

Public Document Pack



County Hall
Rhadyr
Usk
NP15 1GA

Wednesday, 22 November 2017

Notice of meeting

Economy and Development Select Committee

Thursday, 30th November, 2017 at 10.00 am

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

AGENDA

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

Item No	Item	Pages
1.	Apologies for Absence.	
2.	Declarations of Interest.	
3.	To confirm the following minutes:	
3.1.	Economy and Development Select Committee - 19th October 2017.	1 - 12
3.2.	Special Meeting of the Economy and Development Select Committee - 26th October 2017.	13 - 16
4.	Public Open Forum.	
5.	Medium Term Financial Plan 2018/19 to 2021/22 and Draft Budget Proposals 2018/19 for consultation.	17 - 76
6.	Draft Capital Budget Proposals 2018/19 to 2021/22.	77 - 106
7.	Crick Road - Proposed disposal to Melin Homes.	107 - 114
8.	Presentation regarding the City Deal - Strategic Investment Proposal for Caldicot Town Centre.	
9.	Performance report 2017/18.	115 - 118

10.	List of actions arising from the previous meeting.	119 - 120
11.	Economy and Development Select Committee Forward Work Programme.	121 - 124
12.	Council and Cabinet Business Forward Plan.	125 - 144
13.	Next meeting. Thursday 25 th January 2018 at 10.00am.	

Paul Matthews

Chief Executive

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

P.Pavia
J.Becker
D. Blakebrough
A.Davies
D. Dovey
M.Feakins
R.Roden
B. Strong
A. Watts

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Welsh Language

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Aims and Values of Monmouthshire County Council

Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

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

People Are Confident, Capable and Involved

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

Our County Thrives

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

Our priorities

- Schools
- Protection of vulnerable people
- Supporting Business and Job Creation
- Maintaining locally accessible services

Our Values

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

Monmouthshire Scrutiny Committee Guide

Role of the Pre-meeting

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

Questions for the Meeting

Scrutinising Performance

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

Scrutinising Policy

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

Questions for the Committee to conclude...

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

- (i) Investigate the issue in more detail?
- (ii) Obtain further information from other witnesses – Executive Member, independent expert, members of the local community, service users, regulatory bodies...

(iii) Agree further actions to be undertaken within a timescale/future monitoring report...

Public Document Pack Agenda Item 3.1

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held
at The Council Chamber, County Hall, The Rhadyr, Usk. NP15 1GA on Thursday, 19th
October, 2017 at 10.00 am

PRESENT: County Councillor P.Pavia (Chairman)
County Councillor D. Blakebrough (Vice Chairman)

County Councillors: J.Becker, A.Davies, M.Feakins, R.Roden,
B. Strong and A. Watts

Also in attendance County Councillors: A. Easson and V. Smith

OFFICERS IN ATTENDANCE:

Ian Saunders	Head of Tourism, Leisure and Culture
Nicola Edwards	Strategic Food and Tourism Manager
Matthew Lewis	Countryside Manager
Mark Hand	Head of Planning, Housing and Place-Shaping
Philip Thomas	Development Services Manager
Rachel Lewis	Planning Policy Manager
Craig O'Connor	Development Management Area Manager
Robert O'Dwyer	Head of Property Services and Facilities Management
Hazel Ilett	Scrutiny Manager
Richard Williams	Democratic Services Officer

GUEST:

Mr. P. Cole - Consultant on the Destination Management Plan

APOLOGIES:

County Councillor D. Dovey

1. Declarations of Interest

There were no declarations of interest made by Members.

2. Public Open Forum

There were no members of the public present.

3. Confirmation of Minutes

The minutes of the Economy and Development Select Committee dated 7th September 2017 were confirmed and signed by the Chair.

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4. 2016 Destination Performance and Destination Management Plan Review

Context:

To scrutinise Monmouthshire Tourism Performance for 2016 against the objectives and outcomes set out in the Council's Improvement Plan and to scrutinise the revised Destination Management Plan 2017-2020. The Select Committee received a presentation outlining details of the Plan.

Key issues:

The report card for Tourism provides a line of sight between Tourism activities and the outcomes and priorities which the council is committed to.

The Select Committee is provided with the baseline information to assess where the Authority is and what progress is being made to demonstrate whether anyone is 'better off' as a result of the work being undertaken.

The purpose of the Destination Management Plan is to establish a clear framework for public, private and voluntary sector partnership working to address the identified priorities and deliver year round sustainable tourism growth to maximize the economic, social and environmental benefits of tourism across all parts of Monmouthshire.

Monmouthshire's previous Destination Management Plan (DMP) came to an end on 31st December 2015. This Plan has been reviewed and a revised Destination Management Plan for the period 2017 - 2020 has been developed in consultation with stakeholders. The draft plan has recently undergone further consultation and been updated to reflect feedback received.

Member Scrutiny:

- In response to a question regarding whether the Authority is on the right track with regard to tourism, it was noted that through the extensive consultation that was undertaken in the development of the plan and looking to the future on what the opportunities identified and what the growth markets were, the consultation responses received were positive about what was being achieved and what the Authority was aiming to achieve in the future.
- With regard to future tourism performance, there is a lot of uncertainty regarding Brexit. In the short term favourable exchange rates have made the UK more attractive to overseas visitors but future tourism performance will depend on the actual Brexit terms agreed and the perception amongst potential overseas visitors of the quality of the welcome they will receive.
- Airbnb is changing the environment with a lot of bed stock that is not within the regulatory process or the tax process. This leads to questions as to how the Authority will afford to develop or maintain infrastructure in the future.

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- There could be a tourism tax imposed via Welsh Government in the future which could have create a negative impact on tourism. Until details are known this will remain an uncertainty.
- The Authority has been working with its partners on the Living Levels partnership scheme. The stage two application is with Heritage Lottery Funding. If successful, this will lead into a three and a half year programme providing a consistent approach to destination development across the levels.
- The likely extension of the England coast path will meet across the Severn Estuary at Chepstow.
- Working with the Wye Valley AONB Partnership, the Authority has made a joint proposal to Welsh Government to undertake a pilot for the Wye Valley to review countryside access.
- The Alternative Delivery Model (ADM) will aim to work collaboratively and with local businesses.
- The approach taken by the Authority to walking has been very good in the development and promotion of routes with the use of partnership working. This model could be used to improve other leisure activities, for example, cycling.
- The promotion of Monmouthshire's heritage has also been good.
- In response to a question raised regarding the 2016 performance, it was noted that the 2015 performance had been exceptional. Growth in 2015 exceeded the rest of the Country and the region. The 2016 performance was due to the County's bed stock. If the bed spaces had not been lost, the performance would have been as good as the rest of the region. 70% of the benefit comes from 20% of the staying visitors. This identifies how valuable each of the bed spaces are. The Authority needs to be at a point where it has new service bed spaces opening and is not losing the equivalent amount from B&Bs. Currently, the Authority is losing service bed spaces quicker that than new bed spaces can be provided.
- In response to a question raised regarding investment in staff at Monmouthshire's Tourist Information Centre's (TICs) it was noted that the report referred to 2016. In 2016, the TIC budget had been reduced by nearly 60% and that had led to continued uncertainty, particularly in Chepstow, about how long the TICs would remain in operation. This was an unsatisfactory situation. However, the TICs continued via deficit funding which had led to the inability to provided contracted hours for staff. However, this year the situation is different in that there has been recovery within the budget and the TICs will be open for the year. As a part of the recovery programme, officers have been looking to improve the product and explore other ways of funding and developing the service. Therefore, the aim is to bring staff back onto contracted hours and this is being investigated.

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- In response to a question raised regarding a proposed cycleway in Caerwent, it was noted that this matter has been ongoing for some time, partly due to the agencies that the Authority is dealing with. There is uncertainty regarding what the liabilities will be, particularly in relation to the motorway bridge. However, progress regarding this matter is anticipated in due course.
- The Usk railway path is being developed in sections. Considerable progress is being made with regard to the land between Coleg Gwent and the Usk Island site. The Authority is close to obtaining an agreement with partners.
- Sustrans has obtained grant funding to develop community routes across Wales. The routes in Monmouthshire are being looked at and connections into Torfaen around the Mamhilad site.
- It was identified at the Strategic Cycling Group that there was a need for a cycling strategy to be established for Monmouthshire with a view to providing a delivery plan.
- The Velothon Steering Group will be meeting shortly which will be the first meeting in which the 2018 event will be discussed. Run for Wales has been asked to provide details on the return on investment of the 2017 Velothon.
- There is encouragement through Active Travel for cyclists to report incidents with regard to the quality of the roads in Monmouthshire, with a view to developing the product in a coordinated way.
- In consultation with Welsh Government, it had been identified that there was a need establish a closer relationship between the walking and cycling agenda from Highways and the walking and cycling recreation agenda.
- The internal tourism market is not included in the figures identified because these tourists have to be travelling from outside of the local Authority area and they need to have been spending a minimum of three hours in the County to be counted in the figures. However, it was noted that this type of tourism forms an important part of the local economy.
- Rural Development Programme (RDP) funding has been secured to appoint a coach tourism officer who will be working with coach operators with a view to creating opportunities within the destination and encourage businesses to develop offers that are attractive to that market place.
- The strategy is for more people to visit Monmouthshire with a view to them returning at a later date with the intention of staying for a longer period. Therefore, more bed spaces are required to have the capacity within the County to host visitors.

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- In terms of cycling within Monmouthshire, The Authority has a product that is mostly based on event cycling rather than family cycling. Routes such as country lanes are not conducive to providing safe family cycling.
- The Wye Valley Forest of Dean Tourism Association currently runs an apprenticeship scheme where the apprentice spends time working in different businesses within the area with a view to gaining different skills.
- The kiosks were installed with RDP funding as a pilot at a time when the percentage of the population owning a smart phone was much lower. The software has not been updated. This will be reviewed as part of the visitor information review. If the conclusion is that the kiosks are no longer useful, then they will be removed.
- In terms of the spend from overseas visitors, this data is collected at a Wales wide level.
- The Brecon Beacons and the Wye Valley are strong destination brands. Nestled between the two, Monmouthshire has the opportunity to capitalise on both of these better known brands. Cadw is also a strong (heritage) brand which brings visitors into Monmouthshire.

Committee's Conclusion

- Tourism within Monmouthshire is on the right path. However, there are some areas that require further work. Some uncertainties beyond the County exist, such as Brexit and a potential tourism tax.
- A better connection is required between some of the Authority's objectives, aspirations and delivery.
- There needs to be a strong professional basis in terms of delivery.
- Tourist Information Centres and the Alternative Delivery Model were discussed.
- Internal synergies were discussed in terms of departments working collaboratively and setting priorities.

We resolved to endorse Monmouthshire's Destination Management Plan 2017-2020 prior to its consideration by Cabinet.

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5. Monmouthshire Local Development Plan Adoption of Sustainable Tourism Accommodation Supplementary Planning Guidance

Context:

To scrutinise the results of the recent consultation exercise regarding the Draft Sustainable Tourism Accommodation Supplementary Planning Guidance (SPG) produced to provide further details of policies contained within the Monmouthshire Local Development Plan (LDP) and to consider whether to endorse the SPG, with a view to it being formally adopted as SPG in connection with the Monmouthshire LDP.

Key issues:

The Economy and Development Select Committee was informed of the preparation of Draft Supplementary Planning Guidance (SPG) on Sustainable Tourism Accommodation to provide clarification on the interpretation of the policies of the Monmouthshire Local Development Plan (LDP) on 9th February 2017.

Planning Committee subsequently endorsed the Draft Sustainable Tourism Accommodation SPG on 7th March 2017, with a view to issuing it for consultation purposes. The Cabinet Member for Innovation, Enterprise and Leisure took the decision to issue the SPG for consultation on 26th April 2017.

The consultation took place for a period of six weeks between Thursday 1st June 2017 and Thursday 13th July 2017. A notice was placed in the Monmouthshire Free Press on 31st May 2017 and 427 individual notifications were sent in a joint consultation with the Rural Conversions to Residential or Tourism Use SPG to the following:

- Specific (including Town and Community Councils), General and other consultees, as identified in the LDP Community Involvement Scheme.
- Those considered to have an interest in the SPG topic, including relevant pre-planning applicants / applicants and specific tourism contacts.
- Residents who were on the LDP consultation data base and had specifically requested to be notified of the SPGs.
- Agents / developers who work in the Council area.

Copies of the draft SPG and representation forms were made available at the Council's Community Hubs / libraries and on the Council's website for the duration of the consultation period. The consultation was also publicised via the Twitter Account @MCCPlanning.

A total of seven replies were received. Generally, no significant objections were received and only minor amendments to the SPG documents have been necessary.

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Member Scrutiny:

- The SPG looks at sustainable types of tourism, specifically around glamping. The next LDP will revisit how these policies are written to ensure that the definition is as clear as possible which will be helpful for businesses.
- Hadnock Road Hotel – This is a Ministerial decision to refuse permission with regard to the boutique hotel and spa application. In response to a question about options available to the Council or developer now, it was explained that the only option available is to consider judicial review. However, the decision is based on established national planning policy so officer advice is that there are no grounds for a challenge.

Committee's Conclusion

We resolved to endorse the Draft Sustainable Tourism Accommodation SPG (subject to the recommended amendments as set out in Appendix 1 of the report), with a view to it being formally adopted as SPG in connection with the Monmouthshire LDP and to recommend to the Cabinet Member for Enterprise, accordingly.

6. Monmouthshire Planning Service Annual Performance Report (APR)

Context:

To undertake scrutiny in respect of the performance of the Council's Planning Service for the period 2016-17. The Select Committee received a presentation outlining details of the annual performance report.

Key issues:

The planning service's work links directly with Monmouthshire County Council's objective of delivering sustainable, resilient communities. The service is directly involved with wider corporate projects such as 21st Century Schools, rationalising the Authority's estates portfolio and forms an enabling tool to help address some of the challenges and issues identified by Future Monmouthshire.

Key areas of work for the Planning Service include:

- Providing pre-application advice to customers.
- Determining planning applications in accordance with adopted policy and material planning considerations, taking into account stakeholder comments and corporate objectives.

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- Securing financial contributions from developers to offset the infrastructure demands of new development and meet the need for affordable housing.
- Safeguarding the County's 2400 Listed Buildings and 31 Conservation Areas, areas of archaeological sensitivity, the Wye Valley AONB, the Brecon Beacons National Park and the European designated Special Protection Areas and Special Areas of Conservation.
- Taking robust enforcement action against unauthorised development that is unacceptable.
- Raising awareness of the statutory role and importance of the land use planning framework, building on the high levels of engagement underpinning the LDP process.
- Preparing supplementary planning guidance (SPG) to assist with the implementation and interpretation of LDP policy.
- Implementing the Council's LDP through engaging and working with communities, and partnership working with internal and external partners to foster the co-creation and growth of enterprise, community and environmental well-being. This will include involvement with the Whole Place work and Local Well-being Plan.
- Monitoring and evaluating Plan policies and the process of Plan preparation.
- Joint working with South East Wales Authorities with the ambition of preparing a Strategic Development Plan.

Customer service feedback:

Between 2010 and 2012 the Council's Planning Service underwent a Systems Thinking review. This review sought to strip the function back to first principles:

- what is important to our customers, and how can waste (actions or procedures that do not add value to the outcome) be eliminated. This evidence-based review has been fully implemented, although part of the Systems Thinking approach requires services to be kept under review and closely monitored.

This review identified that the following issues are important to customers:

- Customers value pre-application advice and advice during the consideration of the application.
- They want officers to be accessible and for there to be open and honest communication.
- They want consistency of pre-application advice and in validation of applications.

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- They want the Planning Committee to follow the officer's recommendation and value being able to have a dialogue with Members prior to determination.
- They don't want too many conditions being attached to decisions, and when conditions are imposed they should be relevant and easy to discharge.
- They value being able to submit an application online and to search for applications and information online.
- Third parties value being listened to during the application process.

The service operates with these priorities as guiding principles, shaping behaviour and procedures. The service is committed to having an outcome focus rather than chasing arbitrary performance targets that are not a priority to customers.

Member Scrutiny:

- Planning Aid Wales has agreed to provide training during this financial year, as a bench mark pilot for Wales. Shortly after the local elections in May 2017, Planning Aid Wales had provided training for Planning Committee Members.
- With regard to the 10% of planning applications that are not approved during the designated time, the department does try to learn from these applications with a view to establishing areas that could be improved upon to create a leaner process.
- The Planning Department works with applicants to ensure that all information asked for has been received before the application is determined. This might create a short delay in the process, on occasions, but generally, applicants would rather go through this process to ensure all information is available for determination of the application.
- Some of the applications that fall within the 10% result in extensions of time being discussed with applicants. Officers have set a target of reaching a minimum of 95% on achieving an agreed time limit to determine applications. Applicants want to obtain planning permission as quickly as possible but ultimately, they want their application to be approved.
- 96% of planning applications are approved.
- There has been a 40% increase in demand for enforcement cases. The Planning Department has launched an app on MyApp.
- Further work is being undertaken to improve the process from the pre-application advice stage through to the application stage. 98% of pre-applications received were approved.

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- The rurality of Monmouthshire is a challenge but site visits are clustered and there are area teams in place.
- Monmouthshire County Council's Planning Department does not receive any funding from Welsh Government. The Department receives income from planning application fees and pre-application advice.
- In April 2017, the Planning Department had introduced a fast track householder service. Monmouthshire County Council is one of the first authorities in Wales to bring in this service. The standard time for a planning department to consider a planning application for householders is eight weeks. The fast track householder service will guarantee that the department will consider an application within four weeks, for an additional cost. To date, seven applications have been received via this process and all applications have been successful and been completed within the four week period.
- Another service being offered by the Planning department is a pre-completion certificate whereby, if a customer is buying a property they can ask the department if all of the conditions have been discharged and whether the dwelling has been built in accordance with the approved plans, allowing the customer to purchase the property with confidence. A post completion service is also being provided. Monmouthshire County Council is the only authority in Wales, and possibly in the UK, to bring in these services.
- The Planning Department has a committed workforce. However, there is a need to address the pressures that are being placed on staff by creating a more balanced working environment. There has been some changes to the departmental management team providing more line management for teams, which was welcomed by staff.
- A fast track pre-application service will be introduced in due course in which the process will be undertaken in half the time if the applicant pays double the fee. If the process is not delivered within the timescale then the additional funding will be returned to the applicant. Capacity in supporting departments is essential to deliver this service.
- A Planning Performance agreement is being discussed whereby, an applicant of a major scheme could agree to pay an extra amount of money for matters to be agreed within agreed timescales. This will require an amount of resource to achieve this. This issue has been put to one side for the time being while various other projects are completed, but is being considered for the future.
- Concern was expressed that such premium services might negatively affect those applicants that are unable to afford the premium services. In response, it was noted that these matters would be closely monitored.

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Committee's Conclusion

- The importance of training was identified, particularly for town and Community councils.
- The Planning Department is providing a good bespoke service for customers.
- The rurality of Monmouthshire is a challenge for the department with the funding formula not addressing rurality.
- Resources are an issue with the Department operating with limited resources. The Select Committee will monitor this issue.

We resolved to endorse the Annual Performance Report for submission to Welsh Government by 31st October 2017.

7. List of actions arising from the previous meeting

We noted the list of actions arising from the previous meeting. In doing so, the Scrutiny Manager informed the Select Committee that a letter had been sent to the Cabinet Member with a view to consideration being given to the establishment of a Procurement Development and Efficiency Team to investigate the Council's procurement mechanisms with a view to establishing savings in the coming years.

An invitation had also been extended to the Cabinet Member inviting him to attend a future meeting of the Select Committee to discuss this matter.

In light of this information, it was proposed that the Select Committee establishes a series of workshops to discuss Procurement and Partnership Working in which interested Members of the Council could join.

We resolved that the Head of Property Services and Facilities Management liaises with the Chair of the Select Committee and the Scrutiny Manager with a view to establishing a series of workshops to discuss Procurement and Partnership Working.

8. Economy and Development Select Committee Forward Work Programme

We resolved to receive and note the Economy and Development Select Committee Forward Work Programme.

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9. Council and Cabinet Business Forward Plan

We resolved to receive and note the Council and Cabinet Business Forward Plan.

10. Next Meeting

The next meeting of the Economy and Development Select Committee will be a special meeting and will be held on Thursday 26th October 2017 at 2.00pm.

The next ordinary meeting of the Economy and Development Select Committee will be held on Thursday 30th November 2017 at 10.00am.

The meeting ended at 1.45 pm.

Public Document Pack Agenda Item 3.2

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 26th October, 2017 at 2.00 pm

PRESENT: County Councillor P.Pavia (Chairman)

County Councillors: J.Becker, A.Davies, D. Dovey, M.Feakins and B. Strong

OFFICERS IN ATTENDANCE:

Cath Fallon	Head of Economy and Enterprise
Hazel Ilett	Scrutiny Manager
Paula Harris	Democratic Services Officer
Rachel Rogers	Monmouthshire Museums Manager
Ian Saunders	Head of Tourism, Leisure and Culture

1. Apologies

County Councillors D. Blakebrough and R. Roden.

2. Declarations of Interest

None.

3. Pre-decision scrutiny of the Abergavenny Castle Outdoor Project

Context:

To seek comments and consideration regarding the attached Abergavenny Castle Feasibility Study

Key Issues:

In 2015 Amion Consulting carried out a review of the Museum Service which acknowledged Monmouthshire as a county steeped in culture with significant tourist appeal. Findings from the review were used to inform the Five Year Forward Plan which was approved by Cabinet in December 2016.

Further to the approval of the Forward Plan it was agreed that individual business cases from the plan would be brought forward for scrutiny as appropriate. One of the proposed business cases included reference to the currently underused open spaces of Abergavenny Castle and consideration of a permanent outdoor structure in which an annual programme of events could be developed in order to generate additional income to improve the economic sustainability of the service and to increase partnership working with local communities and businesses.

Sarah Browne Architect was appointed in July 2017 to prepare designs for the Outdoor Events Pavilion. The intention is to submit a planning application in late October/early

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November alongside a Heritage Impact Assessment, a Noise Impact Assessment and an Archaeological Report.

3.4 The Abergavenny Castle site is leased from the Nevill Estate, an agreement which has been in place since the nineteenth century. The current lease expires in August 2020 so should the proposal be approved, then it will be necessary to renegotiate terms prior to commitments being made. The Nevill Estate have been made fully aware of the proposals as detailed and are fully supportive of the current partnership moving forward.

Member Scrutiny

It was pointed out that financial generation projections are missing from the report and a Member asked if there were plans for the project to generate an income. In answer we were told that due to the information being commercially sensitive, it has been omitted at this stage, however by the end of year 5 it was projected that a small profit would be made.

A Member queried the request for a 32K loan from the authority, with the particular service currently standing at 300K in deficit. The Member commented that due to the current financial climate he would expect new initiatives to have income generation potential to reduce deficits.

Reservations were raised by a Member who felt unable to back the scheme as it was felt it had not been thought out correctly and although it was a nice project, there are more worthwhile projects in the County that would make more impact.

It was asked if how many events would not take place without the structure in place and we were told that events would still take place but without the shelter, bad weather could limit the amount of people willing to attend.

A Member spoke of the intangible quality of Monmouthshire's surroundings and felt that this project would add value to the local community rather than tourism.

The lack of a repayment schedule for the 32K loan was questioned and a Member had doubts that it would be repaid as a loan. The capital costs for the Authority to carry this would be approximately 2k per year just on interest payments, so over a ten year period the service would be looking at 5K plus to repay to loan back to the Authority.

The size of the structure, in comparison to currently used transferable marquees and inflatable structures was questioned and we were told it would seat formally 150 people.

Comments were made regarding the perceived lack of clarity with the terminology used within the report and it was felt that the request for 32K was a loan and as a loan we as Authority should expect interest.

The Officers were applauded for the amount of work and research contained within the report, but it was felt that investment in a block of toilets would add more value rather than the current offer of portaloos at the site.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 26th October, 2017 at 2.00 pm

The expiry of the lease on the land in 2020 raised concerns with the Committee as placing a capital asset on land not owned by the Council was felt to be an issue which need to be ironed out.

It was asked if Abergavenny Town Council had been approached for the 32K.

A Member spoke of the site being used as a wedding venue and the revenue this would raise.

In terms of the added extra for the outside space it was asked what shelter the canopy would provide, in answer we were told that the canopy would provide shelter for the audience rather than the performers.

It was asked how confident Officers were that they would obtain funding via the grants applied for to date.

The Chair raised the point that in regard to the survey work where nine percent of those surveyed felt it was not appropriate to hold events in the grounds of the castle and asked for information on this. We were answered that those people felt that the access should be exclusive when an event was taking place.

It was felt that as a first step, this is positive, but certainly not a complete business case, with more information required.

With regard to the construction of the structure it was hoped that local businesses and trades people would be used.

In delivering high quality staffing it was asked if volunteers and ambassadors would be integral to the running of the venue.

Committee's Conclusion:

The Committee applauded Officers for the amount of work and research which had gone into the report, however In times of fiscal restraint it was felt to be essential that as an Authority we maximise our money and obtain tangible returns.

There is a strong case in terms of community improvement and as an asset it would be a strong community enhancement as well as potentially providing long term gains.

Comfort was sought on the lease before any decision could be made and the question of what contributions could be made by Abergavenny Town Council.

It was felt at this time the Committee cannot indorse The Abergavenny Castle Events Feasibility Study at this time as further information is required on;

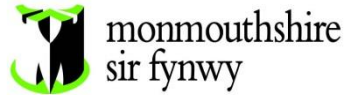
MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 26th October, 2017 at 2.00 pm

- The lease
- Loan structure
- Building construction costs

The Committee look forward to receiving further information in January 2018.

The meeting ended at 3.22 pm



SUBJECT: MEDIUM TERM FINANCIAL PLAN 2018/19 to 2021/22 and DRAFT BUDGET PROPOSALS 2018/19 FOR CONSULTATION

MEETING: ECONOMY & DEVELOPMENT SELECT

DATE: 30th November 2017

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To highlight the context within which the Medium Term Financial Plan (MTFP) will be developed for 2018/19 to 2021/22.
- 1.2 To agree the assumptions to be used to update the MTFP, and provide an early indication of the level of budget savings still to be found.
- 1.3 To update Members with the implications arising out of the provisional settlement announcement of Welsh Government.
- 1.4 To consider the 2018/19 budget within the context of the 4 year Medium Term Financial Plan (MTFP) to be incorporated within the emergent Corporate Plan
- 1.5 To provide detailed draft proposals on the budget savings required to meet the gap between available resources and need to spend in 2018/19, for consultation purposes.

2 RECOMMENDATION (to be undertaken by Select Committee):

- 2.1 To consider and provide feedback upon the budget assumptions, pressures and savings proformas affecting this Select portfolio area.

2. RECOMMENDATIONS (presented to Cabinet 22nd Nov):

- 2.2 That the budget assumptions outlined in paragraphs 3.11 to 3.16 in the report are agreed and updated during the budget process should better information become available.
- 2.3 That Cabinet acknowledges the draft response to the Welsh Government on the provisional settlement (Appendix 3).
- 2.4 That Cabinet approves that the consultation period and opportunity to present alternative proposals ends on 31st January 2018.
- 2.5 That the budget process (as outlined in paragraphs 3.6 onwards) is adopted including member budget scrutiny and consultation conducted with select Committees and consultation with JAG, schools budget forum and other relevant fora

- 2.6 That Cabinet approves the release of the draft budget savings proposals for 2018/19 for consultation purposes.
- 2.7 That Cabinet agrees to continue to work on the areas required to balance the 2018/19 budget and Medium Term Financial Plan (MTFP), through wider targeted activities that sit within the remit of Future Monmouthshire.
- 2.8 That Cabinet agrees to include the Future Monmouthshire budget of £200,000 as a base budget consideration from 2018/19 given the key role that Future Monmouthshire plays in facilitating a more sustainable and financially affordable future for Council activities.
- 2.9 To consider formal adoption of the Foundation Living wage as a financial planning assumption rather than Government Living wage. For 2018/19 the rates are £8.75 ph and £8.40 ph respectively. This would have a potential brought forward cost from 2019/20 pressures of £83.5k.

3 KEY ISSUES:

Background

- 3.1 Members will know that we have faced and will continue to face significant financial challenges. Over the last four years, the Council has had to manage £19.1 million of savings from its service budgets, whilst additionally also taking advantage of the cashflow savings effect of revising its capital finance arrangements of circa £3.3million. Funding from Welsh Government has reduced over the period and austerity looks set to continue for the foreseeable future. At the same time pressures on the budget have been increasing in terms of demographic growth, demand and expectations in children's services, contract price inflation and redundancy costs.
- 3.2 Whilst setting the budget annually within the context of a MTFP, the development of multi-year budget proposals has been a challenge. An ongoing forecast resource gap is being predicted however with the absence of future year's indicative settlements from Welsh government, planning for the future is challenging.
- 3.3 The *Future Monmouthshire* work programme recognizes that the challenges faced by the County and Council are not limited to financial pressures, but these should be seen in the round with other significant challenges. Taking a holistic approach to this work will ensure that the needs of our communities that we serve are put first within the financial constraints that we operate.
- 3.4 The year end position for 2016/17 and the current year monitoring continues to demonstrate the tightening of our financial position. The reports also assess the delivery of the savings we have previously identified. Overall the outturn position for 2016/17 delivered a small surplus, and meant that there was a minor opportunity to replenish some of our reserves.
- 3.5 A review of the earmarked reserves position was undertaken in June 2016 and agreed by Cabinet on 6th July 2016. The report highlighted that as reserves have been used

extensively and there is less opportunity to replenish reserve balances as budgets get tighter, ear marked reserves need to work harder to help the Authority through the financial challenges and risks it faces. Reserves should not be used to plug the funding gap and fund on going expenditure, they are needed to help with one off costs to invest and transform services so that they can operate within a reduced financial envelop. Having clearer protocols and responsibility assigned can help to ensure the return from the use of reserves in the future is maximised.

Medium Term Financial Plan Context - Budget Assumptions

- 3.6 Taking significant levels of resource out of the budget year on year has been a massive achievement. In reviewing this process, questions have been raised about whether it is sustainable going forward. Whilst the Future Monmouthshire work is making progress and establishing key themes to work on there is still some way to go to establish the future operating model for the Authority. Therefore a one year approach has been taken albeit within the context of the MTFP, whilst the corporate plan including a more medium term approach can be adopted next year.
- 3.7 Initially the proposed budget setting process involved comparing MCC unit costs and performance with those of other Welsh Councils to understand where the greatest opportunity was to make further savings. The activity data used by Improvement colleagues indicated little correlation with the resourcing. Three challenge panels were held with specific services to share the provocations. Most challenged the activity data, but didn't actively hold any better quality of information, but highlighted their work in informing/improving the national benchmarking context, which appears an evolving consideration.
- 3.8 So in the short term SLT has reverted again to asking all services in the organisation to consider how their services would look within a 5% reduction in the resources available to them. The principles adopted through the Future Monmouthshire work will form an important back drop for services to explore the options available to meet the more immediate budget challenges.
- 3.9 In rolling forward the current MTFP, services have been provided with an opportunity to identify any material pressures anticipated during 2018-19 and beyond, and a review of all the existing assumptions and pressures previously agreed for inclusion in the model has been undertaken and provides a basis on which to scenario plan for the future, whilst recognizing that we are building from an extremely challenging starting point.
- 3.10 For the purposes of modelling across the medium term, the MTFP had made initial provision for unidentified pressures of £2.5m in each of the years. This is seen as a prudent estimate based on pressures that have been incorporated into the budget process in recent years. Pressures have subsequently been updated, as shown in the table above, and will continue to be reviewed and updated as further information becomes available.

Inflation Indicators

3.11 As a reminder the following assumptions have been used across the 4 year MTFP window.

- Council Tax – 4.95% increase 2018/19, 3.95% increase per annum thereafter
- AEF Central Government funding – 2.6% reduction 18/19, 1.8% reduction thereafter
- Other external income – 2.5% increase per annum
- Pay inflation – 1% increase per annum
- Non pay inflation – 0%
- Vacancy factor – 2% (except schools)
- Superannuation – 22.1% (increasing 1% per annum)
- Schools Budget – 0%

3.12 Reserves – It is assumed that additional reliance on reserves, except for one off investment that has a net on going benefit to the revenue budget, will be avoided in the MTFP. Ear marked reserves are an important part of the MTFP strategy for managing the changes required and are key to financial resilience in times of extreme financial challenge.

3.13 Capital financing - Capital financing costs are currently based on the approved Capital MTFP, the funding budgets will need to be reviewed following the development of the next capital MTFP taking into account any slippage, review of capital receipts position and further approvals of schemes.

3.14 Other Corporate Costs, such as precepts and levies, will also be updated as information becomes available.

3.15 The assumptions highlighted above are based on the best information available at the current time, however they will be subject to variation as new information comes to light and our forecasting techniques are refined. The current assumptions show the following cumulative gap in the MTFP model:

Year	MTFP Gap £'000s
2018/19	4,804
2019/20	8,400
2020/21	11,724
2021/22	14,038

3.16 What is clearly shown in the table above is that there will be a significant gap in the MTFP to find. It should be noted that this is the gap at this moment in time and as further information comes to light, this will be taken into account and may alter the

figures. At the moment £14 million will be a working target until more information becomes available.

Work to Balance the 4 Year MTFP and 2018/19 Specifically

3.17 After several years of taking significant resource out of the budget, the means of achieving further savings becomes increasingly more challenging. The work on Future Monmouthshire has meant some changes to the budget process for 17/18, and an increase of such benefit is anticipated for the 2018/19 budget process. Future Monmouthshire is about keeping the Council ‘going’ and ‘growing’ and whilst the pressure of 18/19 is immediate, a one-year process has been developed which aims to position short-term decisions in the context of a longer-term programme which aligns with the medium Term Financial Plan. A currently unquantified level of savings is proposed from Future Monmouthshire facilitating cross cutting savings. That amount will become more explicit through the budget setting process.

Links to Vision and Priorities

3.18 During the budget process, it is usual to compare the MTFP plan with the Council strategic priorities and single integrated plan, to ensure resourcing remains directed to best effect. However the Single Integrated Plan is currently in the process of being replaced by the Public Service Board (PSB partnership) well-being plan and objectives for Monmouthshire when agreed in 2018. The detail of the plan is currently draft and subject to PSB approval next week a consultation will take place from 13th November. Below sets out the vision and objectives which in essence will replace the Single integrated plan priorities in 2018.

3.19 Given the incremental approach towards budget setting, the proposed budget is aligned with traditional core priorities, as identified within the Administration’s Mid Term Report and Continuance Agreement 2015-17, namely:

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

3.20 The following table demonstrates the links at a summary level that have been made with such 4 priorities, and the strategic risks:

Proposal	Link to Priority Areas	Link to Whole Authority Risk assessment
Schools budgets continue to have regard for cash flat line considerations	During the initial modelling it was noted that £288k pressure has been acknowledged in addressing new ALN responsibilities and school exam pressures. There are conversely £487k savings, resulting in a net saving from CYP of £199k. Cabinet have requested that	Budget proposals are mindful of the risk in the register around children not achieving their full potential

	MTFP modelling includes the effect of schools pay award (1%) with an anticipated cost of £387k, to model investments exceeding savings.	
Social care budgets will see additional resources going into the budget for Children's and adults social services to meet the pressures in these areas.	Services to protect vulnerable people Nobody is left behind	These proposals seeks to address the risks around more people becoming vulnerable and in need and the needs of children with additional learning needs not being met
The drive for service efficiencies savings has continued across all service areas in order to avoid more stringent cuts to frontline services.	Further reviews of management and support structures and streamlining of processes, contributes to the aims of creating a sustainable and resilient communities.	Addresses risks around the ability to sustain our priorities within the current financial climate
The need to think differently what income can be generated has been a clear imperative in working up the proposals.	Being able to generate further income streams responds to the consultation responses in previous years regarding a preference for this compared to services cuts and contributes to the aims of creating a sustainable and resilient communities.	

3.21 Whilst these strategic priorities may iteratively get reviewed and refreshed when incorporated into Single Integrated Plan, early sight of draft proposals suggests a potential continuing alignment.

Purpose	Building Sustainable and Resilient Communities	
Our aspiration is to:	Reduce inequalities between communities and within communities Support and protect vulnerable people Consider our impact on the environment	
Our Well-being Objectives are:	<i>People / Citizens</i>	<i>Place / Communities</i>
	Provide children and young people with the best possible start in life	Protect and enhance the resilience of our natural environment whilst mitigating and adapting

		to the impact of climate change
	Respond to the challenges associated with demographic change	Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.

Provisional settlement

- 3.22 The provisional settlement was announced on the 10th October 2017. The overall increase in the Welsh Government revenue budget is 0.2% and following decisions by the WG on its budget, the Local Government settlement was announced with an overall decrease across Wales of 0.5%. However, this includes additional funding for new responsibilities relating to homelessness prevention which in itself results in further unfunded pressures being placed on the Authority. The Welsh Government's statement makes reference to protecting key public services and that 'the settlement will allocate £62m for schools and £42m for social services'. However, there is no additional funding provided to protect these services or any explanation of how these figures have been arrived at. These should be regarded as being within the funding envelope announced which sees an overall reduction of 0.5%. The Minister has also provided an indicative settlement for 2019-20 which will see the local government settlement reduce by on average a further 1.5%. Our financial planning assumption for 2018/19 and thereafter remains at 1.8% reduction per annum, as it isn't common for MCC to derive funding at average levels.
- 3.23 For Monmouthshire the provisional settlement for 2018/19 has delivered a reduction in the Authority's Aggregate External Finance (AEF) of 1% after taking into account new responsibilities and transfers into and out of the settlement. The AEF across Wales ranged from a 0.2% increase in Cardiff to reduction of 1% in Monmouthshire, Blaenau Gwent, Caerphilly, Merthyr Tydfil, Powys and Conwy. All authorities suffering a 1% reduction have been benefitted from a funding floor. A table showing each authority's position resulting from the provisional settlement is included at Appendix 2 to this report. Monmouthshire remains at the bottom of the table in terms of AEF per head of population
- 3.24 There have been several known transfers of grant into the settlement, which in total amount to £2.14m for Monmouthshire. When the 1.0% reduction in the provisional AEF is compared to the 2.6% reduction modelled in the MTFP the Authority is better off by circa £1.4 million. A response to WG regarding the Provisional Settlement is attached as Appendix 3.
- 3.25 As mentioned above, in para 3.10, experience suggests that annual pressures experienced are of the order of £3.4 million, so a balancing item, known as unidentified pressures, has been used to bolster service identified pressures to this level. As pressures manifest themselves, unidentified pressures are reduced and replaced instead by specific aspects. Part of the strategy during the budget setting process will be to zealously consider and mitigate where possible identified pressures. This would allow any balance on "unidentified pressures" to be matched off against the deficit bottom line of the budget and avoid a need to generate additional savings.

3.26 Currently, summary identified pressures within the MTFP include,

Pressures by Directorate	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Children & Young People	675	66	0	0
Social Care & Health	1,108	1,124	857	70
Enterprise	699	0	0	0
Resources	161	0	0	0
Chief Executives Unit	135	72	75	62
Corporate Costs & Levies	286	29	0	0
Unidentified Pressures	392	2,145	2,276	2,368
Totals	3,455	3,435	3,208	2,500

Further detail is supplied in Appendix 4.

3.27 Other potential pressures which have not yet been factored in are currently being assessed. The budget is being prepared on an incremental basis, so it doesn't automatically presume continued funding of any initiative after its reserve funding has expired, or any new additions, so for instance currently it doesn't include any allowance yet for any net costs resulting from member consideration of Leisure, Culture and Tourism outsourcing proposals, any tranche B Future schools financing assumptions, or any borrowing presumption to continue to supplement capital DFG budget or afford waste services vehicle replacement, that in the main will be subject to separate reports of much greater detail. Other pressures can manifest themselves through introduction of new legislation. The above list includes statute introduced pressures known to date. Grant reductions are another common volatility during the budget process. If specific grants cease, it is expected that the activity will cease. Continuance of an activity following grant funding ceasing, would require a business case to assess each case on its merits.

3.28 Welsh Government has, subsequent to the provisional settlement, provided emerging details of the anticipated grants available nationally. Current national details are supplied in Appendix 1. Of note, are the significant reductions in Educational Improvement spending and Single Revenue Grant. The single Revenue Grant contains the funding that was traditionally supplied as the Sustainable Waste management Grant, part of that funding is anticipated to fall instead with RSG settlement figures, however the net decline in grant is greater than already anticipated within pressure forecasts. Also of note, Councils still do not have a comprehensive grant position regarding particular notable grants. Of particular interest to MCC, bus subsidy, concessionary fares and post 16 funding is unlikely to be available before December which continues to introduce an unfortunate element of volatility to the budget setting process.

Savings Proposals for 2018/19

3.29 Across the board, all service areas were asked to consider how their services would look within a range of reductions available to them, whilst simultaneously, looking

ahead and ensuring wherever possible, proposals support the medium term direction of travel. To in-build an additional element of review, all proposals have been considered and tested through an initial process of independent challenge by SLT and Cabinet members

- 3.30 The budget proposals contained within this report have sought to ensure these key outcomes and priorities can be continued to be pursued as far as possible within a restricting resource base. This does not, however, mean that these areas will not contribute to meeting the financial challenges. The aim is to make sure everything is efficient so that as broad a range of service offer, in line with those functions that matter most to our communities, can be maintained. Chief Officers in considering the proposals and strategy above have also been mindful of the whole authority risk assessment.

Extent of Summary Savings Identified to Date

Disinvestment by Directorate	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Children & Young People	(309)	(23)	0	0
Social Care, Health & Housing	(751)	(725)	(189)	(189)
Enterprise	0	0	0	0
Resources	(376)	0	0	0
Chief Executives Units	(505)	40	0	0
Corporate Costs & Levies	0	0	0	0
Appropriations	(296)	63	113	(86)
Financing	(530)	0	0	0
Totals	(2,767)	(645)	(76)	(275)

Further detail is supplied in Appendix 5.

Treasury Impact

- 3.31 The Capital MTFP will be considered as a separate report but for the purposes of establishing the revenue impact of the capital MTFP, the current assumptions presume that the 2017/18 capital programme will be incurred in full other than an anticipated slippage of £6million to Future Schools spend, that should have no effect on 2018/19 Treasury budget as the funding source remains capital receipts rather than borrowing.
- 3.32 Last year Members subscribed to £500k Treasury Headroom to assist with 5 likely schemes that did not have cost certainty during the budget setting process. Whilst there is still uncertainty around elements of tendered costs for these schemes, the following cost predictions have been presumed in relationship to these schemes.
- £300k was added to DFG's as a one off contribution in 2017/18 to reduce backlog. The Executive would like a continuance of this £300k extra resource to be modelled in the Capital MTFP for 2018/19. Its revenue consequence will need to be added to the MTFP during the budget process.
 - Monmouthshire leisure centre cost circa £7.3m. After Future schools funding, section 106 usage and the service providing the majority of prudential borrowing from additional income, the core Treasury budget will absorb the remaining

annualised effect of £835k worth of funding afforded by unsupported borrowing (MRP starting 19/20).

- J & E block office costs. budget presumes £1.4million project, E block costs circa £400k, J block costs still to be confirmed (MRP starting 19/20). The intention is for such costs to be self financed from savings realised.
- Abergavenny Hub, budget presumes an indicative £2.3million (MRP starting 20/21).
- City deal contribution predicted to total £7.3million, with annual contributions increasing over 9 year duration, 2018/19 contribution expected to be £83k. (MRP presumed to start the full year after contribution made).

For MRP purposes all assets are presumed to have a 25 year life

- 3.33 Further work on the Treasury aspects of the budget are still being validated and include a review of the current year underspend, the profile of capital expenditure and potential slippage, a review of maturing debt over the medium term and the balance between the level of fixed and variable rate debt in the Council's portfolio. The balance of risk is an important consideration in this review as are the principles of security, liquidity and yield when considering any investment strategies.

Council Tax

- 3.34 The Council Tax increase in the budget has been modelled as 3.95% per annum across the MTFP as a planning assumption. As part of the savings proposals, an assessment of collection rates and growth in properties has been undertaken. Anticipated recovery rates reflect very high recovery practice (99%), such that there is little scope to increase such further. However a growth in properties has been presumed to achieve (net of Council Tax reduction scheme) an extra £530k income per annum, and is including in the savings table.

Summary position

- 3.35 In summary, the 2018/19 budget gap is now £243k, if all the pressures and savings proposals contained in the Appendix 4 are approved.

Services	Adjusted Base 2017/18 £000	Indicative Base 2018/19 £000	Indicative Base 2019/20 £000	Indicative Base 2020/21 £000	Indicative Base 2021/22 £000
Children & Young People	49,630	50,069	50,101	50,139	50,178
Social Care & Housing	42,953	44,780	45,448	46,428	46,626
Enterprise	8,495	9,959	9,475	9,518	9,580
Resources	7,687	7,606	7,626	7,706	7,787
Chief Executive's Unit	15,860	16,541	16,736	16,893	17,037
Corporate Costs & Levies	20,273	20,607	22,948	25,485	27,989
Sub Total	144,897	149,561	152,333	156,170	159,196
Transfers to reserves	167	201	162	70	30
Transfers from reserves	(504)	(1,009)	(127)	(96)	(188)
Treasury	7,883	7,792	7,670	7,783	7,697
Appropriations Total	7,546	6,984	7,705	7,757	7,539
Total Expenditure Budget	152,444	156,546	160,038	163,927	166,735
Aggregate External Financing (AEF)	(91,799)	(93,000)	(91,326)	(89,682)	(88,068)
Council Tax (MCC)	(47,744)	(50,637)	(52,617)	(54,674)	(56,813)
Council Tax (Gwent Police)	(10,421)	(10,186)	(10,369)	(10,556)	(10,746)
Council Tax (Community Councils)	(2,480)	(2,480)	(2,480)	(2,480)	(2,480)
Sub Total Financing	(152,444)	(156,303)	(156,791)	(157,391)	(158,106)
(Headroom)/Shortfall	0	243	3,247	6,535	8,629

Clearly there is a gap still to meet and further work is progressing through Future Monmouthshire to bring forward measures to balance to budget around the themes of services integration, commercialisation, adult care and procurement.

Reserves strategy

- 3.36 Earmarked reserve usage over the MTFP is projected to decrease the balance on earmarked reserves from £6.2 million at end of 2017/18 to £5.2 million at the end of 2021/22.
- 3.37 The approved Reserves strategy has sought to ensure that earmarked reserves are not used to balance the budget for ongoing expenditure and that they are instead used to the best effect and impact on one off areas of spend to help the authority transform itself to the new resource levels available to it. Taking into account that some of these reserves are specific, for example relating to joint arrangements or to fund capital projects, this brings the usable balance down to £1.4 million by the end of this MTFP window.
- 3.38 The general fund reserve forecast for the end 2017/18 predicts £7.1 million balance, and remains within the 4-6% of net expenditure range considered as appropriate to maintain. This will be updated for anticipated outturn following month 7 monitoring activities within the next fortnight.
- 3.39 Deficit school balances haven't been factored into general fund balance, as the focus will be one of reintroducing a net surplus position.

Next Steps

- 3.40 The information contained in this report constitutes the budget proposals that are now made available for formal consultation. Cabinet are interested in consultation views on the proposals and how the remaining gap may be closed. This is the opportunity for

Members, the public and community groups to consider the budget proposals and make comments on them. Cabinet will not however, be prepared to recommend anything to Council that has not been subject to a Future Generations Assessment and Equality Impact Assessment and therefore a deadline to receive alternative proposals has been set as 31st January 2018.

3.41 Public consultation (to include the formal requirement to consult businesses) and Select Committee Scrutiny of Budget proposals, will take place between the 1st December 2017 and the 31st January 2018. In the past four years we have undertaken extensive community engagement around the budget and the impact of any potential changes under the banner of #MonmouthshireEngages. The budget proposals contained within this report are extensions of previously agreed changes and in addition there has not been any substantive or material service developments; on this basis we will not be conducting another large scale public engagement. There will be opportunity for the community to provide consultation responses via public meetings to be held in Usk, meetings of the Schools budget forum, JAG, and other relevant fora and via the website and social media where details of the proposals will be published and a short film will be available.

3.42 The scrutiny of the budget proposals are key areas of this part of the budget process. The following dates have been set for Select committees:

Economy and Development – 30th November 2017

Children and Young People – 7th December 2017

Adults – 12th December 2017

Strong Communities – 4th January 2018

3.43 Deadline for the receipt of Community Council precepts is 31st January 2018

3.44 Consequently final budget proposals following consultation and receipt of the final settlement will go to a special Cabinet in mid Feb 2018 and Council Tax and budget setting will then take place at Full council on 1st March 2018.

4 REASONS:

4.1 To agree budget proposals for 2018/19 for consultation purposes

5. RESOURCE IMPLICATIONS:

5.1 As identified in the report and appendices

6. FUTURE GENERATIONS AND EQUALITY IMPLICATIONS:

6.1 The Wellbeing of Future Generations initial evaluation for the emerging 18-19 budget proposals has been developed in narrative form in appendix 6, ahead of formalisation of proposals and the completion of the official assessment framework. This enables setting out of the backdrop to the emerging proposals, commentary on how the process has been developed; its various iterations and the picture it paints as a whole for the county of Monmouthshire. Presenting in this way at this stage provides an opportunity to demonstrate the dynamic and real-time nature of the approach. In addition, it helps to highlight application of continual learning and improvement.

6.2 In the past and notwithstanding the council's strong record on financial planning and delivery, achieving the goal of keeping frontline services going and strengthening

commitments to sustainability and resilience, the budget has tended to be developed through the setting of targets, directorate-led approaches and a relatively uneven smattering of proposals. Whilst under this budget round, individual directorate's have still put forward proposals – this process has been more in keeping with our Future Monmouthshire programme and the design principles that guide how we keep our county 'going' and 'growing'. It signals very clearly, that money should follow purpose and priorities and not precede them.

- 6.3 It must be borne in mind that this WFG evaluation is an early one, applying to budget *proposals* only at this pre-consultation, pre-decision stage. The aim of the narrative in appendix 6 is thus, to demonstrate the 'live' nature of the process and the application of robust and ongoing scrutiny and challenge as the proposals continue to be shaped and honed in line with what matters.
- 6.4 The emerging budget proposals for 18-19 are more than a standalone one-year budget. As a contributor to our wider Future Monmouthshire work, they help build a bridge between the present we have and the future we wish to see. With a blend of ongoing sustainable efficiencies; continued income generation and a focus on investing in areas such as education and social care – where returns in terms of service outcomes and financial benefits are starting to pay early dividends – the platform is building for the development of more targeted 'big ticket' interventions. We are not kicking the 'too difficult' problems into the long grass. As well as keep the Council 'going' – work is underway to keep it 'growing' – as these proposals clearly demonstrate. Proposals to review the development plan, as a means of addressing demographic and economic pressures is underway. Exploration of targeted procurement opportunities that save money and create local markets is taking shape. A 'challenge-driven' approach to tackling rural transport issues is being developed. Exploration of machine learning, artificial intelligence and automation are contributing to the ways in which we must re-imagine services and the positive impact they can have on the lives of people and communities in Monmouthshire - now and in the future.
- 6.5 Further to the narrative provided in appendix 6 the wellbeing of future generations impacts of the saving proposals have been initially identified per Directorate in Appendix 4. As the impact on services has been kept to a minimum, no significant negative impact has been identified. Further consultation requirements have been identified and are on going. As stated above further assessment of the total impact of the all the proposals will be undertaken for the final budget report.

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

7. CONSULTEES:

SLT
Cabinet
Head of Legal Services

8. BACKGROUND PAPERS:

Appendix 1: Welsh Government Provisional Settlement – National grant notification
Appendix 2: Welsh Government Provisional Settlement – Aggregate External Funding

Appendix 3: Proposed letter in response
Appendix 4: Details of pressures
Appendix 5: Details of savings proposals
Appendix 6: Future Generations Evaluation

9. AUTHOR:

Mark Howcroft
Assistant Head of Finance

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Appendix 1 - Details of Welsh Local Government Provisional Revenue Settlement 2018-19

Table 9: List and estimated amounts of Grants for total Wales

Existing Grant name	2017-18	2018-19
Communities and Children		
Supporting People	123.688	123.688
Flying Start Revenue Grant	76.052	76.052
Families First	38.352	38.352
Communities First	19.647	0.000
Childcare Offer	10.000	25.000
Communities for Work	7.120	7.199
Cardiff Bay Legacy	5.891	5.400
Promoting Positive Engagement for Young People	4.330	4.330
Out of School Childcare	2.300	2.300
Violence against Women, Domestic Abuse & Sexual Violence Grant	1.938	2.438
St David's Day Fund	1.000	1.000
Lift	0.990	0.000
National Approach to Advocacy	0.550	0.550
Community Cohesion	0.360	0.360
Maintaining the Delivery of the Wales Adoption Register	0.172	0.172
Armed Forces Day	0.035	0.100
Reploy Employment Support Grant	0.006	0.002
Communities First Legacy	0.000	6.000
Communities Work Plus	0.000	10.050
Economy and Infrastructure		
Concessionary Fares	60.466	NA
Bus Services Support Grant	25.000	NA

Bus Revenue Support Traws Cymru	3.057	NA
Road Safety Grant	2.000	2.000
Young Persons Discounted Bus Travel Scheme	1.000	NA
Bus Revenue Support	0.546	NA
New Developments	0.500	0.000
Enterprise Zones	0.271	0.064
Ports Development Fund	0.090	NA
Community Rail Partnership	0.065	NA
Travel Plan Co-ordinators	0.011	0.000

Education

Education Improvement Grant	133.282	118.137
Pupil Development Grant	91.333	91.333
Pioneer Schools	7.895	NA
Youth Support Grant	3.856	3.470
Reducing infant class sizes grant	2.000	3.000
School Uniform Grant	0.700	0.000
Modern Foreign Languages	0.480	0.432
Senior Business Managers	0.200	0.200
Mentoring and Networking Support for Headteachers	0.150	NA
National Numeracy Tests - Supported Marking Grant to Consortia	0.020	0.020

Environment and Rural Affairs

Single Revenue Grant - See note below	61.790	20.793
Waste Infrastructure Procurement Programme - Gate Fee Contributions	7.507	7.867
Animal Health & welfare Framework Funding	0.200	0.200
Renewal of Grant for the South Wales Regional Aggregate Working Party	0.050	0.050
Waste Planning Monitoring Report - North Wales and South East Wales	0.049	0.049
Waste Planning Monitoring Report - South West Wales	0.025	0.025

Finance and Local Government

Cardiff Capital City Deal	20.000	10.000
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Lifelong Learning and Welsh Language

Post-16 Provision in Schools	98.587	NA
Adult Community Learning	4.307	NA
Additional Learning Needs Innovation Fund	1.320	0.000
Learning in Digital Wales (Phase 2)	0.500	0.450
Promote and Facilitate the use of the Welsh language	0.314	0.314
Development of the Seren Network	0.120	0.250

Social Services and Public Health

Welsh Independent Living Grant	27.000	RSG
Substance Misuse Action Fund	22.663	22.663
Social Care Workforce Grant	19.000	RSG
Expanding Edge of Care Services	5.000	RSG
Carer's Respite Care Grant	3.000	RSG
Support for Care Leavers	1.650	RSG
Reflect Project	0.850	RSG
Secure Estates	0.412	RSG
National Framework for Fostering	0.400	RSG
Development of Adoption Support Services in Wales	0.215	0.090

All Grants	900.454	584.424
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All Grants excluding NA (for like-for like comparison)	606.861	584.424
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1 The information shown above details the total amount of each grant. Some grants may be split between local authorities and other bodies

2 It is important to note that amounts for future years are indicative at this stage and are liable to change

3 Formal notification of grant allocations is a matter for the relevant policy area

NA = figures not available at time of publication

RSG = funding transferring to Revenue Support Grant

Single Revenue Grant - £35m of Waste Budget element transferred to Revenue Support Grant

Provisional

Table 1c: Aggregate External Finance (AEF) plus top-up per capita, by Unitary Authority, 2018-19

Unitary Authority	2018-19 provisional Aggregate External Finance plus top-up funding (£'000s)	Provisional Aggregate External Finance per capita (£)*	Rank
Isle of Anglesey	94,924	1,353	11
Gwynedd	173,859	1,406	9
Conwy	152,770	1,307	15
Denbighshire	142,144	1,488	5
Flintshire	187,816	1,212	19
Wrexham	173,485	1,242	18
Powys	172,644	1,309	14
Ceredigion	99,905	1,309	13
Pembrokeshire	160,084	1,290	17
Carmarthenshire	257,960	1,386	10
Swansea	316,499	1,293	16
Neath Port Talbot	210,832	1,492	4
Bridgend	190,718	1,335	12
The Vale of Glamorgan	151,996	1,185	21
Rhondda Cynon Taf	362,219	1,519	2
Merthyr Tydfil	89,683	1,514	3
Caerphilly	265,600	1,467	6
Blaenau Gwent	109,761	1,581	1
Torfaen	130,800	1,422	8
Monmouthshire	93,000	1,001	22
Newport	211,682	1,423	7
Cardiff	437,867	1,193	20
Total unitary authorities	4,186,247	1,339	

* Based upon 2014-based, 2018 population projections

Appendix 3 – Proposed Response to Welsh Government on the Provisional Settlement

Simon Edwards
Local Government Funding Policy Branch,
Welsh Government,
Cathays Park,
Cardiff.
CF10 3NQ

Your Ref/Eich Cyf:
Our Ref/Ein Cyf:
Date/Dyddiad:
File Ref:
The Person dealing with
this matter is/ Y
Person sy'n delio gyda'r
mater yma yw:
Tel/Ffôn: 01633 644270
Fax/Ffacs: 01633 644260
e-mail address/ cyfeiriad
e-bost Monmouthshire.gov.uk

Dear Mr. Edwards,

Re: Provisional Local Government Settlement 2018/19

Thank you for the opportunity to comment on the Provisional Settlement announced recently. This response has been endorsed by Monmouthshire County Council's Cabinet and provides the views of members.

This is a disappointing settlement for local government across Wales and follows reductions that Councils have experienced in recent years. The Welsh Government has chosen to use additional money passed to it by the UK government in ways that don't best meet the needs of the people in Wales.

Monmouthshire has yet again received one of the worst settlements in Wales receiving 1% less than the previous year and the settlement continues an eight-year run of real terms reductions to local government funding in Wales. This does not take into account the current inflation rate of 2.7% and therefore represents a 3.7% real term reduction in funding. While the average cut to Welsh councils is 0.5%, Monmouthshire's 1% decrease, shared with five other counties, is the biggest in Wales.

The provisional settlement has done nothing to alleviate our position as the worst funded Council in Wales per head of population. The average per capita funding in Wales is £1,339 compared to Monmouthshire's £1,001.

The Council is very conscious of the pressures on household budgets and so the Council is doing its utmost to deliver a balanced budget but this will inevitably put pressure on Council Tax rises.

Monmouthshire welcomes the commitment to providing a funding floor to mitigate any volatility. Looking forward to 2019/20 and beyond, the prospect of continuing austerity remains and is set against very real pressures in already stretched services. Whilst Monmouthshire welcomes the provision of an indicative revenue settlement for 2019-20 the provision of indicative revenue settlements for the next three years would help Councils in planning for the future through these very difficult times.

As a rural authority Monmouthshire is confronted by particular challenges in offering services like social care, waste collection, transport and highways across a wide

area. Indeed, the council has recognised these difficulties by prioritising the maintenance of locally accessible services to combat rural isolation. Monmouthshire calls on the government to base funding on a fairer system, acknowledging the problems rural counties face when providing services. There are also a range of preventative services that will not survive unless the Welsh Government has a long hard look at the way it allocates money across the totality of public services.

Monmouthshire calls for more transparency around some of the figures in the provisional settlement announcement. The settlement suggests increases in funding in education and social services of £62m and £42m respectively. However, there is no additional resource to protect them or explanation of how these figures have been calculated. The all-wales settlement for local government has quite simply reduced been reduced by 0.5%.

Monmouthshire supports and encourages the transfer of specific grants into the settlement and is disappointed that more progress has not been made in this regard.

If there are opportunities to put more grants into the final settlement this would be welcomed providing it continues to be distributed on the same basis as the original grant to prevent large changes at a very late stage in the process.

On capital account, the settlement does not address the previous reductions in capital funding and is still therefore a serious concern, especially as it comes at a time when councils are struggling to raise capital receipts from asset sales. The need to invest in priority areas such as 21st Century Schools, waste management, carbon reduction and infrastructure remains high, with WG support remaining a critical success factor.

Despite the fact that the reasons for the level of the provisional settlement are both known and understood, it is difficult to reconcile the revenue and capital settlements with the increasing expectations and demands on local council services are continuing to grow. Councils will face difficult decisions in reconciling budgets next year and in the medium term and it is important that the WG recognises the need for difficult decisions, is supportive of local authorities facing difficult times and does not promote undeliverable policy expectations. This is a time for us all to work together to minimise the consequences of the downturn in public finances on the most vulnerable in society and to send clear and consistent expectations to the public we exist to serve.

Yours sincerely,

Councillor Philip Murphy – Cabinet Member

Appendix 4 – Pressures Proformas

Pressure	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Page Reference
ENT P1 Leisure Income - Extended Monmouth rebuild consequences	146				22
ENT P2 Housing Private leasing Pressure	288				37
ENT P3 Community Development Partnership	65				44

ENTERPRISE PRESSURES

Pressure Mandate Proposal Number :ENT P1

Pressure Mandate Title : Monmouth Pool

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

Mandate Completed by	<i>Ian Saunders</i>
Date	<i>01st Nov 2017</i>

2
3
4

Why is this pressure required?

As per the reprovision of Monmouth Swimming Pool agreed by members and the democratic process as part of the future schools/ Monmouth Leisure Centre projects.

How much pressure is there and over what period?

146k

Directorate & Service Area responsible

Enterprise – Leisure Services

Mandate lead(s)

Richard Simpkins/Marie Bartlett

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?		
Name	Organisation/ department	Date

Has the specific budget pressure been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date

Final pressure approved by Cabinet	Date:
---	--------------

1. Vision and Outcomes of the Pressure Mandate

Give a business context for the budget pressure. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the pressure mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What are the outcomes of investing in the identified pressure?
Expected positive impacts
Expected negative impacts

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2. Pressure proposed

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

What is the evidence for the pressure? How has it been estimated?								
Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year				Total pressure proposed
				17/18	18/19	19/20	20/21	

3. Actions to required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale

4. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposed mandate successfully. For example new expertise and knowledge etc..

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)

5. Measuring performance on the mandate

How do you intend to measure the impact of the investing in the pressure identified? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the mandate where appropriate.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2017/18	Target 2018/19	Target 2019/20

6. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions

7. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker

8. Options

Prior to the pressure mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker

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9. Monitoring the pressure mandate

The pressure mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the pressure mandate, including the performance being achieved and the level of impact.

SUBJECT: Investment Proposal Monmouth Leisure Centre

MEETING:	County Council
DATE:	27th July 2017
DIVISION/WARDS AFFECTED:	Monmouth

1. PURPOSE:

Page 46
The purpose of this report is to re-present the Business Case for the replacement pool and the significant redesign of Monmouth Leisure Centre, following cabinet approval to spend £204,000 to identify cost certainty in January 2017. Cost certainty has now been established at £6,989,109 for the main build.

1.2 To provide the school and community with a temporary structure and negate the loss of the sports hall facility during the build. The building costs including the temporary structure increase to a maximum of £7,404,539 depending on site logistics on known information. However the most likely scenario is the total cost would be £7,276,704. **The additional site closure will result in the loss of a net revenue figure of £146,486.**

1.3 To consider the four options volunteered as a way to progress the project, listed in 3.5, recommending the most pragmatic (option 2) for approval.

2. RECOMMENDATIONS:

2.1 To approve the overall funding envelop of £7,404,539 to deliver the new pool and building re-design as indicated in the resources section. This includes the following:

- Additional funding from the S106 agreement has been confirmed at £985,000 from the Wonastow Road Development.
- There is also £1,928,000 that has been confirmed by Welsh Government, which is committed to the project.
- The income assumptions from having new and different facilities is anticipated to be sufficient to support £3,580,000 of the capital expenditure necessary.
- The council will borrow the remainder, appreciating an allowance was made by Members during budget setting process 2017-18 to create £500k headroom in Council's treasury budget, to support 5 particular policy commitments, of which this was one.
- There could be potential of further funding depending on developments from section 106 in the local area (but this is not included in the calculations).

For this investment the community will be benefiting from a state of the art facility in response to the Well-being and Future Generations (Wales) Act 2015 including:

- A 5 lane 25 metre swimming pool
- 50-60 station fitness facility and additional studios
- A large adventure play facility with café

Please refer to page 7 of the Final Business Case for further information on facilities included.

2.2 To approve option 2 with the installation of a temporary structure of 700 metre squared to replace the existing sports hall whilst the works are being completed at a minimum cost of £287,595 and a maximum cost of £415,430 pending suitable planning and a flood consequences survey.

3. KEY ISSUES:

3.1 Cost certainty on the Leisure facility has resulted in an increased figure to £6,989,109 through price inflation and a client risk contingency sum, which identified a number of additional costs associated with the scheme in liaison with our Property Services and the Contractors. Such areas as ground conditions, IT requirements and out of hour's security all contributed to this figure.

3.2 Following the demolition of the swimming pool in March 2016 Council agreed to re-provide the facility and the community continue to engage with Leisure Services on the proposed date for completion. Expectations are high from within the community but the improved offer should more than satisfy demand for future generations.

3.3 Following consultation with the school it has been identified that the closure of the Sports Hall will lead to on-site PE provision no longer being available. Furthermore, disruption to exam timetabling due to lack of suitable on-site amenities could have a detrimental impact on student attainment and safeguarding. This could impact on students' future career pathways and the continued improvement of outcomes in Monmouth Comprehensive School.

3.4 Planning has since been granted for the building proposal as mentioned in the Cabinet report presented in January 2017.

3.5 As a result four options have been identified to mitigate any issues this may cause:

- **Option One** – Reinstatement refurbishment of Leisure Centre and new pool, leaving the school without any Sports Hall provision (cost certainty option);
- **Option Two** – Reinstatement refurbishment of Leisure Centre and new pool with temporary sports hall type structure with a caveat that the Sports Hall in the Leisure Centre will remain open until the temporary structure is in place;
- **Option Three** – Delay whole Leisure Centre build project until school site is complete;
- **Option Four** – Build Leisure Centre now resulting in Sports Hall remaining open until School build is complete and then convert the existing sports hall into a swimming pool.

3.6 The table below outlines the 'Pros and Cons' of each of the four options:

Table One – Situational Analysis of Four Options

Analysis	Option One	Option Two	Option Three	Option Four
Pros	<ul style="list-style-type: none"> • Honours decision to return pool facility; 	<ul style="list-style-type: none"> • As per option one; • Provides on-site Sports Hall like facility to 	<ul style="list-style-type: none"> • School retains Sports Hall facility. 	<ul style="list-style-type: none"> • School retains Sports Hall facility; • Community benefits from

	<ul style="list-style-type: none"> • Maintains leisure centre staff morale; • Keeps leisure centre build project on financial target. 	address school issues.		new leisure facilities.
Page 49	<p>Cons</p> <ul style="list-style-type: none"> • Fails to address school concerns as leaves school without Sports Hall provision; • Plan are already in place to mitigate impact, school will therefore be compromised and will need review issues at a very late stage in proceedings. 	<ul style="list-style-type: none"> • Additional costs for structure; • Potential Impact on school safeguarding; health & safety; timetabling; • Will take time to address site issues e.g. flood assessment surveys, safety concerns, etc. 	<ul style="list-style-type: none"> • Additional financial costs due to inflation and additional loss of income; • Continuing lack of leisure facilities, impact on community well-being; • Broken promise to the community. 	<ul style="list-style-type: none"> • Additional financial costs due to inflation and additional loss of income; • Doesn't solve pool delay, still no facilities for three and a half years, so still broken promise.
	<p>Risks</p> <ul style="list-style-type: none"> • Disruption to school management; • Overall safety and well-being of students could be compromised 	<ul style="list-style-type: none"> • Siting of temporary structure within timeframe proves to be impractical 	<ul style="list-style-type: none"> • Increased impact on already constrained budgets; • Reputational risk to the Authority. 	<ul style="list-style-type: none"> • Increased impact on already constrained budgets; • Reputational risk to the Authority.

3.7 Table Two below provides a detailed financial analysis of the four options:

Options for the Redevelopment of Monmouth Leisure Centre	Option 1	Option 2	Option 3	Option 4
	Refurbish Leisure Centre and New Pool £	Refurbish Leisure Centre and New pool with temporary structure £	Delay whole project until School build is complete £	Refurbish Leisure Centre now, build pool when school build complete £
Cost of Project				
Cost of Works	5,379,557	5,379,557	5,379,557	5,379,557
Contingency & risk allowance	290,250	290,250	290,250	290,250
Additional costs from purchasing	0	0	0	371,137
Extra Inflation on works delay	0	0	375,000	50,000
Equipment etc.	1,319,302	1,319,302	1,319,302	1,319,302
Inflation on Equipment delay	0	0	98,000	0
Facility Costs Sub total	6,989,109	6,989,109	7,462,109	7,410,246
Temporary structure	0	287,595	0	0
If temporary structure needs to raised above 450mm		127,835		
Total Costs	6,989,109	7,404,539	7,462,109	7,410,246
Revenue impact				
Costs of Site Closure	146,486	146,486	146,486	133,157
Loss of additional surplus - 1 year	0	172,000	172,000	112,000
School Disruption Risk				76,000
Total	7,135,595	7,723,025	7,780,595	7,731,403

Net Additional Cost from option 1	0	459,595	645,000	595,808
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Completion	Oct 2018	Dec 2018	July 2019	Other: May 2018
				Pool: April 2019
Planning delay		Jan 2019		

Based on 450mm

Based on 6 week delay risk should the programme be frustrated through school programming

Worked through from existing budgets and best assumptions on projected lost income

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3.8 Based on the above table and all considerations option two is the preferred option because it allows the school curriculum to continue whilst ensuring the Monmouth build is not further delayed impacting upon the community.

3.9 The project is expected to take 55 weeks and as it's on a dual use site that is also undertaking a school rebuild, it is anticipated an initial 31 week shut down. Week 32 could see part of the centre re-opened (play, cafe, health & fitness) with the exception of the pool that would open at the end of the build programme. Significant health and safety issues have been identified which would indicate that it may be in the best interests of MCC and the community to close the site for the whole period of the development.

4. REASONS:

- 4.1 The service has provided sound reasons for the Monmouth project in the attached business case. These are summarised below;
- To meet the requirements of the Well-being and Future Generations (Wales) Act 2015 which seeks to improve the social, economic, environmental and cultural well-being of Wales. This project will play a fundamental role in ensuring we improve people's lives through health and well-being. The learning to swim programmes fit with Sport Wales strategic aspirations, which is that 'Every Child is Hooked on Sport for Life and every child a swimmer' and the second is for a 'Nation of Champions'.
 - The project also aims to react to the flat lining levels of sport participation and high levels of inactivity and to create a more physically active population where children and young people enjoy the best sporting opportunities available and people of all ages and backgrounds can enjoy the many benefits that sport and physical activity bring, at every stage in their lives.
 - It is recognised that 'sport' is no longer delivered solely for 'sport' sake and that increasing participation in sport and physical activity and reducing levels of inactivity are key to both local and national government to achieve outcomes in public health (physical and mental), adult social care and education.
- 4.2 The new facility would meet current Amateur Swimming Association (ASA), Sport Wales, Curriculum and club requirements. It will also be DDA compliant, the revenue costs will be reduced and changing facilities would meet current requirements.

RESOURCE IMPLICATIONS:

- 5.1 The full business case confirms the cost certainty for building a new 25m five lane swimming pool, removing the sports hall and adding and enhancing more commercial leisure activities such as adventure play, fitness suites, toning and spinning studio has been established at £6,989,000. This is the cost associated with commencing the project once the temporary structure is in place. The new temporary structure allows the school to best deliver its curriculum whilst balancing this against the need to re-provide the leisure facilities to the communities of Monmouth.
- 5.2 Option two in table 3.7 is the preferred option and details are provided for financial analysis. All proposals include an enhanced leisure provision to increase the capacity to generate income. The main difference in costs arise from the fact that inflation accrues if there are delays in starting the construction works.
- 5.3 Funding for the capital investment is as follows:

- Extra income through additional usage of the new facilities by year 3 would improve the revenue position by £287,000, this extra income could fund £3.58m of the initial investment through prudential borrowing.(as per the Full Business case)
- S106 funding Wonastow Road (£0.985m)
- Funding released from the 21st century schools programme £1,928,000 less £204,000 cost of feasibility work previously agreed by Members. Written confirmation received from WG to indicate their endorsement to earmark this money to the pool re-provision.
- The remaining gap, depending on which option is chosen, will need to be facilitated by additional borrowing funded by MCC, indicatively this would be capped at £1,115,539 for option 2 reflective of a worse case that the temporary structure needs to be raised and contingency and risk allowance is utilised in full.

5.4 In terms of this balance of funding - the current revenue budget for 2017/18 contains headroom in the Treasury budgets for additional borrowing to enable schemes that have been given political commitment to proceed. Indicatively of the £500k set aside for these particular commitments, the borrowing costs associated with this borrowing are circa £60k per annum. Opportunities to seek out alternative sources of funding will continue including any additional Section 106 monies should they arise which would offset the additional borrowing costs for the authority.

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5.5 Currently provision is made within the Leisure budget for the loss of income resulting from the period during which the pool is decommissioned and not operational. In the light of this revised proposal, there will now be a likely gap in provision arising from the re-location and re-operation of the Sports Hall. The estimated financial loss to leisure during this interim period is estimated at £146,000 and it is proposed that the impact of this is built into the MTFP for the period required.

6 SUSTAINABILITY AND EQUALITIES IMPLICATIONS:

6.1 The significant equality impacts identified in the Equality Impact Assessment appendix.

SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

6.2 There have been regular meetings between construction colleagues and Property Services to ensure any health and safety and safeguarding issues are identified and the risk managed appropriately.

7 CONSULTEES:

Strategic Leadership Team

Cabinet Members
Head of Legal Services
Head of Finance
Assistant Head of Finance
Head of Planning
21st Century Programme Manager
Procurement Manager
Headteacher and Chair of Governors, Monmouth Comprehensive School

8 BACKGROUND PAPERS:

Business Case – Monmouth Pool Build (Appendix A)

9 AUTHORS:

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

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Pressure Mandate Proposal Number :ENT P2
 Pressure Mandate Title : Housing Private Leasing

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

Mandate Completed by	Ian Bakewell
Date	06.11.17

Why is this pressure required?

Through Welfare Reform changes, the Temporary Accommodation Management Fee Subsidy payable through housing benefit for homeless related accommodation has been removed from 1st April 2017 by the Dept. for Work & Pensions. The value to Monmouthshire was approximately £380,000 in April 2017. Welsh Government have replaced this with additional RSG of £148,000. The reduction in funding is insufficient to run the Council's Shared Housing and the Melin Private Leasing scheme. There is a risk the number of units may have to be reduced which will impact upon the Council's homeless prevention performance. It would also create a pressure if there was a need to re-house existing applicants.

How much pressure is there and over what period?

At September 2017 it was £228,000 for 2018/19. The pressure is subject to a number of variables, such as the outcome of negotiations with individual landlords or landlords withdrawing from the scheme.

On-going work will continue in respect of reviewing and refreshing the components that make up this pressure.

Directorate & Service Area responsible		
Housing & Communities, Enterprise.		
Mandate lead(s)		
Ian Bakewell and Karen Durrant		

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?		
Name	Organisation/ department	Date
Justin Wigmore	Melin Homes	25.01.17
Joy Robson & Mark Howcroft	MCC	On-going
Kellie Beirne & Mark Hand	MCC	On-going
Teri Breeze	Welsh Government	24.01.17
Childrens & Communities Minister	Welsh Government	21.09.17

Has the specific budget pressure been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee	12.09.17	None.
Public or other stakeholders		
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date
Adult Select Committee	MCC	Dec or Jan 18

Final pressure approved by Cabinet	Date:
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1. Vision and Outcomes of the Pressure Mandate

Give a business context for the budget pressure. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the pressure mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What are the outcomes of investing in the identified pressure?
<p>There is a need to decide about the future of private leasing and the associated implications. The options include cease operating or reducing the scale of the scheme; increase the available funding or try and identify an alternative provider. (An alternative provider will still need funding).</p> <p>Background Paper Adult Select 12.09.2017 Homelessness & Prevention - Future of Private Leasing Scheme</p>
Expected positive impacts
Expected negative impacts

2. Pressure proposed

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

What is the evidence for the pressure? How has it been estimated?								
Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year				Total pressure proposed
				17/18	18/19	19/20	20/21	

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3. Actions to required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale

4. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposed mandate successfully. For example new expertise and knowledge etc..

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)

5. Measuring performance on the mandate

How do you intend to measure the impact of the investing in the pressure identified? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the mandate where appropriate.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2017/18	Target 2018/19	Target 2019/20

6. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions

7. Assumptions

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

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Assumption	Reason why assumption is being made (evidence)	Decision Maker

8. Options

Prior to the pressure mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker

5. Monitoring the pressure mandate

The pressure mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the pressure mandate, including the performance being achieved and the level of impact.

Pressure Mandate Proposal Number :ENT P3

Pressure Mandate Title : Whole Place and Community Development Partnership

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

Mandate Completed by	<i>Cath Fallon, Head of Enterprise and Community Development</i>
Date	<i>6th November 2017</i>

Why is this pressure required?
How much pressure is there and over what period?
<p>Prior to the completion of the Community Engagement Review a £100k saving was built into the 17-18 MTFP to reflect anticipated efficiencies from the restructuring of both the Whole Place and Partnerships teams. However a complete review of the staffing structure identified a need for re-evaluation of posts which has resulted in only £35k saving being realised. This has left a £65k pressure that needs to be returned to the base budget in order for the service to be fully funded.</p>
Directorate & Service Area responsible
Enterprise and Social Care
Mandate lead(s)
Cath Fallon

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?		
Name: Kellie Beirne & Claire Marchant	Organisation/ department: Enterprise/Social Care	Date September/October 2017

Has the specific budget pressure been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	24.10.17	
Other Service Contributing to / impacted		
Senior leadership team	27.06.17	
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)	06.09.17	

Will any further consultation be needed?		
Name	Organisation/ department	Date

P a g e 3 0 0 3	Final pressure approved by Cabinet	Date:

1. Vision and Outcomes of the Pressure Mandate

Give a business context for the budget pressure. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the pressure mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What are the outcomes of investing in the identified pressure?

The Well-being of Future Generations Act requires co-delivery with partners. To enable this an identified disconnect between the Public Service Board (PSB), the Authority and the local community needed to be addressed by repositioning community engagement within a more centralised role. In addition, a lack of specialist support in strategic PSB areas such as health, isolation and ageing well is also required whilst providing whole Authority support for Cluster Area activities and town/community council liaison with a view to identifying and addressing community needs and priorities.

The restructure of the Whole Place and Partnerships Teams into a new Community & Partnership Development Team enables cross directorate working to tackle future challenges by identifying and delivering tangible outcomes to ensure the county's future sustainability. Strategic working with the Community Well-Being and Enterprise Development Leads will also maximise funding resources and reduce the potential for service duplication.

Expected positive impacts

- The team will act as enablers, working with communities and partners to enable them to realise their full potential through the identification and achievement of common goals;
- Use of collective, asset and place based methodologies to improve well-being within our communities and reduce demand on public services;
- Targeting pockets of inequality between and within communities to address issues of isolation and poverty through a programme of sustainable regeneration activities.

Expected negative impacts

None anticipated.

2. Pressure proposed

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

	What is the evidence for the pressure? How has it been estimated?

Original £100k MTFP saving not achievable – restructure savings after merger only realised £35k as additional funding was required to support the job re-evaluation exercise and the match funding required for a project manager post. £65k needs to be built back into base in 18-19.								
Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year				Total pressure proposed
				17/18	18/19	19/20	20/21	
Community and Partnership Development	278024	65			65			65

3. Actions to required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
Additional Grant funding opportunities will be sought in order to reduce the pressure	Cath Fallon	On going
Staff savings on vacant posts	Cath Fallon	On going

4. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposed mandate successfully. For example new expertise and knowledge etc..

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
n/a		

5. Measuring performance on the mandate

How do you intend to measure the impact of the investing in the pressure identified? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the mandate where appropriate.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2017/18	Target 2018/19	Target 2019/20
Delivery of the team's action plan	As detailed in 'Way Forward' document which can be found here						

6. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
None anticipated				

7. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker

8. Options

Prior to the pressure mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Community Engagement Review	Full assessment can be found here	Cabinet 6.9.17

6. Monitoring the pressure mandate

The pressure mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the pressure mandate, including the performance being achieved and the level of impact.

Appendix 5 – Savings Proposals

Ref	Saving Proposal	2018/19	2019/20	2020/21	2021/22	Page Reference
		£000	£000	£000	£000	
ENT S1	Cross cutting list to be populated during budget process					

Appendix 6 – Future Generations Assessment

Wellbeing of Future Generations Assessment – Budget Proposals for 18-19

Introduction

The Wellbeing of Future Generations initial evaluation for the emerging 18-19 budget proposals has been developed in narrative form, ahead of formalisation of proposals and the completion of the official assessment framework. This enables setting out of the backdrop to the emerging proposals, commentary on how the process has been developed; its various iterations and the picture it paints as a whole for the county of Monmouthshire. Presenting in this way at this stage provides an opportunity to demonstrate the dynamic and real-time nature of the approach. In addition, it helps to highlight application of continual learning and improvement.

In the past and notwithstanding the council's strong record on financial planning and delivery, achieving the goal of keeping frontline services going and strengthening commitments to sustainability and resilience, the budget has tended to be developed through the setting of targets, directorate-led approaches and a relatively uneven smattering of proposals. Whilst under this budget round, individual directorate's have still put forward proposals – this process has been more in keeping with our Future Monmouthshire programme and the design principles that guide how we keep our county 'going' and 'growing'. It signals very clearly, that money should follow purpose and priorities and not precede them.

It must be borne in mind that this WFG evaluation is an early one, applying to budget *proposals* only at this pre-consultation, pre-decision stage. The aim of the narrative is thus, to demonstrate the 'live' nature of the process and the application of robust and ongoing scrutiny and challenge as the proposals continue to be shaped and honed in line with what matters.

The process

Set within the policy mandate of the council and the emerging priorities and commitments framing the beginnings of a new Corporate Plan, features of the 18/19 budget shaping process have included:

- **Data driven approach.** Using data analytics, we have looked closely at the economy of our service provision as benchmarked against other councils. This has enabled the identification of areas where cost efficiency might be improved; where there is potential for

knowledge transfer; and, how we might go about it. This has been accompanied by informal ‘challenge’ sessions - in which services give account of their development journeys and the work they are doing to sustain efficiencies whilst improving and advancing.

- **A more crosscutting** approach has been applied to understanding the intended and unintended consequences of proposals and their whole-authority impact.
- **An evidence based** approach has been taken, drawing heavily on information, data and responses from Our Monmouthshire and the Wellbeing Assessment; the work of the Public Services Board, future trends analysis, public events such as the Usk Show, pre-election doorstep surveys undertaken by Members and the wider direction being set by the new administration.
- **A focus on challenge-led approaches** including exemplars such as photocopying, that, as well as resulting in a new more cost-efficient contract, has stimulated different behaviours and practices; travel and transport, which again, has resulted in a successful submission to the Rural Development Fund to secure investment for innovative solutions to rural transport problems.
- **A new way of engaging Members and Select Committees** in shaping the priorities and projects, that will inform Future Monmouthshire. The Economy and Development Select Committee hosted a participative ‘challenge-based’ workshop in October 2017. The format was open and engaging and led to new opportunities and potential being highlighted. The E&D Select Committee has prioritised Procurement/ local supply chain development and cross-border working as the areas in which they believe they can make a developmental contribution to getting to a new sustainable future state.
- **Targeted ‘horizontal’ service reviews.** In areas where it has not been possible to develop credible savings proposals – such as Enterprise – given the scale of the budget and the extent of past efficiencies – work has been carried out to identify the cross-cutting areas where focussed attention could make a big impact. Rather than the continual eking out of minor efficiencies for limited impact, the focus of these services and departments will be on big crosscutting transformational pieces. Areas of potential such as Democracy, Customer Service, Transport, Procurement and others have been identified. This work will include considering the impact of automation and artificial intelligence, future trends, the future of work and skills and will make a wider contribution to public service reform.
- **Alignment with the whole-authority Risk Register and the direction of Service Improvement.** This ensures that proposals are developed with regard to key levels of risk and ensuring opportunity costs are considered and embedded within more robust ‘options appraisal’ work. Budget proposals should not be ‘new’ – they should follow the natural course of service development and improvement – as already set out in Service Improvement Plans.

Our objectives

Aligned to the four enduring priorities set by the last Council, around the protecting the vulnerable, education, enterprise and maintaining frontline services, our published Wellbeing Objectives developed in response to some of the big issues identified from the Wellbeing Assessment work, are:

Provide children and young people with the best possible start in life to help them achieve better outcomes

Maximise the benefits of the natural and built environment for the well-being of current and future generations

Maximise the potential in our communities to improve well-being for people throughout their life course

Develop opportunities for communities and businesses to ensure a well-connected and thriving county

Our purpose and mission remains one of *building sustainable and resilient communities that can support the wellbeing of current and future generations*. We share this core purpose with our Public Service Board and it is our guiding force in working towards the Seven Wellbeing Goals:

- Globally Responsible
- Vibrant Culture and Thriving Welsh Language
- Cohesive Communities
- Equality
- Health
- Resilience
- Prosperous

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The proposals

The proposals in the main, present a picture of continuing small efforts and endeavours that can be made in delivering a one-year budget as the Council moves into gear with a newly emerging Corporate Plan, into which the medium Term Financial Plan will be incorporated. At a high level, provision has been made to afford some safeguards to priority areas and to ensure we continually mitigate risks identified in the whole-authority Risk Register. These are:

- School budgets continue to have regard for cash flat line consideration – acknowledging specific pressures around Additional Learning Needs and ensuring our children are equipped to achieve their potential
- Additional resources into aspects of social care budgets – particularly in high-pressure areas of Children’s Services in supporting a significant service development and transition and in supporting transformational activity in parts of Adult Social Care. This ensures we continue to protect our vulnerable
- Ongoing drives for savings and efficiencies through programmes of review, challenge-led approaches, data-driven exercises and unit cost data investigations and a focus on income generation – to ensure we have the resources to sustain what matters

- The need to think differently and identify targeted areas for intervention and transformational work – to ensure we create the conditions for true sustainability and resilience

In addition to these headlines, specific provision has been made, to mitigating further pressures around: national living wage, safeguarding, supporting a new fit for future leisure facility in Monmouth, private leasing for effective homelessness prevention, place-based community development approaches, home to school transport and support through housing benefit. These emphasise commitments to making direct local investments in wellbeing and culture whilst at the same time enabling communities to invest in building their own resilience. Direct intervention is necessary to support examples of cases such as the withdrawal of the private sector homeless leasing subsidy. However, the service area has indicated that this will be a time-limited intervention that will enable the time and space to develop a sustainable and long-term solution.

In relation to budget proposals, key features include:

Children and Young People – in the context of the above cash flat-line commitment, the quest for greater efficiency where it can reasonably be found, continues. There is an emphasis on moving towards shared resources and systems to build greater resilience and integrated back office models – building upon cluster working and beginning the move towards federated alliances. This is key if our school system is to compete not just with the rest of Wales or the UK but also in the world. Demonstrating enterprise aptitude through some moderate-income generation, procurement efficiencies through achieving collective purchasing and economies of scale and strong financial management demonstrate a clear commitment to building resilience in the schooling system whilst ensuring that the learning experience and outcomes for young people grows stronger, setting them on a path for prosperous lives.

Social Care and Health – notwithstanding the above investments to allow for growth and developmental opportunities, the potential to consolidate processes, focus more on local ‘in county’ provision and make for a better health and wellbeing experience for service users - has been identified within Adult Disability services. This builds upon place-based partnerships and assets and is a demonstration of how community-wide resources can make a difference. In relation to Children’s Service, investments in transitional and critical development work are paying off with progress being made around high-cost placements, fostering and early intervention. This is a medium-to-long term piece of work with a whole emphasis on better outcomes for vulnerable children, young people and families. Cross-departmental working features strongly with a mix of professions working to bring about the expertise such as the marketing campaign around fostering – required to make change that delivers a better outcome for the young person and a positive impact on the system.

Resources/ Enterprise and Operations – features in this area include in the main, continuation of small-scale ongoing efficiencies and back office improvements. In Resources, the emphasis is on smart support services, mainly brought about through the more targeted use of new technology and leveraging some of the benefits of lower cost IT infrastructure provision. In Operations, the focus continues to be on income

generation where it is deemed viable and is in keeping with other Councils, moderate rationalisation of maintenance, improved cost recovery and continued efforts around route optimisation. It is important to note that in terms of staying ahead, seeking out global best practice, and, new ways of working – this work will be complemented by assessments of the latest technological developments – automation, use of machine learning, new methods of real-time data capture and challenge driven approaches. Significant challenge has already been applied to this area. Initially it was felt potential existed to withdraw a small number of very poorly used bus rural bus services. However, given the big priority the community attaches to wider rural transport issues and solving the problem of poor rural infrastructure and connectivity – it is proposed that these funds are retained and re-directed to the areas where greatest impact might be made.

In relation to Enterprise – successive efficiencies and income generation have seen just staffing budgets remain in many areas. Given we need people resource to deliver on the big ideas and big impact projects – cutting posts would be counter-productive. Instead, the efforts of the service will be targeted at driving forward the Future Monmouthshire programme – demonstrating the new opportunities for public service reinvention and taking forward targeted pieces of work where potential is demonstrated: automation and AI, transport, procurement, back office and support services, democracy and transactional services such as customer care.

Resonance with Wellbeing Objectives

A Prosperous Wales – our budget proposals stem from and are embedded in development and delivery of our Future Monmouthshire programme. This asks the big and searching questions about what our county will look and feel like over the next 5, 10, 15 and 20 years and more and advises on how the Council can best enable the right changes to take shape. Beyond increasing economic productivity and growth, our goal is prosperity for all and a system that promotes radical inclusion and delivery of social justice. An example of this – and one, which demonstrates the ‘going’ and ‘growing’ balance to our work, is Housing. Currently, efforts in 18/19 are targeted towards direct support to maintain provision of privately leased properties through which to prevent homelessness, given that the critical subsidy once in place has now been withdrawn. However, this interim mitigation is in itself not a sustainable approach. A sustainable approach will be in addressing the fundamental mismatch between housing supply and demand. This leads in to wider work we are starting now, to develop proposals to review and re-create the Local Development Plan. This will ensure long-term sustainable solutions providing economic growth and homes for all – addressing the needs of an ageing demographic and positive retention of our young people. One intervention sets the course for the next.

A resilient Wales – our continual investments in areas such as Social Care are not ‘bail outs’ – they are targeted investments which create the conditions for transformational pieces of work that enable us to think differently about demand-side management. As this budget process shows, returns on such investments are already being demonstrated. Our clear goal is to enable communities by investing in building their own resilience. The introduction of a new cabinet brief focussed on Social Justice and Community Development reinforces the potential

around unlocking the significant social capital that exists in Monmouthshire and enabling people everywhere to make a difference. Our direct funding may be declining – but local assets, resources, ideas, social capital and social action is fast growing. Our role is to optimise and channel this to greatest effect.

A healthier Wales – one of the ‘pressures’ these budget proposals mitigates is the temporary loss of provision and income resulting from the replacement of Monmouth Pool and the re-creation of brand new leisure facilities. Rather than lose the existing facilities because of the comprehensive redevelopment of Monmouth Comprehensive School – an £8m investment has been made in creating new facilities that will help keep our people, children and communities, well.

A more equal Wales - enterprise, economic development and wealth creation is key to giving people the means by which to get on and provide for themselves and their families. No cuts are levelled against the Enterprise service area in this budget because we recognise that without continued investment in wealth and job creation at all levels – from the foundational economy through to the big disruptive technologies – the call on public services grows greater and societal divisions proliferate.

A Wales of Thriving Culture – Monmouthshire has a distinctive cultural offer and boasts country parks, castles, museums, theatres and attractions in every major town and settlement. This budget supports maintaining investment in these areas as a means promoting our identity, cultural distinctiveness and building upon the Abergavenny 2016 Eisteddfod Welsh Language legacy.

A Wales of Cohesive Communities – this budget provides for investment in the development of a new social justice agenda and the creation of a Community Partnerships Team that is rapidly developing the place-based approaches needed to unlock and inspire social action, volunteering and community resilience.

A Globally Responsible Wales – the cash flat-line proposal for schools as part of this emergent set of budget proposals, maintains a commitment to direct investment in our future generations. Beyond ‘playing our part’ for the county, Wales and the UK, our focus on Future Schools, Improvement, safeguarding and excellent learning outcomes, is on finding our place in the world. This means continuing investment to ensure our young people are equipped to engage and compete in industries of the future wherever they might emerge.

Summary

The emerging budget proposals for 18-19 are more than a standalone one-year budget. As a contributor to our wider Future Monmouthshire work, they help build a bridge between the present we have and the future we wish to see. With a blend of ongoing sustainable efficiencies; continued income generation and a focus on investing in areas such as education and social care – where returns in terms of service outcomes and financial benefits are starting to pay early dividends – the platform is building for the development of more targeted ‘big ticket’ interventions. We are not kicking the ‘too difficult’ problems into the long grass. As well as keep the Council ‘going’ – work is underway to keep it ‘growing’ – as these proposals clearly demonstrate. Proposals to review the development plan, as a means of addressing demographic and economic pressures is underway. Exploration of targeted procurement opportunities that save money and create local markets is taking shape. A ‘challenge-driven’ approach to tackling rural transport issues is being developed. Exploration of machine learning, artificial intelligence and automation are contributing to the ways in which we must re-imagine services and the positive impact they can have on the lives of people and communities in Monmouthshire - now and in the future.

SUBJECT: DRAFT CAPITAL BUDGET PROPOSALS 2018/19 TO 2021/22

MEETING: Economy and Development Select

DATE: 30th November 2017

DIVISION/WARDS AFFECTED: Countywide

1. PURPOSE:

- 1.1 To outline the proposed capital budget for 2018/19 and the indicative capital budgets for the three years 2019/20 to 2021/22.

RECOMMENDATION (to be undertaken by Select Committee):

- 1 To consider and provide feedback upon the capital budget assumptions and priorities affecting this Select portfolio area.

2. RECOMMENDATIONS: (presented to Cabinet 22nd Nov)

- 2.2 That Cabinet issues its draft capital budget proposals for 2018/19 to 2021/22 for consultation purposes as set out and referred to in Appendix 2.
- 2.3 That Cabinet confirms a capital strategy, which seeks to prioritise the Council's existing Future Schools programme and other commitments whilst also continuing to finance a minimum core capital programme, recognizing the risks associated with this approach.
- 2.4 That Cabinet reaffirms the principle that new schemes can only be added to the programme if the business case demonstrates that they are self-financing or the scheme is deemed a higher priority than current schemes in the programme and therefore displaces it, and reviews capital priorities where appropriate.
- 2.4 That Cabinet agrees to maximize the use of capital receipts when received to fund the capital programme (therefore reducing the need to borrow) and/or set aside to repay debt as outlined in paragraph 3.11.

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

3. KEY ISSUES:

Capital budget strategy

3.1 The capital MTFP strategy put in place in the face of an ever reducing resource base from Welsh Government has been reviewed. The strategy going forward has the following key components:

- The core MTFP capital programme needs to be financially sustainable without drawing on further funding.
- The completion of tranche A Future schools programme remains the most significant aspect of capital programme. No allowance has yet been made in relation to a tranche B programme that is currently being considered by Welsh Government.
- In 2017/18, the budget provided for a 1 year specific addition to Disabled Facilities Grants of £300k, to address backlog issues. Consequently the 2018/19 starting capital position excludes that sum, but the potential exists for members to consider such again during their budget deliberations. Cabinet has decided to include provision for £300k additional to £600k traditional budget for 2018-19 during their 22nd November meeting.
- No inflation increases will be applied to any of the capital programme with property maintenance budget and Infrastructure maintenance budget set at the same level as last year
- The County farms maintenance and reinvestment programme is based on the revised asset management plan for County farms, supported by the latest condition survey data
- Budget for Area Management of £20k in the programme could be further reduced or cut in the face of other pressures
- £1m unsupported prudential borrowing per annum has been contained in the programme for a number of years and this will continue in the current 4 year programme
- The provisional settlement maintains effectively a standstill funding position in respect of core capital grant and supported borrowing for 2018/19. This has presumed to continue through the later 3 years of MTFP.
- Budget to enhance or prepare assets for sale will be maintained and funded through the capital receipt regeneration reserve in order to maximize this funding stream for the Future schools programme priority, and whilst financial assumptions indicate sufficient resources to afford such expenditure in the years necessary, it is noticed that there is an increased needs for temporary

ad hoc borrow to compensate for delays in receipts. Such additional costs are not easily factored into the revenue budget, and appear in monitoring reports as increased actuals against budget.

Capital MTFP issues

- 3.2 The four year capital programme is reviewed annually and updated to take account of any new information that is relevant.
- 3.3 The major component of the capital MTFP for the next few years is completion of the Council's Tranche A Future schools programme. Colleagues are working through options in relation to a future Welsh Government tranche B programme. No presumption has been made to add such costs into this next 4 year window as yet as costs of proposals and their affordability are still to be established.
- 3.4 As part of the 2017/18 budget setting process, Members identified 5 additional priorities that were uncoded at the time of budget setting, but for which they added an unhypothecated borrowing assumption of £500k per annum to the 2017/18 budget.
- 3.5 During this year, some of those scheme costs have crystallised and the following indicates the related presumption within the capital programme together with an indication of the revenue consequences. In all cases an asset life of 25 years has been presumed:
- Monmouth Pool – commitment to reprovide the pool in Monmouth as a consequence of the Future schools programme, £7.3 million project afforded by £1.9m Future schools programme, £985k sc106, core treasury funding of circa £835k, and 3.58million prudential borrowing afforded by the Leisure service through additional income predictions (MRP predicted to start in 2019/20)
 - Abergavenny Hub – commitment to reprovide the library with the One Stop Shop in Abergavenny to conclude the creation of a Hub in each of the towns. £2.3 million (MRP predicted to start in 2019/20)
 - Disabled Facilities Grants – the demand for grants is currently outstripping the budget, work is being undertaken to assess the level of investment required to maximize the impact and benefit for recipients. Members ultimately chose to put a 1 year commitment of £300k into base capital programme in 2017/18. Consequential to Cabinet meeting of 22nd Nov, the Executive has confirmed a wish to include £300k in financial modelling to continue to assist with DFG demand. For clarity the figures in this report reflect that addition.
 - City Deal - 10 Authorities in the Cardiff City region are looking at a potential £1.2 billion City Deal. Agreement to commit to this programme is being sought across the region in January and so would impact on the capital MTFP. The potential impact on individual authority budgets is currently being modelled in advance of decisions on specific projects and profiles in order for authorities to start reflecting the commitment in their MTFPs. The potential is for the 10 authorities to provide collectively £120 million over time, with individual contributions being reflective of populations. Our indicative liability during forthcoming capital MTFP is likely to be

Contributions predicted during forthcoming MTFP window

Year	Amount
2018-19	£83k
2019-20	£482k
2020-21	£472k

2021-22 £729k

Contributions predicted following the MTFP window

2022-23 £729k

2023-24 £1207k

2024-25 £1206k

2025-26 £1206k

2026-27 £1206k

Total £7320k

MRP is presumed to start in the year after the contribution in made.

- J and E Block – the office rationalization programme is being considered to see if there is a solution that would enable the Magor and Usk sites to be consolidated, releasing funding to pay for the necessary investment to bring the blocks into use. The current presumption included in Treasury figures is £1.4million expenditure with MRP starting in 2020/21. No revenue savings from central accommodation or Magor building have been presumed in the capital modelling, as those savings are unlikely to be realized until that building is vacated.

- 3.6 A strategy that enables the core programme, Future schools and the above schemes to be accommodated is being developed. Notwithstanding this there will still remain a considerable number of pressures that sit outside of any potential to fund them within the Capital MTFP and this has significant risk associated with it. Cabinet have previously accepted this risk.
- 3.7 The current policy is that further new schemes can only be added to the programme if the business case demonstrates that they are self financing or the scheme is deemed a higher priority than current schemes in the programme and therefore displaces it.
- 3.8 In summary the following other issues and pressures have been identified:
- Long list of back log pressures – infrastructure, property, DDA work, Public rights of way, as outlined in Appendix 1. None of these pressures are included in the current capital MTFP, but this carries with it a considerable risk.
 - In addition to this there are various schemes/proposals (e.g. Alternative delivery model for Leisure, tourism and culture services, tranche B Future schools, any enhanced DFG spending, waste fleet vehicle replacement, community amenity site enhancement) that could also have a capital consequence, but in advance of quantifying those or having Member consideration of these items, they are also excluded from current capital MTFP.
 - Capital investment required to deliver revenue savings – this is principally in the area of office accommodation, and social care, property investment and possibly Additional Learning needs. The level of investment is currently being assessed however, in accordance with the principle already set above, if the schemes are not going to displace anything already in the programme then the cost of any additional borrowing will need to be netted off the saving to be made.

- The IT reserve is depleted so funding for any major new IT investment is limited. Any additional IT schemes will need to either be able to pay for themselves or displace other schemes in the programme.
- Base interest rates increased by 0.25% to 0.5% yesterday (2/11/17). That pressure is more likely to be felt in the Revenue MTFP as it will increase the cost of borrowing over time, however it may also impact adversely upon the viability of capital business case developments and their ability to demonstrate self affordability. Given this very recent change, it hasn't been possible to fully work through the consequences in the initial revenue and capital MTFP. That will instead manifest itself through the budget setting process.

Available capital resources

- 3.9 The capital strategy identified above establishes that the core programme will not increase so that available funding can be prioritised for the Future Schools Programme and other commitments provided.
- 3.10 In light of the current pressures on the Authority's medium-term revenue budget, and the principles on which any prudential borrowing must be taken of affordability, prudence and sustainability, the use of further prudential borrowing has to be carefully assessed.
- 3.11 The table below illustrates the balance on the useable capital receipts reserve over the period 2017/18 to 2021/22 taking into account current capital receipts forecasts provided by Estates and revised balances drawn to finance the existing programme. The Council still needs to continue to make a concerted effort to maximize its capital receipts generation over the next few years. Opportunities to set aside capital receipts to repay debt were included in last year's programme, but not able to be actioned, given a delay in receipts which conversely will result in additional costs of temporary borrowing. This is evident in the summary table below, where an artificial deficit in receipts is shown for 2018-19, when instead the balance will be zero, the difference being afforded by temporary borrowing. Further detail is provided in Appendix 4.

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<u>GENERAL RECEIPTS</u>	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000	£000	£000
Balance as at 31st March	18,931	5,315	(393)	4,662	9,817	9,474

- 3.12 The above table illustrates that the capital receipts balance is set to reduce over the MTFP. This is dependent on the capital receipts forecasts provided materializing, which in itself is a significant risk, then being used to fund the capital programme. Experience suggests that there is often significant slippage in gaining receipts which may be due to factors outside the control of the Authority. The risk assessment on the receipts projected is contained in Appendix 5. It is crucial that once assets are identified and approved for sale that this decision is acted upon. Exploration of any alternative use of surplus assets needs to be undertaken before Council approves them for sale in order to assist in the capital planning process.

3.13 Opportunities to generate further receipts and funding streams in line with the Asset Management Plan are continuously being sought, these are outlined below:

- Review of accommodation/buildings in use by the council, with a view to further rationalization – some further rationalisation of office accommodation has been done, but there may be further potential leading to other buildings being released for sale and this is also key in identifying revenue savings
- Identification of services that can be combined as part of the whole Place agenda and establishment of community Hubs, and therefore release buildings for sale
- Review the existing County Farms strategy
- Community Infrastructure Levy – this will become more relevant for the capital MTFP if and when implemented and can include funding for more general ‘place-making’ schemes that support the growth proposed in the LDP e.g. sustainable transport improvements, upgrade/provision of Broadband connectivity, town centre improvements, education, strategic sports/adult recreation facilities and green infrastructure.

4. **REASONS:**

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

RESOURCE IMPLICATIONS:

5.1 Resource implications are noted throughout the report both in terms of how the core programme is financially sustainable, the key issues that require further quantification and also the risks associated with not addressing the pressures outlined in Appendix 1.

6. **FUTURE GENERATIONS ASSESSMENT AND EQUALITY IMPLICATIONS:**

6.1 Capital budgets which impact on individuals with protected characteristics, most notably renovation grants and access for all budgets are being maintained at their current levels.

6.2 The equality impact of the mechanism to allocate maintenance budgets to individual schemes should be in place and being used to aid allocation of funding

6.3 The actual impacts from this report's recommendations will be reviewed on an ongoing basis by the Capital Working Group.

7. **SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

None

8. CONSULTEES:

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

9. APPENDICES:

Appendix 1 – Capital MTFP pressures
Appendix 2 – Capital budget summary programme 2018/19 to 2021/22
Appendix 3 – Schools programme
Appendix 4 – Forecast capital receipts 2017/18 to 2021/22
Appendix 5 – Capital receipts risk factors
Appendix 6 (exempt) – Forecast receipts
Appendix 7 – Future Generations Evaluation

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10. BACKGROUND PAPERS:

List of planned capital receipts: Exempt by virtue of s100 (D) of the Local Government Act 1972

11. AUTHOR:

Mark Howcroft – Assistant Head of Finance

12. CONTACT DETAILS:

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Email: markhowcroft@monmouthshire.gov.uk

Appendix 1 – Capital MTFP pressures

Description of Pressure	Forecast Cost	Date Updated	Responsible Officer / Champion
<p>Current Rights of Way issues (Whitebrook byway) - Engineering assessments have been completed on landslip / collapse of byway at Whitebrook, estimated cost of repairs in the region of £70-£80k.</p>	75,000	Dec 16	Matthew Lewis
<p>Current Rights of Way issues (Wye and Usk Valley Walks) - Engineering assessments have been completed on river erosion / landslips on the Wye and Usk Valley Walks. [Monmouth] (Wye Valley Walk) £23,925, [Clytha] (Usk Valley Walk) £46,725, [Coed Y Prior] (Usk Valley Walk) £9,900, site investigations/design £5,500.</p>	86,000	Dec 16	Matthew Lewis
<p>A major review of the waste Mgt and recycling service is ongoing. Proposals are likely to include consideration of receptacles rather than bags (anticipated cost of between £0.3-1.3m) To accommodate the change at kerbside, developments will be needed at our transfer stations at an indicative cost of £800k depending on the scale of works required. Options may be limited if WG insist on certain scheme components. The quoted capital costs exclude new vehicle costs which are modelled as being leased currently.</p>	2,100,000	Dec 16	Roger Hoggins / Carl Touhig
<p>Monmouth Community Amenity site upgrade - indicative costs are £1.5-2m if built and run by the Council. The transfer station and CA capital costs could be avoided if the Council decided it was best value to procure a build, finance, operate contract for its sites in future. The work to evaluate these options will follow on after kerbside collection.</p>	2,000,000	Dec 16	Roger Hoggins / Carl Touhig

Description of Pressure	Forecast Cost	Date Updated	Responsible Officer / Champion
<p>Property Maintenance requirements for both schools & non-schools as valued by condition surveys carried out some years ago. The existing £2m annual budget mainly targets urgent maintenance e.g. health & safety, maintaining buildings wind & watertight, etc., and is insufficient to address the maintenance backlog. A lack of funding means maintenance costs will rise; that our ability to sell buildings at maximum market rates will be affected ; Our ability to deliver effective services will be affected and a Loss of revenue and poor public image.</p>	22,000,000	Dec 16	Rob O'Dwyer
<p>Disabled adaptation works to public buildings required under disability discrimination legislation.</p>	7,200,000	Dec 16	Rob O'Dwyer
<p>School Traffic Management Improvements - based on works carried out on similar buildings.</p>	250,000	Dec 16	Rob O'Dwyer
<p>Refurbishment of all Public Toilets - Capital investment required to facilitate remaining transfers to Town and Community Councils</p>	95,000	Dec 16	Rob O'Dwyer
<p>School fencing improvements</p>	68,000	Dec 16	Rob O'Dwyer/Headteachers
<p>Modification works to school kitchens to comply with Environmental Health Standards. Without additional funding school kitchens may have to be closed and additional costs for transporting meals in incurred, possibly causing disruption to the education process.</p>	38,000	Dec 16	Rob O'Dwyer
<p>Radon remedial works Following the commissioning of Radon Wales to carry Radon Surveys of public buildings, remedial works will be required at various premises to resolve issues</p>	75,000	Dec 16	Rob O'Dwyer

Description of Pressure	Forecast Cost	Date Updated	Responsible Officer / Champion
<p>Countryside Rights of Way work needed to bring network up to statutorily required and safe standard. This should be taken as a provisional figure as surveys and assessments of bridges and structures are on-going and the rights of way prioritisation system which includes risk assessment will more accurately define and rank the backlog. Bridge management report on 787 bridges completed in October 2013 identifies 254 known bridge issues of which 77 need repair, 31 replacement & 80 are missing. 68 have 'other' issues including 51 bridges which require full inspection to further ascertain requirements/costs. 13 bridges are 10m+ and require replacement or repair. It is not possible to cost all of these currently but a ball park figure of £288k has been identified for the first tranche of issues. Additional ROW allocation (30K) helping, but scale of overall pressure means these figures are still relevant</p>	2,200,000	Dec 16	Ian Saunders
<p>Transportation/safety strategy –Air Quality Management, 20 m.p.h legislation and DDA (car parks)</p>	1,200,000	Dec 16	Richard Cope
<p>Disabled Facilities Grants (DFGs) - Other than last year, the DFG's budget has remained unchanged for the last ten years. Each year the fully committed/spent date falls earlier in the financial year.</p>	500,000	Dec 16	Ian Bakewell
<p>Bringing County highways to the level of a safe road network. This backlog calculation figure has been provided by Welsh Government. The Authorities Capital Programme is not addressing the backlog significantly as the annual level of funding available is not of sufficient magnitude to address this. The annual programme is set in relation to the approved budget and this programme is shared with all members. Routes are selected on the basis of their significance within the overall highway network and their condition. Programmes are reviewed annually around December and then distributed to members.</p>	80,000,000	Dec 16	Roger Hoggins

Description of Pressure	Forecast Cost	Date Updated	Responsible Officer / Champion
<p>Investing in infrastructure projects needed to arrest road closures due to whole or partial bank slips. Without additional expenditure there is the potential for deterioration, increased scheme costs, disruption to communities and the travelling public and road closures.</p>	5,000,000	Dec 16	Roger Hoggins
<p>Backlog on highways structures including old culverts, bridges and retaining walls. With existing budget this backlog will take 23 years to cover and there will be increased likelihood of loss of network availability.</p>	12,700,000	Dec 16	Roger Hoggins
<p>Reprovision or repair of Chain Bridge - Cost prediction is indicative at present. Summary quotes updated August 15. The bridge is currently under special management measures and inspection. Repair/ reprovision will remove / minimise the need for these measures. Without remedial work, the structure will continue to deteriorate. The current 40T maximum limit will have to be further reduced restricting access to the Lancayo area especially for heavy vehicles. Options evaluated from repairing sufficiently to maintain 40t limit, to converting to footbridge and reprovisioning</p>	1,800,000 to 7,500,000. Mid point 4,700,000	Dec 16	Roger Hoggins
<p>Caldicot Castle remedial works - longer term pressures given the condition of the curtain walls / towers etc. The £2-3m estimate is a ball park figure ranging from just the backlog of maintenance to also including improvements to bring the visitor facilities up to modern standards. An RDP grant is paying for a condition survey / outline conservation plan. The current condition of buildings constrains current operations and will impact on future management options including the assessment of viability of potential Cultural Services Trust. Heritage Lottery Funding is possible (but very competitive) Substantial match funding would still be required.</p>	3,000,000	Dec 16	Ian Saunders
<p>Severn View Care Facility renewal</p>	?		Julie Boothroyd/ Ty Stokes
<p>Total Pressures</p>	141,287,000		

Description of Pressure	Forecast Cost	Date Updated	Responsible Officer / Champion
Capital investment for revenue savings			
<p>Leisure and cultural services - Currently the service is exploring future delivery options including trust status. Part of the work will involve conditions surveys which may lead to capital works being required to expedite handover of assets. Included:- e.g. museums, Shire hall, Abergavenny castle, Old station Tintern, Caldicot castle; Have requested £30k from cabinet for work to review assets (15/10/14); Aim is also to reduce but not eliminate revenue; £400k per annum now. further down the line</p>	1,000,000	Dec 16	Ian Saunders
<p>ALN Strategy - Mandate 35 of the MTFP 14/15 outlines a review of current ALN service that includes Mounton House. Options could require Capital Spend but this is unknown at the present time</p>	?		Will McLean/Nikki Wellington

Appendix 2 – Capital budget summary programme 2018/19 to 2021/22

	Project Code	Total Budget 2017/18	Estimated Slippage From 2017/18	Indicative Budget 2018/19	Indicative Budget 2019/20	Indicative Budget 2020/21	Indicative Budget 2021/22
Property Maintenance	Various	1,635,797	0	1,889,552	1,889,552	1,889,552	1,889,552
Upgrade School Kitchens	98219	39,725	0	39,725	39,725	39,725	39,725
Usk County Hall E Block Major Refurb	90316	306,450	0	0			
Usk County Hall J Block Major Refurb	90317	0		1,400,000			
Caerwent House	90320	50,800	0	0			
Abergavenny Community Hub	90321	101,122	0	2,283,000			
Solar Farm - Oak Grove	90324	505,740	0	0			
Asset Management Schemes		2,639,633	0	5,612,277	1,929,277	1,929,277	1,929,277
Access for all	98621	50,000	0	50,000	50,000	50,000	50,000
Monmouth High 21c school provision	96625	22,886,705	6,000,000	12,345,133	750,000	0	0
Caldicot High 21c school provision	96626	11,379,144	0	2,164,911	0	0	0
Welsh Medium 21c school provision	98640	1,000,000	0	0	0	0	0
Monmouth Pool	98689	2,616,194	0	4,711,945	0	0	0
School Development Schemes		37,932,043	6,000,000	19,271,989	800,000	50,000	50,000
Footway Reconstruction	97205	349,445	0	190,453	190,453	190,453	190,453
Street Lighting Defect Column Programme	97210	175,000	0	171,408	171,408	171,408	171,408
Reconstruction of bridges & retaining walls	97215	500,000	0	449,041	449,041	449,041	449,041
Safety fence upgrades	97239	146,370	0	76,181	76,181	76,181	76,181
Signing upgrades & disabled facilities	97302	48,091	0	38,091	38,091	38,091	38,091
Flood Allievation Schemes	97303	25,000	0	11,427	11,427	11,427	11,427
Structural Repairs - PROW	97306	60,738	0	38,091	38,091	38,091	38,091
Carriageway resurfacing	97342	930,211	0	1,136,540	1,136,540	1,136,540	1,136,540
Road safety & trafficman programme	97352	200,088	0	129,508	129,508	129,508	129,508
LTF Active Travel Mapping 15-16	97356	5,000	0	0			
LTF A40/A466 Wyebridge Junction Imps 15-16	97357	260,000	0	0			
LTF Aber/Llanfoist Active Travel Network ph 1 15-16	97358	349,000	0	0			
LTF Abergavenny TC Public Realm	97367	350,000					
SRIC Wonatow Road Pedestrian Crossing	97368	38,000					
Highways OPS: Minor improvements	37369	150,000	0	0			
Raglan depot Sewage Upgrade	95058	50,000	0	0			

Shirehall= upgrade hearing loop	95059	6,500					
Infrastructure & Transport Schemes		3,643,443	0	2,240,740	2,240,740	2,240,740	2,240,740
Replacement Cattle Market	90038	183,357	0	0			
Capital Region City Deal	90041	0	0	83,000	482,000	472,000	729,000
Section 106 schemes	Various	1,351,146	0	126,237			
Regeneration Schemes		1,534,503	0	209,237	482,000	472,000	729,000
County Farms Maintenance	98059	330,773	0	300,773	300,773	300,773	300,773
County Farms Schemes		330,773	0	300,773	300,773	300,773	300,773
Disabled Facilities Grant	99202	900,000	0	900,000	600,000	600,000	600,000
Access For All	91100	250,000	0	250,000	250,000	250,000	250,000
Inclusion Schemes		1,150,000	0	1,150,000	850,000	850,000	850,000
Agresso system upgrade	96620	9,888	0	0			
Revenues system - online facility functionality	96621	13,000	0	0			
Schools IT	96627	351,233	0	0			
ICT Schemes		374,121	0	0	0	0	0
Leasing - To be allocated		1,500,000	0	1,500,000	1,500,000	1,500,000	1,500,000
Vehicles Leasing		1,500,000	0	1,500,000	1,500,000	1,500,000	1,500,000
Car Parks General		450,000	0	0			
Car Park - Granville ST and Wyebridge St	98826	252,214	0	0			
Non County Farms Fixed Asset Disposal Costs	98060	318,334	0	0			
Area Management	97236	20,000	0	20,000	20,000	20,000	20,000
Other Schemes		1,040,548	0	20,000	20,000	20,000	20,000
TOTAL EXPENDITURE		50,145,063	6,000,000	30,305,016	8,122,790	7,362,790	7,619,790

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	Project Code	Total Budget 2017/18	Estimated Slippage From 2017/18	Indicative Budget 2018/19	Indicative Budget 2019/20	Indicative Budget 2020/21	Indicative Budget 2021/22
Supported Borrowing		(2,402,000)	0	(2,402,000)	(2,402,000)	(2,402,000)	(2,402,000)
Unsupported (Prudential) Borrowing		(10,206,110)	0	(9,136,161)	(1,857,000)	(1,472,000)	(1,729,000)
Grants & Contributions		(19,043,165)	0	(5,077,085)	(1,837,000)	(1,462,000)	(1,462,000)
IT Reserve	C504	(22,888)	0	0	0	0	0
Capital Investment Reserve	C505	(145,185)	0	(17,999)	(17,999)	(17,999)	(17,999)
Invest to Redesign Reserve	C507	(152,214)	0	0	0	0	0
Agile Working Reserve	C507	0	0	0	0	0	0
Direct Service Support Reserve	C527	0	0	0	0	0	0
Fixed Asset Disposal Cost Reserve	C527	0	0	0	0	0	0
Priority Investment Reserve	C527	0	0	0	0	0	0
Grass Routes Reserve	C531	(38,307)	0	0	0	0	0
Reserve & Revenue Contributions		(358,594)	0	(17,999)	(17,999)	(17,999)	(17,999)
Capital Receipts		(16,635,194)	(6,000,000)	(12,171,771)	(508,791)	(508,791)	(508,791)
Vehicle Lease Financing		(1,500,000)	0	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
TOTAL FUNDING		(50,145,063)	(6,000,000)	(30,305,016)	(8,122,790)	(7,362,790)	(7,619,790)
(SURPLUS) / DEFICIT		0	0	0	0	0	0

2020/21

Appendix 4 – Forecast capital receipts 2017/18 to 2021/22

<u>GENERAL RECEIPTS</u>	2017/18	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000	£000
Balance as at 1st April	18,931	5,315	(393)	4,662	9,817
Less: capital receipts used for financing	(1,558)	(509)	(509)	(509)	(509)
Less: capital receipts used for financing Monmouth, Caldicot and Welsh medium 21c school provision	(15,077)	(11,663)	0	0	0
Capital receipts received to date	0	0	0	0	1
	2,296	(6,857)	(902)	4,153	9,309
Capital receipts forecast	2,855	6,300	5,400	5,500	
Deferred capital receipts – General	4	4	4	4	5
- Morrisons	160	160	160	160	160
Less: capital receipts set aside:	0	0	0	0	
Balance as at 31st March	5,315	(393)	4,662	9,817	9,474

Appendix 5 – Capital receipts risk factors

The analysis below provides a summary of the receipts and the respective risk factors:

Risk Factor	2017/18 £	2018/19 £	2019/2020 £	2020/21 £	2021/22 £	
Education Receipts						
Low / completed	100,000	0	0	0	0	97%
Medium	0	0	0	0	0	3%
High	0	0	0	0	0	0%
	<u>100,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
County Farm Receipts						
Low / completed	0	0	0	0	0	46%
Medium	1,200,000	0	0	0	0	54%
High	0	0	0	0	0	0%
	<u>1,200,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
General Receipts						
Low / completed	170,000	160,000	160,000	160,000	0	98.6%
Medium	200,000	0	0	0	0	1.4%
High	0	0	0	0	0	0.0%
	<u>370,000</u>	<u>160,000</u>	<u>160,000</u>	<u>160,000</u>	<u>0</u>	
Strategic Accommodation Review						
Low / completed	250,000	0	0	0	0	54.1%
Medium	0	0	0	0	0	45.9%
High	0	0	0	0	0	0%
	<u>250,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
Dependent on Outcome of LDP						
Low / completed	3,100,000	3,100,000	3,100,000	0	0	57%
Medium	2,300,000	2,300,000	2,400,000	0	0	43%
High	0	0	0	50,000	0	0%
	<u>5,400,000</u>	<u>5,400,000</u>	<u>5,500,000</u>	<u>50,000</u>	<u>0</u>	
TOTALS						
Low / completed	3,620,000	3,260,000	3,260,000	160,000	0	80%
Medium	3,700,000	2,300,000	2,400,000	0	0	20%
High	0	0	0	50,000	0	0%
Total	<u>7,320,000</u>	<u>5,560,000</u>	<u>5,660,000</u>	<u>210,000</u>	<u>0</u>	

Risk Factor key:

High - External factors affecting the potential sale that are out of Authority control

Medium - Possible risk elements attached but within Authority ability to control

Low - No major complications are foreseen for the transaction

Exempt Appendix 6 – Forecast receipts

Detail Supplied Separately

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

Meeting and Date of Meeting: Special Cabinet 22nd November 2017
Report: Capital MTFP Proposals 2018/19 to 2021/22 - Detailed Receipts Appendix
Author: Mark Howcroft

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

Exemptions applying to the report:

The appendix noted has an indication of land and assets that the Council proposes to sell and what the Council would be indicatively prepared to take for such.

Factors in favour of disclosure:

Openness & transparency in matters concerned with the public

Prejudice which would result if the information were disclosed:

To circulate such a document would prejudice negotiation over the levels of receipts and mitigate an opportunity to maximize returns.

My view on the public interest test is as follows:

Factors in favour of disclosure do not outweigh those against.

Recommended decision on exemption from disclosure:

Maintain exemption from publication in relation to report

Date: 3/11/17

Signed: M. Howcroft

Post: Assistant Head of Finance

I accept/I do not accept the recommendation made above

Signed: [Signed by Chief Officer / Head of Service / Chief Executive]

Date: 3/11/17

Appendix 7 – Future Generations Evaluation



monmouthshire
sir fynwy

Future Generations Evaluation
(includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation Mark Howcroft</p> <p>Phone no:01633 644740 E-mail:markhowcroft@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal Present capital budget proposals for consultation</p>
<p>Name of Service Whole authority</p>	<p>Date Future Generations Evaluation form completed 03/11/17</p>



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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Local resources will be engaged to deliver the projects in the programme</p>	
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>		
<p>A healthier Wales People’s physical and mental wellbeing is maximized and health impacts are understood</p>		

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Investment in Future schools provides a key community facility to help promote this goal	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing		
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation		
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The budgets for DDA work and DFGs have been maintained at existing levels.	

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term Balancing short term need with long term and planning for the future</p>	Building Future schools will benefit children and communities for future generations	
 <p>Collaboration Working together with other partners to deliver objectives</p>		

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p data-bbox="159 292 304 320">Involvement</p> <p data-bbox="338 154 521 336">Involving those with an interest and seeking their views</p>	<p data-bbox="551 154 1328 225">The aim of the report is to present proposals for consultation with key stakeholders</p>	
 <p data-bbox="159 477 304 505">Prevention</p> <p data-bbox="338 341 521 560">Putting resources into preventing problems occurring or getting worse</p>		
 <p data-bbox="159 700 304 729">Integration</p> <p data-bbox="338 564 521 817">Positively impacting on people, economy and environment and trying to benefit all three</p>	<p data-bbox="551 564 1328 635">Investment in Future Schools will positively impact on the teaching environment</p>	

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age			
Disability	DDA and DFG budgets have been maintained		
Gender reassignment			
Marriage or civil partnership			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Safeguarding is taken into account in the design of the new schools		
Corporate Parenting			

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

Previously determined policy in respect of the priority of investing in future schools. There have been no major changes to the proposals presented here.

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

Capital budgets which impact on individuals, such as DFGs and DDA works are being maintained at existing levels.
The investment in future schools is expected to have a benefit for children and communities for future generations

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

What are you going to do	When are you going to do it?	Who is responsible	Progress

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

The impacts of this proposal will be evaluated on:	Annually when the capital MTFP is reviewed
--	--

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

**Meeting and Date of Meeting: Economy and Development Select
Committee 30th November 2017**

**Report: Draft Capital Budget Proposals 2018/19 to 2021/22 –
Detailed Receipts Appendix
Author: Mark Howcroft**

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

Exemptions applying to the report:

The appendix noted has an indication of land and assets that the Council proposes to sell and what the Council would be indicatively prepared to take for such.

Factors in favour of disclosure:

Openness & transparency in matters concerned with the public

Prejudice which would result if the information were disclosed:

To circulate such a document would prejudice negotiation over the levels of receipts and mitigate an opportunity to maximise returns.

My view on the public interest test is as follows:


Factors in favour of disclosure do not outweigh those against.

Recommended decision on exemption from disclosure:

Maintain exemption from publication in relation to report

Date: 22nd November 2017

Signed:



Post:

Assistant Head of Finance

I accept/I do not accept the recommendation made above

Signed:

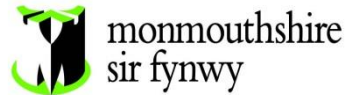


Date: 22nd November 2017

By virtue of paragraph(s) 14 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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SUBJECT:	Crick Road – Proposed disposal to Melin Homes
MEETING:	Economy & Development Scrutiny Committee
DATE:	30th November 2017
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

Pre-decision scrutiny on the proposal to sell Crick Road to Melin Homes to enable the construction of 285 residential units.

2. RECOMMENDATIONS:

- 2.1** That Economy & Development Scrutiny Committee review the proposal and provide a steer on the recommendation to sell the land to Melin Homes.

3. KEY ISSUES:

- 3.1** Crick Road is a 10.95 ha site allocated within the Local Development Plan as a strategic development site. The site is owned by this Council (shown in red) and a third party (shown in blue) as illustrated on the plan in Appendix 1.
- 3.2** Cabinet gave approval in June 2016 to enter into discussions with Melin Homes for the sale of this site on the basis that the development would support the creation of a cohesive community that has regard to its place and local context, whilst still observing the legal requirements that bind the Council when disposing of assets to achieve best consideration.
- 3.3** Since this report Council Officers and Melin Homes have been working collaboratively to design a scheme that has regard to its rural context, applies Poundbury principles, creates a sense of community and belonging and is underpinned by dementia friendly principles. The outcome is a design that will provide 285 homes, 71 of which will be affordable, embodies green infrastructure principles and has a mix of residential designs and scale. The houses for sale will be developed by Melin's trading arm, Now Your Home with the remainder being retained and managed by Melin Homes.

- 3.4** Surveys have been commissioned to establish development constraints and abnormal development costs so that the residual land value could be calculated. To date abnormal development costs have been identified in the region of £3,000,000 which relate to drainage, utilities, ground conditions and ecological issues. It is intended that as these costs are finalised the parties will share in any savings on an equal basis.
- 3.5** Discussions are underway with the owners of the third party land on the basis of an equalisation agreement. This will reflect the net value of the site, less costs and the benefit then apportioned on the basis of the size of the land holding.
- 3.6** There is a Service need to re provision a new dementia friendly residential care facility and this site has been identified as the preferred location. A separate report is being presented by Social Service colleagues to consider the business case for this proposal, however it is worth noting that the design prepared has allocated 2.3 acres to the care facility. In the event that this does not proceed we would expect the land to be incorporated within the residential scheme, subject to the necessary planning consents.
- 3.7** Provisional heads of terms have now been agreed which will be the subject of an independent valuation to determine that the terms meet the obligations of S123 of the Local Government Act.

4. REASONS:

- 4.1** The purpose of this approach is to enable the design to consider and where possible mitigate legacy issues that can arise from a development that does not consider context, local environment and place shaping principles. This proposal seeks to comply with the S123 best consideration requirement but also support social and sustainable principles in compliance with Wellbeing agenda.
- 4.2** The design proposed seeks to maximise the financial opportunities, without compromising its social outcomes as Melin Homes will have a long term commitment to this site which will be maintained beyond the sale phase and will continue as the community evolves. The whole community will benefit from the services that they provide as part of their management model.
- 4.5** This approach marks a shift aware from the traditional contractual model and provides both parties with the opportunity to work collaboratively to maximise the benefits. This has already been evident in the development of the site design and financial case as all of the due diligence and negotiations have been undertaken in an open and transparent manner underpinned by a

shared purpose and clarity of outcomes. In the event that this approach is successful it could be replicated on other sites.

4.6 Options Appraisal

Option	Benefits	Risks	Evaluation
Do Nothing	<ul style="list-style-type: none"> The site would remain as agricultural land No impact on biodiversity. 	<ul style="list-style-type: none"> Allocated site in the LDP, if the site is not developed there would be a shortfall of circa 280 homes No affordable housing would be constructed. No capital receipt to support 21st century schools build programme. 	There is a need for new housing as evidenced by the LDP and this site is allocated. Public expense has already been incurred and there is a need for affordable in Monmouthshire to offset the high cost of private market homes. Therefore this option is discounted.
Sell the site via a transactional approach	<ul style="list-style-type: none"> The Council would minimise risks of challenge as the sale price would be agreed via a tender situation. A single payment could be negotiated at the point of planning consent that would guarantee the capital receipt for 21st century schools. Minimises officer time and input as the purchaser would design the site and undertake any discussions with the community and LPA. Able to evidence best price through the disposal process. 	<ul style="list-style-type: none"> The Council as landowner will not be able to influence design considerations beyond a development brief. Potential that the bidder will offer a value that does not fully consider the abnormal / development costs fully and will seek to reduce the affordable housing element on the basis of viability. The Council will ultimately take responsibility for any legacy issues that arise out of any failures by the developer, this can include unadopted highways, street lighting, poorly designed bin routes, lack of green space etc. A traditional house builder does not have a long term interest in the site as it will passport the affordable units to the appointed RSL and once the private units have been constructed, leave the site. Unlikely to be an open book approach, therefore unlikely to share in the benefit of any abnormal 	This would be the simplest solution for the Council acting as landowner and an option that we have employed on many sites. We can include overage agreements to allow us to share in any savings/ uplifts on an agreed percentage. This type of arrangement however, promotes financial value only. It does not establish a long term relationship with the developer and the community they are developing and developers profit and viability will take priority over affordable housing. Given that social housing is a Council priority we wish to safeguard the 25% allocation. We would be able to do this, but only if we were prepared to take a reduced capital

		<p>savings or uplift in residential values unless this is agreed as part of the heads of terms.</p>	<p>receipt in the event that the developers profit was threatened by increased development costs. We have therefore considered another disposal method that would enable us to protect financial returns as well as consider social value in accord with the Well Being of Future Generations agenda.</p>
<p>Sell the site to an RSL</p>	<ul style="list-style-type: none"> • Long term relationship with the County and existing stock. • PSB partner signed up to the same priorities and policy objectives and is committed to the Future of Well-being principles. • Co-design the site to ensure that profit is not maximised at the expense of good community design. • Value added services that could be provided to the new community post development • Opportunities for Y Prentis scheme • Open book approach to costs and income. • Lower developers profit as not driven solely by commercial return • Long term relationship with the site as they will be retaining and managing the affordable housing units. 	<ul style="list-style-type: none"> • Risk of challenge from a developer as the site is not being market tested. • Will have to rely on an independent valuation to demonstrate market value, rather than a market testing process. • RSL's have a good experience of managing housing stock and building affordable homes, but are relatively new to constructing market housing and therefore may not have the experience or economies of scale that a house builder could provide. • Could be longer lead in times for construction and sale as they develop marketing teams etc. 	<p>This is the harder option due to the risks of challenge and demonstrating best price. The Council has taken legal advice to mitigate any risk of challenge and are obtaining an independent valuation to ascertain the market value of the site. The RSL's are now entering the private sector market to enable them to cross subsidise affordable housing, and have recruited teams with the necessary skills and expertise to become a credible development partner. The long term relationship with the RSL's through the LSB and now PSB and their commitment to the Future of Well beings Act provides us with an opportunity to derive a commercial return from the sale of the land, facilitate the 25% affordable housing allocation and provide community support post construction</p>

			completion. Given that the Council's other site at Rockfield farm will be marketed on the basis of a transactional approach, it is proposed that this new procurement method is tested on this site to determine proof of concept.
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5. RESOURCE IMPLICATIONS:

5.1 Heads of terms have been agreed which are to be independently verified through an independent valuation.

6. FUTURE GENERATIONS AND EQUALITY IMPLICATIONS:

6.1 The concept proposed if agreed and subsequently adopted will provide significant opportunities to plan effectively for the future needs of the new community and provide affordable homes.

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

There are none.

8. BACKGROUND PAPERS:

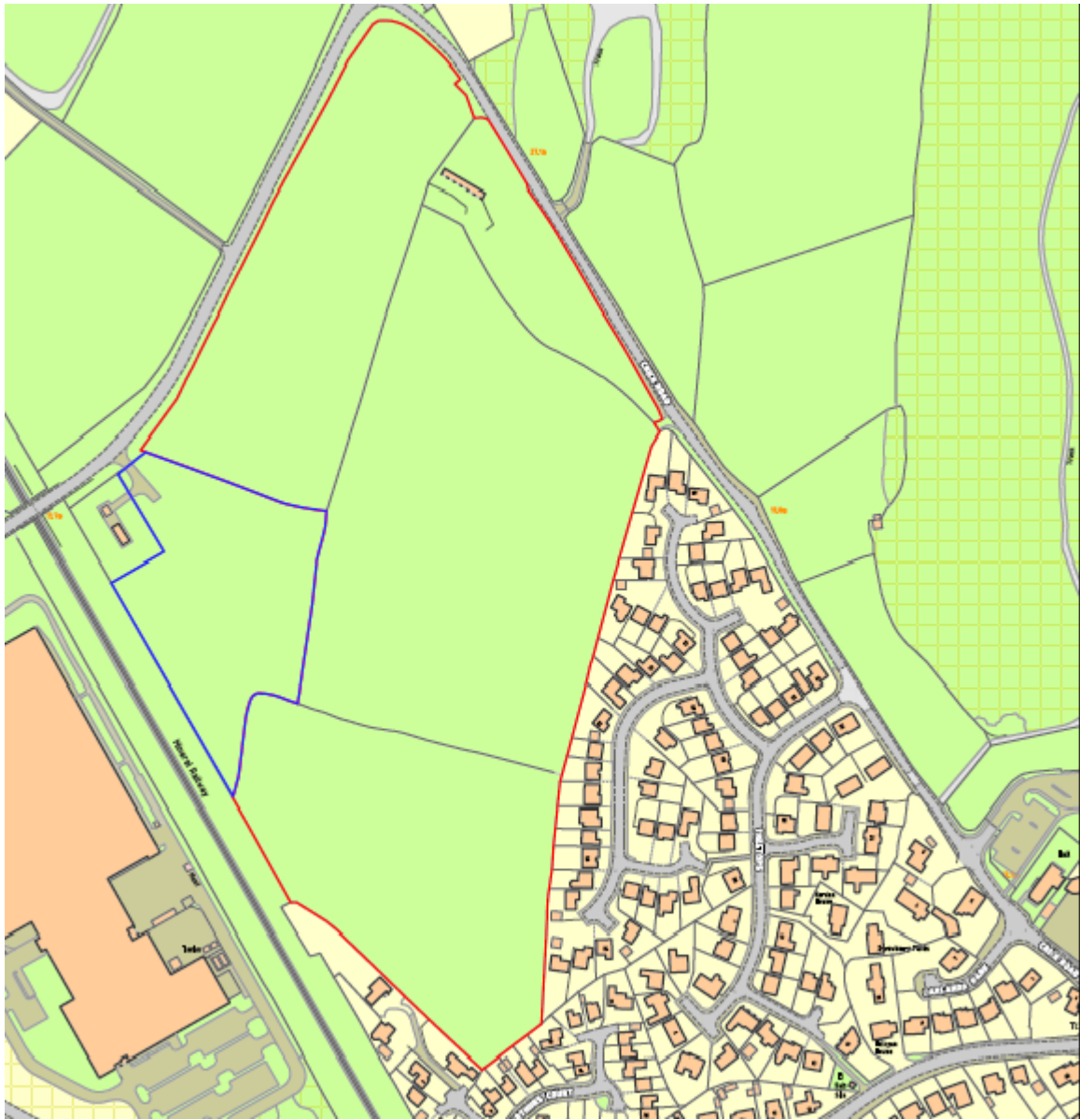
June 2016 Cabinet Report


9. AUTHORS:

Debra Hill-Howells Head of Commercial and Integrated Landlord Services

Debrahill-howells@monmouthshire.gov.uk

Appendix 1 – Location Plan



	Details		Rev No.		© Crown copyright. All rights reserved www.SL 2000
	Monmouthshire County Council				
	Drawn by Attwood.L	Scale 1:3500	Date 13/03/2013		
File Pathname / Project / Drawing No.					

Appendix 2

Evaluation Criteria

Title of Report:	Crick Road – Proposed disposal to Melin Homes
Date decision was made:	Report to be considered 01.11.17
Report Author:	Debra Hill-Howells

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

The land will be sold to Melin Homes who will apply for a planning consent to construct circa 280 homes on the site. The Council will acquire 2.29 acres of land to undertake the development of a new residential care facility (if the business case is subsequently approved by members).

12 month appraisal

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

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

If planning approval is granted the scheme will take 5 years to build out. The success of the scheme will therefore need to be monitored over a longer period than 12 months and will have regard to the following:

- Successful grant of planning consent
- Number of affordable units agreed with the LPA
- Number of affordable housing units constructed
- Number of market house constructed

12 month appraisal

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

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

The proposal is intended to generate a capital receipt for the Council which will be used to support Council priorities.

12 month appraisal

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

Any other comments



SUBJECT: Performance report 2017/18

MEETING: Economy and Development Select Committee

DATE: Thursday 30th November 2017

DIVISIONS/WARDS AFFECTED: All

1. PURPOSE

- 1.1 To present information on how the Council is performing in 2017/18 against nationally set performance indicators that are under the remit of Economy and Development Select Committee

2. RECOMMENDATIONS

- 2.1 That members scrutinise the performance of the nationally set indicators to assess progress and seek clarity from those responsible on future activities or whether performance can improve in any areas of concern identified.

3. KEY ISSUES

- 3.1 The council currently has an established performance framework, this is the way in which we translate our vision - *building sustainable and resilient communities* - into action and ensure that everyone is pulling in the same direction to deliver real and tangible outcomes. The framework was presented to the Committee in July 2017, further information on the council's performance framework for members is available on the Council's intranet, The Hub.
- 3.2 Performance data and information is essential to our performance framework to track and evaluate the progress being made. The performance data used comprises a range of nationally set performance frameworks across various services and locally set indicators that services have developed to evaluate their performance.
- 3.3 One important nationally set framework used to measure local authority performance is 'Public Accountability Measures' set by Data Unit Wales. Appendix 1 contains the performance in quarter 2 2017/18 for the performance indicators that are part of this framework and are under the committee's remit.
- 3.4 The table in Appendix 1 provides trend data for each indicator, the target set, the performance so far in 2017/18 and comments providing further explanation and context of the performance. The indicators are also benchmarked annually compared to other Councils in Wales and the latest quartile ranking from 2016/17 is included, where available and applicable. This quartile ranking was reported to full Council in September 2017 as part of the Stage 2 Improvement Plan 2016/17. Due to the nature of some indicators data is only collated on a six monthly or annual basis. While there are some new indicators included as part of this set which have limited performance data available at this stage.
- 3.5 The Council is currently developing a Corporate Plan that will bring together a wide range of evidence, including from the [well-being assessment](#) and council's [well-being objectives](#) and statement 2017, to set a clear direction for the Council along with the resources required to deliver it. The approach to developing the plan is set out [here](#). Once completed the Corporate Plan will form the framework for future performance reporting.

3.6 This performance report is supplementary to a range of performance reports select committee already receive or have requested as part of their work programme. Some activity measured by the Performance Indicators cross cuts select committee remits. These indicators are reported to the most relevant committee.

4. REASONS:

4.1 To ensure that members have an understanding of performance so far in 2017/18 and use this to inform the committee's work.

5 RESOURCE IMPLICATIONS

5.1 None

6 EQUALITY, SUSTAINABLE DEVELOPMENT AND CORPORATE PARENTING IMPLICATIONS

6.1 There are no specific implications identified as a result of this report.

7. AUTHORS:

Richard Jones, Policy and Performance Officer
e-mail: richardjones@monmouthshire.gov.uk
Telephone: 01633 740733

Appendix 1 - National Performance Indicators 2017/18

Ref	Measure	2013/14	2014/15	2015/16	2016/17	2017/18 Six Months	2017/18 Target	Progress against target	2016/17 Quartile	Trend	Comments
PAM/013	Percentage of empty private properties brought back into use	4.66	10.27	14.18	3.88	Annual	5	n/a	Lower Middle	n/a	Data for this indicator is collated annually. New guidance for the indicator has been applied in 2016/17 decreasing the number of properties that can be included in the indicator as returned to use through the Council's direct action. 2016/17 performance will provide an accurate baseline for future performance. The target has been set at 5% based on current levels of intervention undertaken.
	N D	Number of empty private properties brought back into use Number of empty private sector properties	25 537	64 623	94 663	27 696					
PAM/014	Number of new homes created as a result of bringing empty properties back into use	n/a	n/a	n/a	n/a	Annual	Not set	n/a	n/a	n/a	New Indicator for 2017/18, data will be collected annually from 2017/18.
PAM/017	Number of visits to leisure centres per 1,000 population	8,099	7,893	8,205	7,425	3,414	6,600	✓	Bottom	↓	In recent years visitor numbers to leisure centres have been increasing. The main impact on the decrease in visitor numbers recently has been the new school re-build in Monmouth impacting upon visitor numbers to Monmouth leisure centre. The target for 2017/18 has been set lower reflecting the impact the full closure of Monmouth leisure centre from November 2017 and the reduced replacement offer in place at the market hall, shire hall and temporary structure
	N D	Number of visits to leisure centres Total population	742,368 91,659	726,918 92,100	757,591 92,336	686,614 92,476	316,960 92,843				
PAM/018	Percentage of all planning applications determined in time	70	76	79	90	91	80	✓	n/a	↑	This is a measure of speed of determination. This PI has improved significantly in recent years due to more focus on officer workload and deadlines, along with the subsequent allowance for applications determined under extensions of time (beyond the 8 week statutory period). The target has been set at above 80%.
	N D	Number of all planning applications determined in time Number of all planning applications determined	617 882	803 1053	862 1085	976 1087	496 545				
PAM/019	Percentage of planning appeals dismissed	69	69	71	73	33	70	✘	n/a	↓	This provides a broad indication of how robust the Council's decision on an application is. A low number of appeals means performance can fluctuate based on cases being decided. The target is to achieve around 70% of appeals being dismissed. The fall in the number appeals is an indication of the work to encourage applicants to amend schemes to reach a positive outcome.
	N D	Number of planning appeals dismissed Number of planning appeals decided	22 32	20 29	17 24	11 15	2 6				

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Economy and Development Select Committee

Action List

19th October 2017

Minute Item:	Subject	Officer	Outcome
7.	List of actions arising from the previous meeting.	Robert O'Dwyer / Hazel Illett	The Head of Property Services and Facilities Management liaises with the Chair of the Select Committee and the Scrutiny Manager with a view to establishing a series of workshops on Procurement and Partnership Working.

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Monmouthshire's Scrutiny Forward Work Programme 2017

Economy Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
23 rd November 2017	Procurement Workshop	Members identified this as a key area for focussed scrutiny. Discussion on state aid, due diligence and procurement.	Rob O Dwyer Kellie Beirne	Action Learning Workshop
30 th November 2017	Budget Scrutiny	Scrutiny of the Budget proposals relating to the committee's remit for 2018-2019	Mark Howcroft	Budget Scrutiny
	Crick Road	Pre-decision scrutiny of Crick Road Land Disposal	Deb Hill Howells	Pre-decision Scrutiny
	City Deal ~ strategic investment proposal for Caldicot Town Centre	Presentation to sight members on forthcoming work streams	Cath Fallon Kellie Beirne	Presentation
	Performance Report: (quarter 2)	Report on the performance of service areas within the committee's remit for the previous 6 months. (Invite officers and relevant Cabinet Members).	Richard Jones	Oversight Performance Monitoring
30 th Nov 2017 SEMINAR 2pm	Seminar on LDP A full review of the LDP provides an overview of the key issues and identifies changes that are likely to be needed to the LDP.	Workshop with members enable members to share their views on: <ul style="list-style-type: none"> ✓ The issues that should be considered in the full review of the LDP. ✓ The subsequent potential changes required to the LDP. ✓ Any additional issues and/or changes that should be considered in the full review of the LDP. ✓ Whether the changes identified warrant a short form or full revision to the LDP. 	Mark Hand Rachel Lewis	Action Learning Seminar

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Invite all Members, Economy to lead

Agenda Item 11

Monmouthshire's Scrutiny Forward Work Programme 2017

<p>New Year 2018 CROSS BORDER VISIT</p> <p>TBC</p>	<p>Meet border/neighbouring English councils</p>	<p>Discussion on issues that cross county boundaries to explore any synergies/learning:</p> <ul style="list-style-type: none"> ✓ Affordable housing, transport ✓ Impact of the removal of the Severn Tolls ✓ Tourism and enterprise 	<p>Kellie Beirne Mark Hand</p>	<p>Action Learning</p>
<p>25th January 2018</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 4</p>	<p>Budget Monitoring - period 7</p>	<p>To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).</p>	<p>Mark Howcroft</p>	<p>Budget Monitoring</p>
	<p>Sale of County Hall</p>	<p>Oversight of this report requested by Members.</p>	<p>Roger Hoggins</p>	<p>Pre-decision Scrutiny</p>
	<p>TBC</p> <p>Abergavenny Outdoor Structure</p>	<p>*Possible joint scrutiny with Torfaen*</p> <p>*TBC*</p>		
<p>New Year 2018 CROSS BORDER VISIT</p> <p>TBC</p>	<p>Meet border/neighbouring English councils</p>	<p>Discussion on issues that cross county boundaries to explore any synergies/learning:</p> <ul style="list-style-type: none"> ✓ Affordable housing, transport ✓ Impact of the removal of the Severn Tolls ✓ Tourism and enterprise 	<p>Kellie Beirne Mark Hand</p>	<p>Action Learning</p>
<p>15th March 2018</p>				
<p>26th April 2018</p>	<p>Budget Monitoring - Period 12</p>	<p>To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).</p>	<p>Mark Howcroft</p>	<p>Budget Monitoring</p>

Monmouthshire's Scrutiny Forward Work Programme 2017

Future Meeting Items:

Agreed Scrutiny Focus for 2017-18:

- Affordable housing, transport and the LDP
- Impact of the removal of the Severn Tolls
- City Deal and the regional agenda
- Tourism and enterprise

- **ICT in Schools** ~ scrutinise jointly with CYP Select ~ Post Evaluation Review to return. Joint scrutiny of the outcomes for young people: Implementing the technology → delivering the teaching and learning → digital attainment levels.

Work Programme Items for circulation:

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

- **Velethon Report for 2016, 2017 when available**
- **I County Strategy 2** ~ revised strategy to incorporate digital maturity and culture ~ October
- **People Strategy** ~ corporate strategy for staff ~ October
- **Information Strategy** ~ linking 3 strands: information governance, data insight and digital data ~ October
- **Employability Grant** ~ October
- **'Inspire Programme' Extension** ~ October

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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
13th MARCH 2017 - CABINET			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17 meeting 5 held on the 19 th January 2017.		Dave Jarrett
Outcomes of the Recycling Review.	Cabinet to agree the Final Business Case determining the outcomes of the Recycling Review.		Rachel Jowitt
Safeguarding Progress Report			Teresa Norris
Effectiveness of Council Services: Quarter 3 Progress			Matt Gatehouse
Cemeteries - amendments to charging policy			Deb Hill Howells
The Knoll, Abergavenny Section 106 funding			Mike Moran

Subject	Purpose	Consultees	Author
ADM – Business Case			Tracey Thomas
EAS Business Case			Will Mclean
Community Governance			Will Mclean
2017/18 Education and Welsh Church Trust Funds Investment and Fund	The purpose of this report is to present to Cabinet for approval the 2017/18 Investment and Fund strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2017/18 grant allocation to Local Authority beneficiaries of the Welsh Church Fund.		Dave Jarrett
8th MARCH 2017 – INDIVIDUAL CABINET MEMBER DECISION			
P			
Private sector housing enforcement			Huw Owen
PSPO x 2: Fairfield Car Park and Abergavenny Skate Park			Andrew Mason
Homeless Reserve Fund			Ian Bakewell
Fostering Fees Review			Claire Marchant
Accounts Payable Strategy – Further automation of the procedure to process payment			Lisa Widenham
Appropriation of the land at Rockfield Farm, Undy	From County farms use to planning use		Gareth King
Cemeteries – amendments to charging policy			Deb Hill Howells
Direct Care Leadership Restructure			Colin Richings
Transport Policy			Clare Morgan
Disposal of land on Garden City Way for Affordable Housing			Ben Winstanley

Subject	Purpose	Consultees	Author
Cae Maldon Bus Routes			Christian Schmidt
Monmouthshire Museums Centralisation of Staffing Structure			Cath Fallon
9TH MARCH 2017 - COUNCIL			
Council Tax Resolution 2017/18 and Revenue and Capital Budgets 2017/18	To set budget and Council tax for 2017/18		Joy Robson
Treasury Management Strategy 2017/18	To accept the annual Treasury Management Strategy		Joy Robson
Asset Investment Strategy			Peter Davies
Outcome of Recycling Review	To agree the Final Business Case determining the outcomes of the Recycling Review.		Rachel Jowitt
Procurement Strategy for Household Waste Recycling Centre, Transfer Stations and Residual Haulage.	For Council to approve the procurement strategy and affordability envelope for the procurement of a new contract running from 2018-2030 (7 years plus 5 years extension possibility).		Rachel Jowitt
Approval of Car Park Capital Budget in 2017/18			Roger Hoggins
20TH MARCH 2017 - COUNCIL			
ADM Business Case			Tracey Thomas
Pay Policy			Tracey Harry/Sally Thomas
Well-being Assessments for the county and Objective setting for the Council	i) Well-being of Future Generations Assessment (author Matthew Gatehouse) ii) Population Needs Assessment (authors Matthew Gatehouse/Phil Diamond) iii) Council's Well-being Objectives and Plan (author Matthew Gatehouse/Richard Jones) iv) Biodiversity and Ecosystem Resilience Forward Plan (author Matthew Lewis)		Matt Gatehouse
Safeguarding Progress Report			Teresa Norris
Position Statement report			Geoff Burrows

Subject	Purpose	Consultees	Author
re: Social Services			
Council Diary			Nicola Perry
Chief Office CYP Appointment			Tracey Harry
WAO Kerbcraft			Clare Marchant
Community Governance			W. McLean
29th MARCH 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Contracts Manager – Adult and Children’s Commissioning			Ceri York
Proposed 40 Mph Speed Limit Portal Road And Link Road Monmouth			Paul Keeble
Food Law enforcement policy - Monmouthshire alternative to prosecution policy (mapp)			David H Jones
To make Permanent the current temporary post of the Carers Services Development Manager			Kim Sparrey
Staffing Restructure: Development Management Team			Mark Hand
Staffing Restructure: Planning Policy Team			Mark Hand
Monmouthshire Lettings Service			Steve Griffiths
Permanent appointment of Temporary Admin Support post (RBC13A).			Nigel George
5th APRIL 2017 - CABINET			

Subject	Purpose	Consultees	Author
Introduction of a fast-track service in relation to pre-application advice; lawful development certificates and compliance letters, and amendments to pre-application fees			Mark Hand
12th APRIL 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Young Carers' Strategy 2017 -20			Kim Sparrey
Supporting People Plan and Grant Spend			Chris Robinson
Additional Grant Funding for Local Authority to deliver the High St Rates Relief Scheme			Ruth Donovan
Proposed re-alignment of the Estates team to meet budget mandate savings	Cllr Murphy		Deb Hill- Howells
Living Levels Landscape Partnership:	Cllr P Hobson		Matthew Lewis
Flexible Early Retirement – Planning Services			Mark Hand
Introduction of a fast-track service in relation to pre-application advice; lawful development certificates and compliance letters, and amendments to pre-application fees			Mark Hand
26th APRIL 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Welfare Rights Review	ITEM DEFERRED TO 24/5/17		Tyrone Stokes

Subject	Purpose	Consultees	Author
Proposed 20 MPH Speed Limit, A472 Usk	Cllr B Jones		Paul Keeble
Community Hubs Restructure	Cllr RJB Greenland		Deb Hill Howells
Monmouthshire Local Development Plan Draft Sustainable Tourism Accommodation Supplementary Planning Guidance	Cllr B Greenland		Martin Davies
Monmouthshire Local Development Plan Rural Conversions To A Residential Or Tourism Use (Policies H4 & T2) Supplementary Planning Guidance	Cllr B Greenland		Martin Davies
16TH MAY 2016 – ANNUAL MEETING			
18TH MAY 2017 – DEFERRED BUSINESS COUNCIL			
24TH MAY 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Welfare Rights Review			Tyrone Stokes
Event Opportunities – Summer 2017			Dan Davies
A40/A466 Wyebridge, Monmouth – Proposed Junction Improvement			Paul Keeble
Proposed acquisition of land Magor			Deb Hill Howells
7TH JUNE 2017 – CABINET			

Subject	Purpose	Consultees	Author
To approve the Corporate Safeguarding Policy			Teresa Norris / Claire Marchant
Anti Fraud, Bribery & Corruption Policy Statement – REVISED AND UPDATED			Andrew Wathan
Welsh Language Progress Report.			Alan Burkitt
Highway Grant and Section 106 budgets			Paul Keeble
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group meeting 5 of the 2016/17 financial year held on the 20 th March 2017.		Dave Jarrett
Revenue & Capital Monitoring 2016/17 Outturn Forecast Statement	To provide Members with information on the outturn position of the Authority for the 2016/17 financial year		Mark Howcroft
CYP Support Services Re-Structure	To propose a restructure within CYP support services to achieve saving from the Medium Term Financial Plan		Nikki Wellington / Sharon Randall Smith
14TH JUNE 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Sale of Freehold of Land at Plot 9a Wonastow Rd, Monmouth	The sale of the Freehold has been agreed subject to approval to Mandarin Stone who currently lease the area on a long lease from MCC.		Nicola Howells
Installation of charging points for electric cars in MCC public car parks	To seek approval for the installation of charging points for electric cars in MCC car parks in the county.		Roger Hoggins
Release of restrictive covenant at Former Abergavenny Magistrates Court and Police Station.			Nicholas Keyse

Subject	Purpose	Consultees	Author
28th JUNE 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Social Housing Grant			Shirley Wiggam
Proposed Reduction in the size of the Brecon Beacons National Park Authority	To respond to Welsh Government Consultation on the Proposed Reduction in the size of the Brecon Beacons National Park Authority	CLLR BRYAN JONES	Matthew Lewis
29TH JUNE 2017 - COUNCIL			
CCTAudit Committee Zero Hour Contracts Report			Philip White
Audit Committee Annual Report			Philip White
5TH JULY 2017 – CABINET			
Update and approval of matters arising from the Safeguarding arrangements action plan – kerbcraft scheme			Roger Hoggins / Paul Keeble / Graham Kinsella
Youth Enterprise – European Structural Fund (Esf) Programmes - Inspire2work Extension.			Cath Fallon
Annual Report of the Director of Social Services			Claire Marchant
12TH JULY 2017- INDIVIDUAL CABINET MEMBER DECISION			
14th JULY 2017 - SPECIAL CABINET			
CSC (Compound Semi-Conductor) Project			Peter Davies
26TH JULY 2017 – INDIVIUDAL CABINET MEMBER DECISION			
Allocation of funding to Develop a Town Centre Regeneration Plan, Caldicot			Roger Hoggins
10C Severnbridge Industrial Estate, Caldicot.		Cllr Murphy	Deb Hill Howells

Subject	Purpose	Consultees	Author
Raglan Village Hall Progress Update		Cllr Murphy	Deb Hill Howells
Disposal of agricultural land in Goytre on the open market'		Cllr Murphy	Gareth King
Youth Enterprise – European Structural Fund (Esf) Programmes – Inspire Programmes – Finance Officer Re-Evaluation			Cath Fallon
Rural Development Programme – New Post (Internal Secondment) Pollinator Project Coordinator			Cath Fallon
27TH JULY 2017 - COUNCIL			
Annual Report of the Director of Social Services			Claire Marchant
Safeguarding Policy			Cath Sheen
Monmouth Pool			Ian Saunders
9TH AUGUST 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Caldicot Town Team Funding - Enhancement of Pedestrian Area, Newport Road, Caldicot.			Judith Langdon
9TH AUGUST 2017 – SPECIAL CABINET			
Senior Leadership Realignment			Kellie Beirne
23RD AUGUST 2017 – INDIVIDUAL CABINET MEMBER DECISION			
RDP funded Temporary Part time Coach Tourism Visitor Information Officer Post			Nicola Edwards

Subject	Purpose	Consultees	Author
Staffing Restructure: Development Management Team			Mark Hand
Senior Social Worker Post in the Adult Disability Service, focussing on Continuing Health Care (CHC) Issues			Mike Logan
6TH SEPTEMBER 2017 – CABINET			
Welsh Church Fund Working Group	The purpose of this combined report is to make recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 1 held on the 29 th June and meeting 2 held on 27 th July 2017.		Dave Jarrett
Contaminated Land Inspection Strategy			Huw Owen
Community Engagement Review Update/Whole Place and Partnerships Team restructure			Cath Fallon
Update on Fair Funding Regulations for Schools in a deficit budget	To inform members of the current requirements through the fair funding regulations for schools that are reporting a deficit budgets and the actions required to address		Nikki Wellington
To declare surplus the former sextons lodge at Chepstow Cemetery, Chepstow	To declare the property surplus following the retirement of the previous sexton at the Chepstow Cemetery to enable the Council to begin the disposals process		Gareth King
Budget Monitoring report – period 2	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2016/17 financial year.		Joy Robson/Mark Howcroft
Section 106 Gilwern School			Richard Morgan

Subject	Purpose	Consultees	Author
13TH SEPTEMBER 2017 – INDIVIDUAL CABINET MEMBER DECISION			
DELIVERING SAVINGS – POLICY AND PERFORMANCE			Matt Gatehouse
21ST SEPTEMBER 2017 – COUNCIL			
MCC Audited Accounts 2016/17 (formal approval)	To present the audited Statement of Accounts for 2016/17 for approval by Council		Joy Robson
Stage 2 Improvement Plan 2016/17	To seek council approval of the Stage 2 Improvement Plan for 2016/17.		Richard Jones
Payment Guarantee by MCC to WG – City Deal Compound Semiconductor Project.			
ISA260 report – MCC Accounts –	To provide external audits reports on the Statement of Accounts 2016/17		Joy Robson
27TH SEPTEMBER 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Transition of existing DPPOs into PSPOs			Andrew Mason (29/8/17)
MONMOUTHSHIRE FAIRTRADE COUNTY RENEWAL			Hazel Clatworthy (04/9/17)
4TH OCTOBER 2017 – CABINET			
Cash Receipting System Tender	To seek approval and funding for Authority's replacement cash receipting system		Ruth Donovan
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of		Dave Jarrett

Subject	Purpose	Consultees	Author
	Applications 2017/18, meeting 3 held on the 21 st September 2017.		
Volunteering Policy			Owen Wilce
Framework for a Corporate Plan and Enabling Strategies		P. Jordan	Kellie Beirne
21st Century Schools Programme – Strategic Outline Programme (SOP) Band B Update			Will McLean
10TH OCTOBER 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Revised Information Strategy following Audit Committee on 19 th Sept			Sian Hayward
Services fit for the future – Quality and governance in health and care in Wales			Claire Marchant
Severn View Contracted Bank			Sian Gardner
Gwent (Lrf) Local Resilience Forum : Coordinator Officer Post		P Murphy	Ian Hardman
Monmouthshire Local Development Plan Annual Monitoring Report			Mark Hand Rachel Lewis (25/09/17)
Fairness at Work (Grievance) Policy		P Murphy	Sally Thomas (26/09/17)

Subject	Purpose	Consultees	Author
25TH OCTOBER 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Re-evaluation of Youth Service			Josh Klein
Reorganisation of Direct Payments Team in Social Services			Mike Logan
1ST NOVEMBER 2017 – CABINET - CANCELLED			
Review of Obstructions in the Public Highway policy			Roger Hoggins
Disposal of Former County Hall site. Croesyceiliog'			Roger Hoggins
U Volunteering Policy	Moved to Cabinet 6 th December		Sally Thomas
U Pick Road Disposal	Deferred		Deb Hill Howells
8TH NOVEMBER 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Rural Conversions to a Residential or Tourism Use SPG.			Rachel Lewis
Foul Drainage Easement across Racecourse Farm, Llanfoist	For Phil Murphy		Ben Winstanley
Sustainable Tourism Accommodation SPG			Rachel Lewis
9TH NOVEMBER 2017 – COUNCIL			
Remote attendance at Council Meetings			Rob Tranter
Recycling Review – Final Business Case and Approval for Capital Expenditure	For Council to receive the FBC for the Recycling Review and to approve the expenditure required for successful implementation.		Rachel Jowitt

Subject	Purpose	Consultees	Author
22ND NOVEMBER 2017– SPECIAL CABINET			
Capital Budget Proposals	To outline the proposed capital budget for 2018/19 and indicative capital budgets for the 3 years 2019/20 to 2021/22		Joy Robson
MTFP and Budget Proposals for 2018/19	To provide Cabinet with Revenue Budget proposals for 2018/19 for consultation purposes		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 2018/19		Joy Robson
Outline of Budget Process 2018/19			Joy Robson
Volunteering Policy			Owen Wilce
22ND NOVEMBER 2017– INDIVIDUAL CABINET MEMBER DECISION			
6TH DECEMBER 2017 – CABINET			
Council Tax base 2018/19 and associated matters	To agree the Council Tax Base figure for submission to the Welsh Government, together with the collection rate to be applied for 2018/19 and to make other necessary related statutory decisions.		Sue Deacy/Wendy Woods
Alternative Delivery Model			Tracey Thomas
Crick Road Disposal			Deb Hill Howells
Safeguarding Evaluation and Progress Report			Diane Corrister
LDP Draft Review Report			Mark Hand
Re-provision of Severn View			Colin Ritchings
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 4 held on the 9 th November 2017		Dave Jarrett
Delivering Excellence in Children's Services'	<ul style="list-style-type: none"> - Our fostering service. - Delivery models for family support. - Meeting increasing service demands 		Claire Robins

Subject	Purpose	Consultees	Author
13TH DECEMBER 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Local Government (Wales) Act 1994 The Local Authorities (Precepts)(Wales)Regulations 1995	To see approval of the proposals for consultation purposes regarding payments to precepting Authorities during 2018/19 financial year as required by statute		Joy Robson
Youth Offending Service – Proposed implementation of revised contractual arrangements.			Jacalyn Richards
Adoption of Highway Management Plan including appointment of Highway Asset Inspector and changes to Asset Planning Officer posts	(moved from 22 nd Nov)		Paul Keeble
Freehold Disposal of Land at Coed Uchel, Gilwern. – Sale of Freehold Interest to United Welsh held on 125 yr lease.	(moved from 22 nd Nov)		Nicola Howells
HR Policies			Sally Thomas
Severe Weather Emergency Protocol (SWEP)			Steve Griffiths (06/11/2017)
14TH DECEMBER 2017 - COUNCIL			
Update to Constitution			Rob Tranter
Appointment of the Preferred Bidder for the Heads of the Valleys Food Waste Treatment Procurement			Rachel Jowitt
Volunteering Policy			Owen Wilce

Subject	Purpose	Consultees	Author
Bryn Y Cwm Area Committee – terms of pilot scheme			Matt Gatehouse
Safeguarding Evaluative Report			Diane Corrister
Area Committee Voting Rights			Matt Gatehouse
Alternative Delivery Model			Tracey Thomas
3RD JANUARY 2018 – INDIVIDUAL CABINET MEMBER DECISION			
Fixed Penalty Notice charges for fly tipping offences			Huw Owen
Supporting People Programme Grant Spendplan 2018-19			Chris Robinson (15/11/17)
10TH JANUARY 2018 – CABINET			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 5 held on the 14 th December 2017		Dave Jarrett
Accommodation Review			Deb Hill Howells
Budget Monitoring Report – Period 7	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2016/17 financial year.		Joy Robson/Mark Howcroft
Supporting People			Chris Robinson
Chepstow Cluster – proposed distribution of Section 106 monies	To agree the distribution of section 106 to the cluster		Nikki Wellington
Management of Obstructions in the Public Highway			Roger Hoggins
Chippenham Play Area,			Mike Moran

Subject	Purpose	Consultees	Author
Monmouth			
The Knoll Section 106 Funding, Abergavenny			Mike Moran
Abergavenny Borough Theatre – Potential return to MCC			Tracey Thomas
Whole Authority Strategic Plan			Matt Gatehouse
Proposed changes to the Schools Funding Formula for the funding of Building Maintenance Costs.	Seeking approval to reduce the funding of building maintenance costs for our new schools		Nikki Wellington
17TH JANUARY 2018 – INDIVIDUAL CABINET MEMBER 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 payment to precepting Authorities for 2018/19 as required by statute		Joy Robson
18TH JANUARY 2018 - COUNCIL			
Council Tax Reduction Scheme 2018/19			Ruth Donovan
Social Justice Policy			Cath Fallon
31ST JANUARY 2018 – INDIVIDUAL CABINET MEMBER DECISION			
7TH FEBRUARY 2018 – CABINET			
Final Draft Budget Proposals or recommendation to Council			Joy Robson
Disposal of County Hall			Roger Hoggins
Turning the World Upside Down			Claire Marchant

Subject	Purpose	Consultees	Author
14TH FEBRUARY 2018 – INDIVIDUAL CABINET MEMBER DECISION			
S106 funding: Pen y Fal bridge repairs	To draw down appropriate S106 funding to fund the repairs to the footbridge at the Pen y Fal development in Abergavenny.		Rachel Jowitt
22ND FEBRUARY 2018 – COUNCIL			
28TH FEBRUARY 2018 – INDIVIDUAL CABINET MEMBER DECISION			
Charges in relation to the delivery of the Authority's private water supply responsibilities			Huw Owen
1ST MARCH 2018 - COUNCIL			
Council Tax Resolution 2018/19			Ruth Donovan
7TH MARCH 2018 - CABINET			
2018/19 Education and Welsh Church Trust Funds Investment and Fund Strategies	The purpose of this report is to present to Cabinet for approval the 2018/19 Investment and Fund Strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2017/18 grant allocation to Local Authority beneficiaries of the Welsh Church Fund.		Dave Jarrett
Disability Transformation Work			Claire Marchant
Corporate Parenting Strategy			Claire Marchant
2 nd Phase Families Support Review			Claire Marchant
14TH MARCH 2018 – INDIVIDUAL CABINET MEMBER DECISION			
28TH MARCH 2018 – INDIVIDUAL CABINET MEMBER DECISION			

Subject	Purpose	Consultees	Author
11TH APRIL 2018 - CABINET			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 6 held on the 22 nd February 2018		Dave Jarrett
18TH APRIL 2018 – INDIVIDUAL CABINET MEMBER DECISION			
19TH APRIL 2018 - COUNCIL			
Public Service Board: Well-being Plan for Monmouthshire			Matt Gatehouse (added 29/8/17)
9TH MAY 2018 – INDIVIDUAL CABINET MEMBER DECISION			
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Hannah Jones would like to come to Cabinet in July 2018 to update on Youth Enterprise - European Structural Fund (ESF) Programmes - Inspire2Work extension (originally brought to Cabinet July 2017).

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