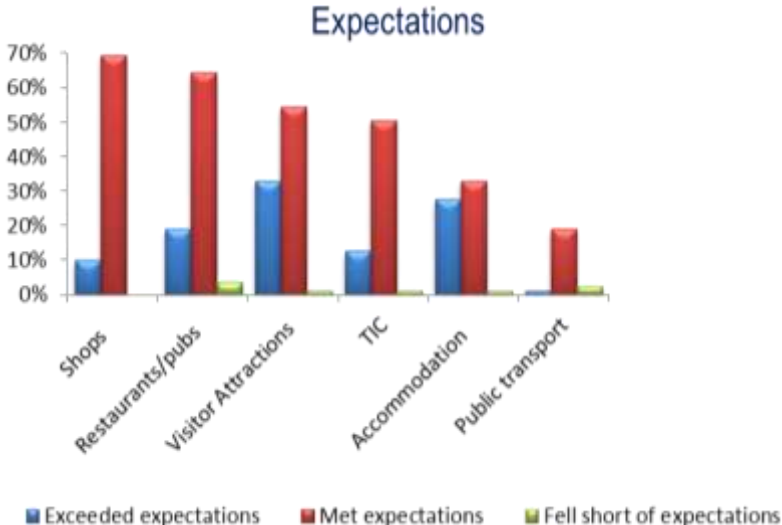
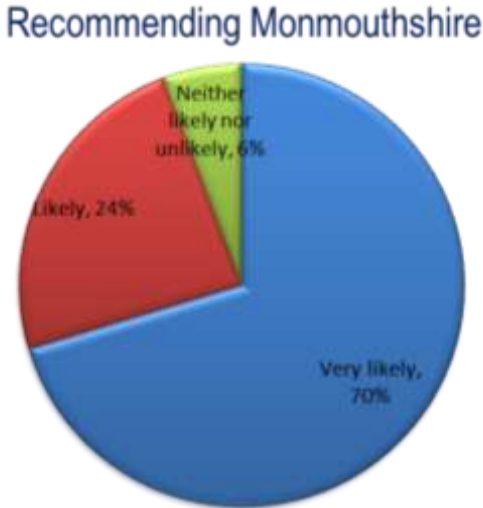


Fig 5 Likelihood to recommend Monmouthshire to others



Delivering a positive experience to visitors while they are in the destination is the most effective and sustainable form of marketing, as it generates repeat visits and recommendations to family and friends. These word of mouth recommendations are becoming increasingly powerful as people become less trusting of traditional advertising, and customer review sites grow in importance in influencing bookings.

Fig 4 shows the extent to which visitors expectations were met or exceeded during their visit to Monmouthshire in 2013. While not every visitor used all the services available, based on those that did, Monmouthshire is meeting and exceeding expectations for almost all visitors.

In particular, visitor attractions are exceeding expectations overall as well as in customer service and quality of goods and services.

The results of the 2013 visitor survey also show that scenery and countryside, and attractions were the most enjoyable aspects of people’s visits to Monmouthshire. These are also two of the biggest influences on people’s decision to visit, so people are getting what they had hoped for from their visit

Over half of people who took part in the survey said there was nothing about the trip to be improved upon.

8% of people said their trip could have been improved by spending more time there, and a further 8% said better signs would improve their trip.

A large proportion of visitors to Monmouthshire are repeat visitors – almost ¾ of our sample had visited Monmouthshire previously

The more recent previous visits were mostly made by 45-74 year olds, whereas first time visitors tended to be younger.

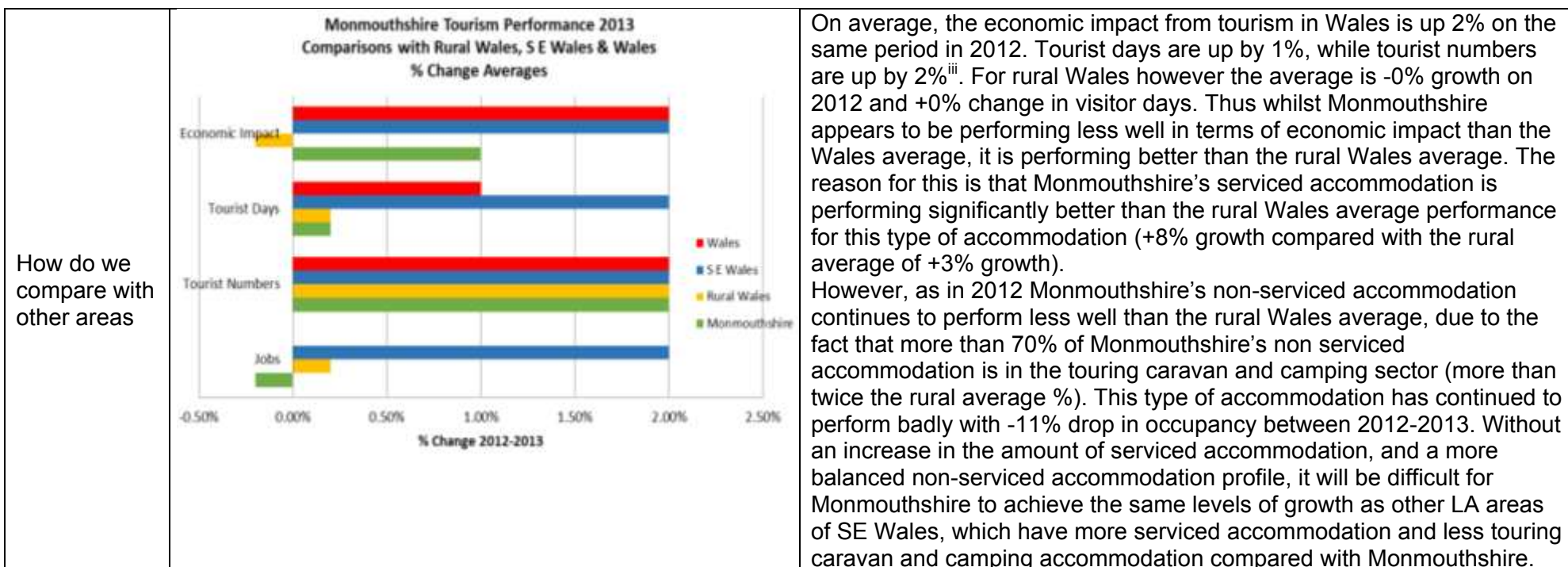
Those who had been to Monmouthshire in the last 3 years were

Agenda Item 8

		<p>more likely to be visiting for a day trip this time around.</p> <p>The fact that visitors are highly likely to return to the destination presents an opportunity to market a wide range of experiences to visitors while they are in destination to encourage them to visit other attractions and businesses when they return to the destination.</p> <p>94% of visitors are likely or very likely to recommend Monmouthshire to others – no one surveyed said they were unlikely to recommend Monmouthshire.</p>
<p>Head of Service Comments</p>	<p>The Service has continued to deliver strong performance as underlined by growth in visitor numbers, increase in income and high recommendation rate. The team has delivered and proactively engaged in a number of projects to continue to support the important role tourism plays in the County.</p> <p>What has been most pleasing is the greater connection between the tourism team and some of the major events. Events such as the Wye Valley River Festival and the National Road Race Championships have helped in raising the profile and visits to the region. Feedback shows that once people visit Monmouthshire they are likely to repeat their visit or recommend to others about its wonderful rich assets. Strengthening links and synergies with services delivered within Tourism Leisure & Culture and local business is starting to deliver improved results ensuring our County thrives and strong sustainable communities.</p> <p>There needs to be continued product development especially with the attractions, leisure and countryside in terms of both physical improvements and enhancements of our digital tourism offer. The marketing & branding of Monmouthshire and its towns with key themes, project work inside both the destination plan and also the RDP funded Welcome Monmouthshire are starting to deliver pleasing results.</p> <p>It is critical that the service embraces the challenges ahead including efficiencies we are facing and looks for new partnerships and innovative ways of delivering our Tourism offer – The partnerships delivering the TIC in Abergavenny and the increasing Ambassador scheme are evidence this is starting to be achieved. The training of tourism ambassadors will no doubt raise the profile of the County if coordinated effectively, up to August 2014 over 140 volunteers have been trained and this work is gearing communities to help with the offer. The destination plan needs to be reviewed (whilst the existing plan has been cited as one of the best in Wales) and the establishment of a monitoring board for the plan is work that will be prioritised and I look forward to seeing this work progress.</p> <p>Significant challenges to future tourism provision that could impact on delivery include the uncertainty around Local Govt. engagement with Visit Wales especially with the dissolution of Capital Regional Tourism, lack of significant funding due to budget reduction and uncertainty over the future of local authority led Rural Development Plan programme projects.</p> <p>I'd like to thank the team for their hard work and dedication moving forward in delivering strong performance and improved tourism offer.</p>	

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Collaboration / Partners we are working with	Abergavenny TC, Abergavenny & District Tourism Association, St Mary's Priory Trust, Brecon Beacons NPA, Wye Valley AONB, Brecon Beacons Tourism, Wye Valley & Forest of Dean Tourism Association, Capital Region Tourism, Visit Wales, Welsh Government, Monmouthshire Ambassadors. Monmouth Anglers, St Teilo's Church, Llanbadoc CC, Llanelly CC, Tintern CC, Usk TC, Welsh Water, Friends of Castle Meadows, Canal & River Trust, Monmouth Chamber, Monmouth TC, Chepstow TC, Chepstow Marketing Group, Caldicot TC, Arriva Trains Wales.			
What we have spent on this objective	The core Tourism budget for 2014/15 is £135,556. The TIC budget for 2014/15 is £64,815, which is a reduction of £97k on the budget for 13/14. The Welcome Monmouthshire RDP budget for approved activity is £573,260 for period Sept 2012 – Dec 2014.			
How are we performing?	How much did we do?	2012	2013	2014 Target
	Total Number of tourists per year ⁱ	2,015,300	2,052,500	>2,052,500
	Total number of day visitors	1,572,700	1,604,200	>1,604,200
	Total number of visitors staying overnight	442,600	448,300	>448,300
	Total number of volunteer Tourism ambassadors trained	0	0	200
	How well did we do?			
	Total employment supported by tourism (Full Time Equivalent, FTE)	2,703	2,702	>2702
	Volunteer hours delivered by Tourism ambassadors		0	50
	Is anyone better off?			
	Income generated from tourism per year ⁱⁱ (£ millions)	£163.33	£165.08	>£165.08
	Total value of overnight visitors (£ millions)	£116.14	£116.94	>£116.94
	Total value of day visitors (£ millions)	£47.19	£48.13	>£48.13
	Percentage of visitors likely to recommend Monmouthshire to others.	93%	94%	>94%



ⁱ Based on annual calendar year data produced by STEAM

ⁱⁱ Based on annual calendar year data produced by STEAM. Income is indexed using the Retail Price index therefore data from 2012 is revised from £158.1 to £163.33

ⁱⁱⁱ Results based on the currently available Welsh STEAM results for January – December 2013. At present, full or draft reports have been produced for 20 of the 22 Unitary Authorities. Of these, 5 are from North Wales, 2 from Mid Wales, 4 from South West and 9 from South East

Economy and Development Select Committee		
Scrutiny Role	Purpose of Scrutiny	Meeting Date
Budget, Performance and Risk Monitoring		
<u>Quarterly Budget Monitoring</u> (To review the financial situation for the directorate and schools, identifying trends, risks and issues on the horizon with overspends/underspends).	<ul style="list-style-type: none"> - Month 8 Capital Budget Monitoring - Month 9 Revenue Budget Monitoring - Month 10 Capital Budget Monitoring - Revenue and Capital Outturn reports - No report - Month 3 Revenue & Capital Budget Monitoring - No report - No report - Month 6 Revenue & Capital Budget Monitoring - Month 9 Revenue & Capital Budget Monitoring - No report 	30 th January 2014 13 th March 2014 9 th May 2014 19 th June 2014 24 th July 2014 23 rd September 2014 16 th October 2014 20 th November 2014 8 th January 2015 5 th March 2015 23 rd April 2015
Initial Budget Briefing on MTFP 2015-2016	Report being presented to Cabinet 4 th September on Medium Term Financial Plan for year ahead.	Autumn 2014
Budgetary Context Meeting	Context setting of next year's budget - Committee to discuss areas identified / proposals being put forward.	Autumn 2014
Budget Setting	Consideration of capital and revenue budget proposals for the 2015/16 budget.	January 2015
Improvement Plan 2013-16	Full year 2013-14 scrutiny of performance against the Improvement Objectives and the statutory 'all Wales performance indicators'.	19 th June 2014
	6 Months 2014-2015 scrutiny of performance against the Improvement Objectives and the statutory 'all Wales performance indicators'.	20 th November 2014
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 (this is built into the medium term financial plan). The Select Committee is responsible for scrutinising performance of outcomes annually.	19 th June 2014
		20 th November 2014

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.	Special in December 2014
Pre-decision Scrutiny		
Review of Car Parking	Revised report from Consultants for pre-decision scrutiny. Report to be discussed by Area Committees before returning for further scrutiny. Final consideration of recommendations - Special Meeting.	20 th November 2013 20 th February 2014 14 th July 2014
Enterprise	Scrutiny of the Enterprise Strategy	24 th July 2014 (rearranged to 23 rd September 2014)
Monitoring Performance		
i County	TBC	19 th June 2014
Leisure Services	Annual performance report.	TBC
CMC ² - Community Interest Company leading green and digital growth	Annual performance report.	TBC
Planning and Development	Annual performance report. Post systems-review.	TBC
Section 106 Agreements	Annual performance report.	TBC
Tourism	6 Monthly performance report. <ul style="list-style-type: none"> • To monitor the progress of MCC Tourism Alliance Forum • Progress monitoring of the delivery of the Destination Plan • Pre-decision scrutiny on any significant decisions relating to tourism. • A retention policy to limit frequent changes of use (hotel to residential). 	4 th September 2014 (Rearranged due to Nato to 23 rd September 2014)

Economy and Development Select Committee		
Scrutiny Role	Purpose of Scrutiny	Meeting Date
	<ul style="list-style-type: none"> • A Strategy for Events. • Review major events and their impact. 	
SRS	<p>Scrutiny of the performance of the Shared Resource Service (SRS).</p> <ul style="list-style-type: none"> • An in-depth review is being undertaken of the SRS. Initial findings to be shared with the committee, further areas for scrutiny to be identified. 	24 th July 2014 (rearranged to 23 rd September 2014)
Cardiff Capital Region Board	<p>6 Monthly performance report.</p> <ul style="list-style-type: none"> • Does MCC have a sufficiently strong profile? • The Metro - how are we profiled in this? • How do we relate to nearby cities such as Bristol? • Are we benefitting from being included in the CCRB? • Invite Mayor of Bristol 	4 th September 2014 (Rearranged due to Nato to 23 rd September 2014)
Annual Directors Report on Regeneration	Annual performance report.	16 th October 2014
Policy Development		
Museums	Following consideration of the draft business plan and budget proposals, committee would like a final report summing up the policy position.	TBC
Gilwern Cycle Track	Scrutiny of the Business Plan	TBC
Caldicot Castle	Scrutiny of the Business Plan and long-term options	TBC



Council and Cabinet Business – Forward Plan

Monmouthshire County Council is required to publish a Forward Plan of all key decisions to be taken in the following four months in advance and to update quarterly. The Council has decided to extend the plan to twelve months in advance, and to update it on a monthly basis.

Council and Cabinet agendas will only consider decisions that have been placed on the planner by the beginning of the preceding month, unless the item can be demonstrated to be urgent business

Subject	Purpose	Consultees	Author
20th AUGUST 2014 – INDIVIDUAL CABINET MEMBER DECISIONS			
Job evaluation and subsequent re-grading	To confirm implementation of the outcome of a re-evaluation of the post of Transport Officer	Cabinet SLT	Roger Hoggins
Establishing a Regional Marketing Centre for Fostering	To seek agreement to join a regional marketing centre for fostering	Cabinet SLT	Gill Cox
3RD SEPTEMBER 2014 – CABINET			
Month 3 Revenue and Capital Budget Monitoring report		Cabinet Members Leadership Team Appropriate Officers	Joy Robson/Mark Howcroft
MTFP and Budget process 2015/ 16.	To agree the process for developing the MTFP and budget for 2015/16	Cabinet Members Leadership Team Appropriate Officers	Joy Robson
Children's Services Financial Plan	To propose a financial strategy for Children's Services, based on analysis of demand and statutory requirements to inform the Medium Term Financial Plan and ensure the continued	Cabinet SLT	Simon Burch

Subject	Purpose	Consultees	Author
Review of Car Parking	viability and effectiveness of the service		Roger Hoggins
10th SEPTEMBER 2014 – INDIVIDUAL CABINET MEMBER DECISIONS			
Proposed prohibition of waiting at any time, Mount Way, 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
Agreement to enter into an inter-authority agreement - Waste			Rachel Jowitt
24th SEPTEMBER 2014 – INDIVIDUAL CABINET MEMBER DECISIONS			
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
25th SEPTEMBER 2014 – COUNCIL			
MCC Audited Accounts 2013/14 (formal approval)	To present the audited Statement of Accounts for 2013/14 for approval by Council		Joy Robson
ISA 260 Report	To provide external audits report on the Statement of Accounts 2013/14		Wales Audit Office
Financial Regulations			Andrew Wathan
Monmouthshire County Council Constitution			Murray Andrews
Chief Officer Enterprise – Annual Report	To set out the actions, target and outcomes for the year 14/15 in a comprehensive annual report and appraisal.		
Revision of Planning Scheme of Delegation and Code of Practice	To adopt a revised Planning Scheme of Delegation and Code of Practice	Cabinet SLT	Paula Clarke
Replacing Monmouth Pool		SLT Cabinet	Simon Kneafsey

Subject	Purpose	Consultees	Author
1ST OCTOBER 2014 – CABINET			
Integrated Housing Options Service with TCBC	To approve the establishment of a joint housing options service with Torfaen CBC in order to create a fresh focus on comprehensive housing solutions	Cabinet Leadership Team	Ian Bakewell
Revised Social Media Policy and Guidelines	To agree the social media policy and associated guidelines	Cabinet SLT	Sian Hayward
Vale of Usk Local Development Strategy submission <i>(possible Sept ICMD)</i>	To approve the submission to WG of the Local Development Strategy that looks to draw down RDP funds for 2014-2020	Cabinet SLT	Peter Davies
Asset Management Strategy	To approve the Council's holistic Strategic Asset management plan covering all of its buildings, assets and property	Cabinet SLT	Deb Hill Howells
Broadband in Monmouthshire	To provide and overview of the likely implications to the County of the roll-out of Superfast Cymru and to seek endorsement of the proposed options for moving forward	Cabinet SLT	Peter Davies
Update on ALN and proposed recommendations for service modification		SLT Cabinet	Sharon Randall Smith/Stephanie Hawkins
New post – School Improvement Information Officer	To seek approval to add an Information Officer to the structure in CYP	SLT Cabinet	Matt Lloyd
Options for future library provision and capital investment in Abergavenny		Cabinet Members SLT HR, Unions, Finance Appropriate Officers	Roger Hoggins
People Strategy 2.0	To endorse the second phase in our organisational development programme.	Cabinet Members Leadership Team	Kellie Beirne
Advertising Opportunities on MCC assets			Roger Hoggins

Subject	Purpose	Consultees	Author
Shared Library Service	To update members on the shared library service and request funding for redundancy costs	Cabinet SLT	Sharon Randall-Smith
Informing the future of cultural services	To seek invest to save funding to commence a feasibility study into future ownership and development mechanisms for our cultural services and heritage assets	Cabinet SLT	Ian Saunders
Enterprise Structure and re-alignment reports	To seek approval for changes to the establishment arising from the Chief Officer Enterprise restructure report in March 2014	Cabinet SLT	Deb Hill-Howells Peter Davies Ian Saunders
8th OCTOBER 2014 – INDIVIDUAL CABINET MEMBER DECISION			
Car Use and Transport Policy		Cabinet SLT	Sian Hayward / Roger Hoggins
Food and Fitness Template policy for schools	To introduce the revised Food and Fitness Template Policy for all maintained schools.	Cabinet SLT	Emma Taylor
Sex and relationships education template policy for schools in Monmouthshire	To introduce the revised Sex and Relationships Education (SRE) Template Policy for all schools and replaces any previous templates or guidance issued by the local authority	Cabinet SLT	Emma Taylor
Agree SPG Programme	Update existing SPGs on Replacement dwellings and extensions in the Countryside; conversion of agricultural buildings; assessment of re-use for business purposes in relation to countryside building conversions, new SPG on green infrastructure	SLT Cabinet	Martin Davies
OCTOBER 2014 – SEPCIAL CABINET			
Budget Savings ideas and targets	To provide Cabinet with outline areas for achieving budget targets to meet the MTFP gap		Joy Robson
5TH NOVEMBER 2014 – CABINET			
Business Growth and Enterprise Strategy	To seek endorsement of the new strategy which re-affirms the Council's priority around business growth.	Cabinet SLT	Peter Davies
Welsh Church Fund	The purpose of this report is to make		Dave Jarrett

Subject	Purpose	Consultees	Author
Working Group	recommendations to Cabinet on the Schedule of Applications 2014/15, meeting 3 held on the 25 th Sept 2014		
CMC ² Strategic Review and Year 4 Business Plan	To endorse the review of CMC ² and future business strategy and approve year ahead business plan	Cabinet SLT	Peter Davies Sian Hayward
Major Events Strategy	To set out a Major Events Strategy through which to co-ordinate all local community and organised events in the county	SLT Cabinet	Ian Saunders
Safeguarding Report	6 month update	Leadership Team Cabinet	Simon Burch
Public Protection restructure update	6 month update	SLT Cabinet	David Jones
Whole Place review and next steps	To provide detailed review update as per WAO report recommendation	SLT Cabinet	Deb Hill-Howells
Community Education – options for the future	To set out future development options for community education	SLT Cabinet	Deb Hill-Howells
Future of Recycling Services		Cabinet Members Leadership Team Appropriate Officers	Rachel Jowitt
Monmouthshire Crowdfunding platform	To seek approval for the development of a crowdfunding platform that together with Authority loan finance will support business growth and job creation	Cabinet SLT Member Seminar Pre-scrutiny	Peter Davies
School Catchment Area Review	To consider the recommendations made by the Member Working Panel and to seek agreement to consult on those proposals.	Cabinet Members Leadership Team Appropriate Officers	Cath Sheen/ Deb Mountfield
12TH NOVEMBER 2014 – INDIVIUDAL CABINET MEMBER DECISION			
Re-purposing Tourism	To update and reinvigorate the Tourism	Cabinet Members	Ian Saunders

Subject	Purpose	Consultees	Author
Destination Strategy	Destination Plan	Leadership Team	
Youth Offer Update		Cabinet SLT	Tracey Thomas
13TH NOVEMBER 2014 – COUNCIL			
Anti-poverty report	To set out the Councils strategic approach to addressing poverty and disadvantage in the county	Cabinet SLT	Kellie Beirne / Will McLean
CIL and Affordable housing		Cabinet SLT	Martin Davies
3RD DECEMBER 2014 – CABINET			
Month 6 Revenue & Capital Budget Monitoring report	To provide Members with information on the forecast outturn position of the Authority at the end of month 6 for the 2014/15 financial year	Cabinet Members Leadership Team Appropriate Officers	Joy Robson/Mark Howcroft
Capital Budget Proposals	To outline the proposed capital budget for 2015/16 and indicative capital budgets for the 3 years 2016/17 to 2018/19	Cabinet Members Leadership Team Appropriate Officers	Joy Robson
MTFP & Budget Proposals for 2015/16	To provide Cabinet with revenue budget proposals for 2015/16 for consultation purposes	Cabinet Members Leadership Team Appropriate Officers	Joy Robson
Review of Fees and Charges	To review all fees and charges made for services across the Council and identify proposals for increasing them in 2015/16	Cabinet Members Leadership Team Appropriate Officers	Joy Robson
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2014/15, meeting 4 held on the 13 th November 2014		Dave Jarrett
Council Tax Base 2015/16	To agree the Council Tax Base figure for	Cabinet Members	Sue Deacy/Ruth

Subject	Purpose	Consultees	Author
and associated matters	submission to the Welsh Government, together with the collection rate to be applied for 2015/16 and to make other necessary related statutory decisions	Leadership Team Appropriate Officers	Donovan
Future Generations Bill – what it means for Monmouthshire	To set out implications of Bill for the County	Cabinet SLT	Kellie Beirne / Will McLean
Review of Public Protection	To review the arrangements for public protection implemented in March 2014 to ensure the service is fit for purpose.	Cabinet Members Leadership Team Appropriate Officers	Dave Jones/Graham Perry
Private Sector Loan Scheme	To agree to participate in and support the administration of the Welsh Government Private Loan Scheme.	Cabinet Members Leadership Team	Steve Griffiths
Self Evaluation Draft		Cabinet SLT	Deborah Mountfield
Affordable Housing		Cabinet SLT	Martin Davies
17TH DECEMBER 2014 – INDIVIDUAL DECISION			
Local Government (Wales) Act 1994 The Local Authorities (Precepts) Wales Regulations 1995	To seek approval of the proposals for consultation purposes regarding payments to precepting Authorities during 2015/16 financial year as required by statute	Cabinet Members Leadership Team Appropriate Officers	Joy Robson
18TH DECEMBER 2014 – COUNCIL			
Self Evaluation Draft		Cabinet SLT	Deb Mountfield
Renewable Energy and Primary Retail Frontages		SLT Cabinet	Martin Davies
Affordable Housing		SLT Cabinet	Martin Davies
7TH JANUARY 2015 – CABINET			
Council Tax Reduction Scheme Adoption	The purpose of this report is to present arrangements for the implementation of the Council Tax Reduction Scheme and to approve it	Cabinet Members Leadership Team Appropriate Officers	Joy Robson/Wendy Woods/Ruth Donovan

Subject	Purpose	Consultees	Author
	for 2015/16		
Revenue & Capital Budget proposals for public consultation (if required)	To present revenue and capital budget proposals following receipt of final settlement	Cabinet Members Leadership Team Appropriate Officers	Joy Robson
Community Infrastructure Levy	To provide an overview of the work undertaken to establish CiL within the County	SLT Cabinet	George Ashworth
14TH JANUARY 2015 – INDIVIDUAL DECISION			
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 2015/16 as required by statute	Cabinet Members Leadership Team Appropriate Officers	Joy Robson
22ND JANUARY 2015 – COUNCIL			
Engagement framework evaluation report			Will McLean
4TH FEBRUARY 2015 – CABINET			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2014/15, meeting 5 held on the 18th December 2014		Dave Jarrett
Developing a Business Improvement District in Abergavenny	To seek endorsement of a new BID in Abergavenny town centre	SLT Cabinet	Deb Hill Howells
Review of allocation policy		Cabinet Members Leadership Team Appropriate Officers	Ian Bakewell
18TH FEBRUARY 2015 – SPECIAL CABINET			
Final Budget 2015/16 for recommendation to Council	To update Cabinet with the consultation responses to the budget proposals and provide a final set of proposals for recommendations to Council	Cabinet Members Leadership Team Appropriate Officers	Joy Robson

Subject	Purpose	Consultees	Author
26TH FEBRUARY 2015 – COUNCIL			
Final composite council tax resolution	To set Budget and Council Tax for 2014/15		Joy Robson
Treasury Management Strategy 2014/15	To accept the Annual Treasury Management Strategy		Joy Robson
4TH MARCH 2015 - CABINET			
Month 9 Revenue & Capital Budget Monitoring report	To provide Members with information on the forecast outturn position of the Authority at the end of Month 9 for the 2014/15 financial year		Joy Robson/Mark Howcroft
15TH APRIL 2015 – CABINET			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2014/15, meeting 6 held on the 26 th March 2015		Dave Jarrett
2015 – TBC			
Supplementary Planning Guidance	Community Infrastructure Levy, Renewable Energy and Green Infrastructure	SLT Cabinet	George Ashworth