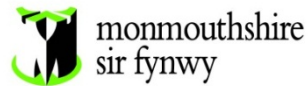


Public Document Pack



County Hall
Rhadyr
Usk
NP15 1GA

Wednesday, 19 September 2018

Notice of meeting

Economy and Development Select Committee

Thursday, 27th September, 2018 at 10.00 am

The Council Chamber, County Hall, Rhadyr, Usk,
Monmouthshire, 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.	Public Open Forum.	
4.	Presentation regarding the Superfast Cymru 2 broadband procurement and future plans.	
5.	Performance and Evaluation Framework for MonLife.	1 - 36
6.	Revenue and Capital Monitoring 2018/19 Outturn Statement.	37 - 72
7.	To confirm the following minutes:	
7.1.	Special Meeting of Economy and Development Select Committee dated 13th July 2018.	73 - 82
7.2.	Economy and Development Select Committee dated 19th July 2018.	83 - 96
8.	Economy and Development Select Committee Forward Work Programme.	97 - 100

9.	Council and Cabinet Business Forward Work Programme.	101 - 120
10.	Next Meeting. Friday 19 th October 2018 at 10.00am (Special Meeting). Thursday 22 nd November 2018 at 10.00am (Ordinary Meeting).	

Paul Matthews

Chief Executive

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

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

Public Information

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Watch this meeting online

This meeting can be viewed online either live or following the meeting by visiting www.monmouthshire.gov.uk or by visiting our Youtube page by searching MonmouthshireCC.

Welsh Language

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

Aims and Values of Monmouthshire County Council

Our purpose

Building Sustainable and Resilient Communities

Objectives we are working towards

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

Our Values

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

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

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

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

Monmouthshire Scrutiny Committee Guide

Role of the Pre-meeting

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

Questions for the Meeting

Scrutinising Performance

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

Scrutinising Policy

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

Questions for the Committee to conclude...

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

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

General Questions....

Empowering Communities

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

Service Demands

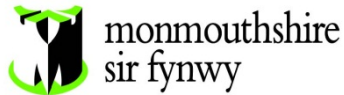
- How will policy and legislative change affect how the council operates?
- Have we considered the demographics of our council and how this will impact on service delivery and funding in the future?

Financial Planning

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

Making savings and generating income

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



SUBJECT:	Performance and Evaluation Framework for MonLife
MEETING:	Economy and Development Select
DATE:	27th September 2018
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

- 1.1 To receive the draft Performance and Evaluation Framework that will underpin a business management framework for the new delivery model MonLife.

2. RECOMMENDATIONS:

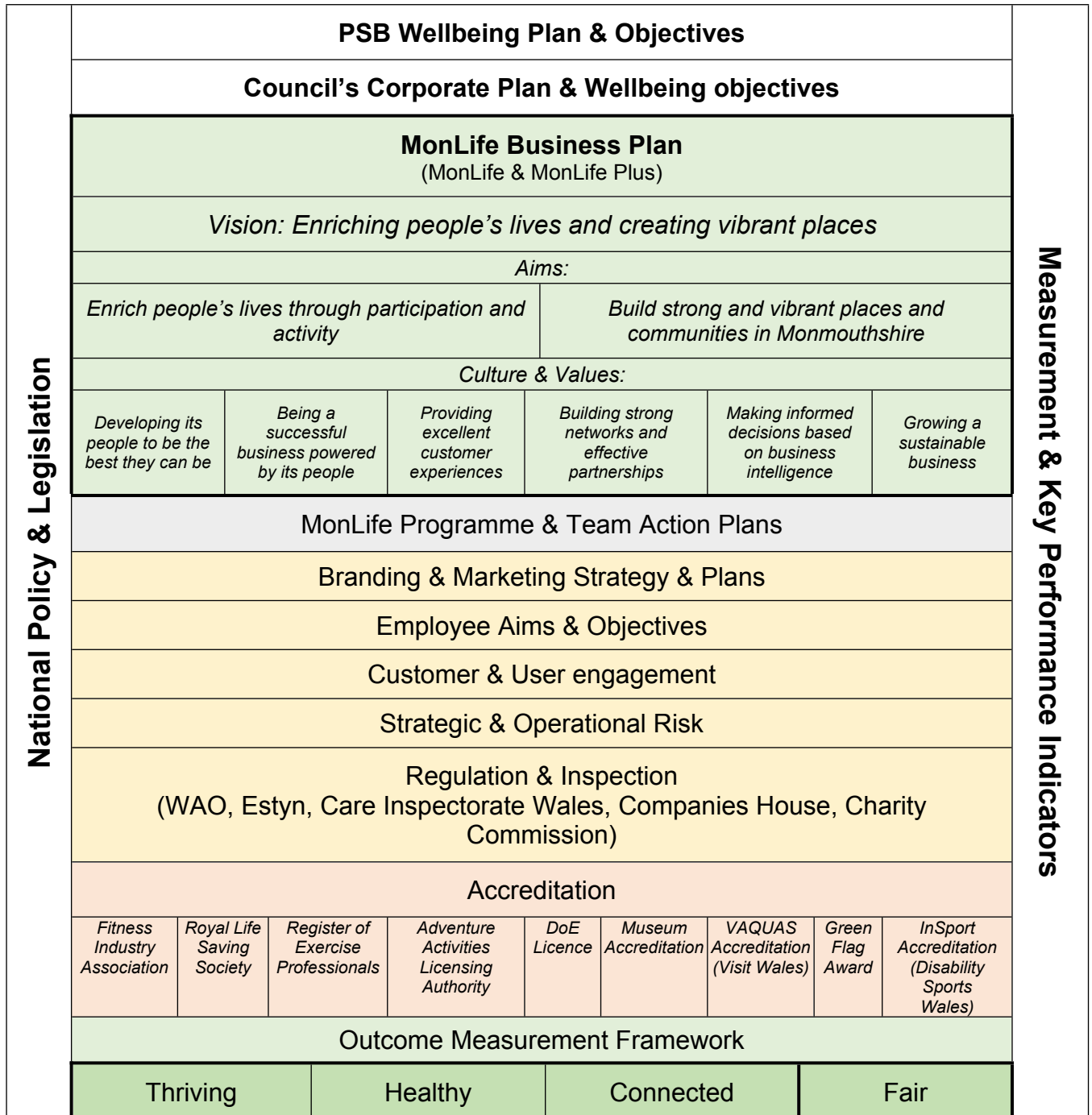
- 2.1 For Members to review, scrutinise and make recommendations on the draft Performance and Evaluation Framework for measuring outcomes for the new delivery model MonLife.

3. KEY ISSUES:

- 3.1 To establish an integrated business planning, monitoring and evaluation framework across all of MonLife group's activities to measure performance, evidence impact and drive continuous improvement, i.e. one shared framework embracing MonLife (the charity), MonLife Plus (the Local Authority Trading Company) and the associated trading subsidiaries.
- 3.2 The performance framework will develop over time as MonLife establishes and progresses new programmes for delivery. Initially the framework will reflect MonLife's initial business plans and programmes, and consolidate the key performance indicators / business matrices already in place across Tourism, Leisure, Culture and Youth Services (TLCY).
- 3.3 Diagram 1 below illustrates the proposed framework, which will be developed with the shadow board and directors prior to enactment. Central to the process will be the MonLife group Business Plan that will reflect the contribution that MonLife is making to delivery of the PSB Well-being Plan and Council's Corporate Plan and the wider legislative and policy context

within which the group operates (this plan will be an aggregation of the MonLife & MonLife Plus business plans). Supporting the Business Plan will be annual SMART action plans for MonLife’s teams and key delivery programmes (updated quarterly), and clear branding and marketing strategy and plans.

Diagram 1: Proposed Framework



4. OPTIONS APPRAISAL:

Option	Benefits	Risks	Comments
Do nothing – i.e. maintain existing TLC&Y performance indicators / business plan	None identified	High risk - will not provide adequate business management information for either MonLife or the Council	Would fail to provide sufficient basis to support the success and sustainability of MonLife
Develop new bespoke MonLife Performance and Evaluation Framework	Framework will provide the information required by the Boards of Directors / Trustees of MonLife, MonLife Plus and the trading subsidiaries to assess performance and embrace the Council's performance reporting requirements as principle funder / sponsor	Strategic risk management forms a key part of the proposed framework	The development of a robust performance and evaluation framework is essential to the success and sustainability of MonLife

- 4.1 The whole process has been facilitated by an in-house team and informed closely and tested by independent advisors and legal experts. The process has also included full open scrutiny with Members through Seminars, Select committees, Cabinet and Council. In February 2018, Cabinet approved the Strategic Business Case which set out the full initial appraisal of options for change and approved the ADM to move forward.

5. REASONS:

- 5.1 The development of a robust performance framework is essential to the success and sustainability of MonLife, which is being developed in partnership with the Client Liaison Officer.
- 5.2 To enable the Boards of Directors / Trustees of MonLife, MonLife Plus and the trading subsidiaries to assess their own performance.
- 5.3 To meet the Council's performance reporting requirements as principle funder / sponsor to allow assessment of the MonLife group's contribution to the Council's and PSB's key priorities.

6. RESOURCE IMPLICATIONS

6.1 No resource implications to accompany this report.

7. SAFEGUARDING IMPLICATIONS

7.1 There are no corporate parenting or safeguarding concerns regarding this report.

8. BACKGROUND PAPERS

Appendix 1 Draft Performance and Evaluation Framework

Appendix 2 Future Generations Evaluation

Appendix 3 Questions raised by Members at previous Committees

9. FUTURE GENERATIONS IMPLICATIONS

Future Generations Evaluations have accompanied every report submitted and outline the main impacts of the proposal.

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

The proposed performance and evaluation framework is designed to support and evaluate contribution across the well-being goals and the proposed outcome measurement framework has been cross-referenced to these goals (see Diagram 1 in the main report) – this approach will be refined and developed as work on the outcome measurement framework progresses.

10. AUTHORS:

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Richard Simpkins, Interim Systems, Procedures and Data Readiness Lead

Cath Fallon, Head of Enterprise and Community Development and Client
Liaison for MCC

11. CONTACT DETAILS:

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MonLife

Performance & Evaluation Framework

MonLife Performance & Evaluation Framework

1. Context

1.1 Council has approved the setting up of an Alternative Delivery Model (MonLife) for Tourism, Leisure, Culture and Youth (TLCY) services. Guiding the purpose of this work since its inception has been the aim of securing the most viable, sustainable and supportable future for TLCY services in order to optimise the contribution they are able to make to the wellbeing of Monmouthshire residents, throughout their lives.

1.2 The MonLife group companies' mission is to promote healthier lives and inspirational experiences, and promote the vibrancy of Monmouthshire as a great place to be, based on a vision of "*Enriching people's lives and creating vibrant places*".

MonLife aims to:

- Enrich people's lives through participation and activity
- Build strong and vibrant places and communities in Monmouthshire

It will achieve these aims through building a successful organisational culture by;

- Developing its people to be the best they can be
- Being a successful business powered by its people
- Providing excellent customer experiences
- Building strong networks and effective partnerships
- Making informed decisions based on business intelligence
- Growing a sustainable business

1.3 The development of a robust performance and evaluation framework is essential to the success and sustainability of MonLife.

2. Core Purpose

2.1 To establish an integrated business planning, monitoring and evaluation framework across all of MonLife group's activities to measure performance, evidence impact and drive continuous improvement, i.e. one shared framework embracing MonLife (the charity), MonLife Plus (the Local Authority Trading Company) and the associated trading subsidiaries.

2.2 The performance and evaluation framework has to:

- To enable the Boards of Directors / Trustees of MonLife, MonLife Plus and the trading subsidiaries to assess their own performance
- Embrace the Council's performance reporting requirements as principle funder / sponsor so as to enable assessment of the MonLife group's
 - Contribution to delivery of the Council's Corporate Plan priorities / actions
 - Contribution to delivery of the PSB's well-being objectives / programmes including reporting requirements for external partnership (Creating an Active & Healthy Monmouthshire, Environment Partnership etc.)
 - Performance on relevant Welsh Government Key Performance Indicators
 - Contribution to outcome frameworks including Estyn etc.
 - Strategic and operational risk management approach

- Provide a consistent and robust framework to assess the performance and impact of all of the MonLife group's activities and to enable MonLife to report publically on progress (via annual and quarterly report etc.)
- Provide a basis for strategic risk management
- Drive performance improvement to improve integrated delivery and strategic planning
- Help refine and develop programmes and activities in the light of the outcomes they deliver
- Be capable of disaggregation to provide appropriate information in respect of MonLife, MonLife Plus and the trading subsidiaries to meet Charity and Company annual reporting requirements
- Ensure legislative compliance including the Well-being of Future Generations (Wales) Act 2015, the Environment (Wales) Act 2016 etc.
- Embrace external monitoring and evaluation and reporting requirements from grant giving bodies, MOUs or other funding agreements
- Embrace the requirements of external accreditation bodies
- Provide consistent and rigorous evidence of impact to support future programmes and funding bids
- Be pragmatic, cost effective and within MonLife's ability to deliver and sustain
- Not be re-inventing the wheel, building on good practice

3. Developing the approach

- 3.1 The performance and evaluation framework will develop over time as MonLife establishes and progresses new programmes for delivery. Initially the framework will reflect MonLife's initial business plans and programmes, and consolidate the key performance indicators / business matrices already in place across Tourism, Leisure, Culture and Youth Services (TLCY).
- 3.2 In addition, MonLife will add a longer-term outcome focus as an Outcome Measurement Framework is developed. The intent is to build an outcome measurement framework that will embrace all of MonLife's activities and fully reflect what MonLife does and wants to achieve. This will allow MonLife to refine and develop its performance measures annually. Developing an outcome measurement framework will take time, as it needs to fully reflect MonLife's ambitions; align with the measures established under national and local frameworks for well-being plans; and be sufficiently robust without being beyond MonLife's ability to implement and report on. So far, a project team have identified best practice from the wider sector and completed an initial scoping of the proposed approach.

4. Proposed Performance and Evaluation Framework

- 4.1 Diagram 1 below illustrates the proposed framework, which will be developed with the shadow board and directors prior to enactment. Central to the process will be the MonLife group Business Plan that will reflect the contribution that MonLife is making to delivery of the PSB Well-being Plan and Council's Corporate Plan and the wider

legislative and policy context within which the group operates (this plan will be an aggregation of the MonLife & MonLife Plus business plans). Supporting the Business Plan will be annual SMART action plans for MonLife’s teams and key delivery programmes (updated quarterly), and clear branding and marketing strategy and plans.

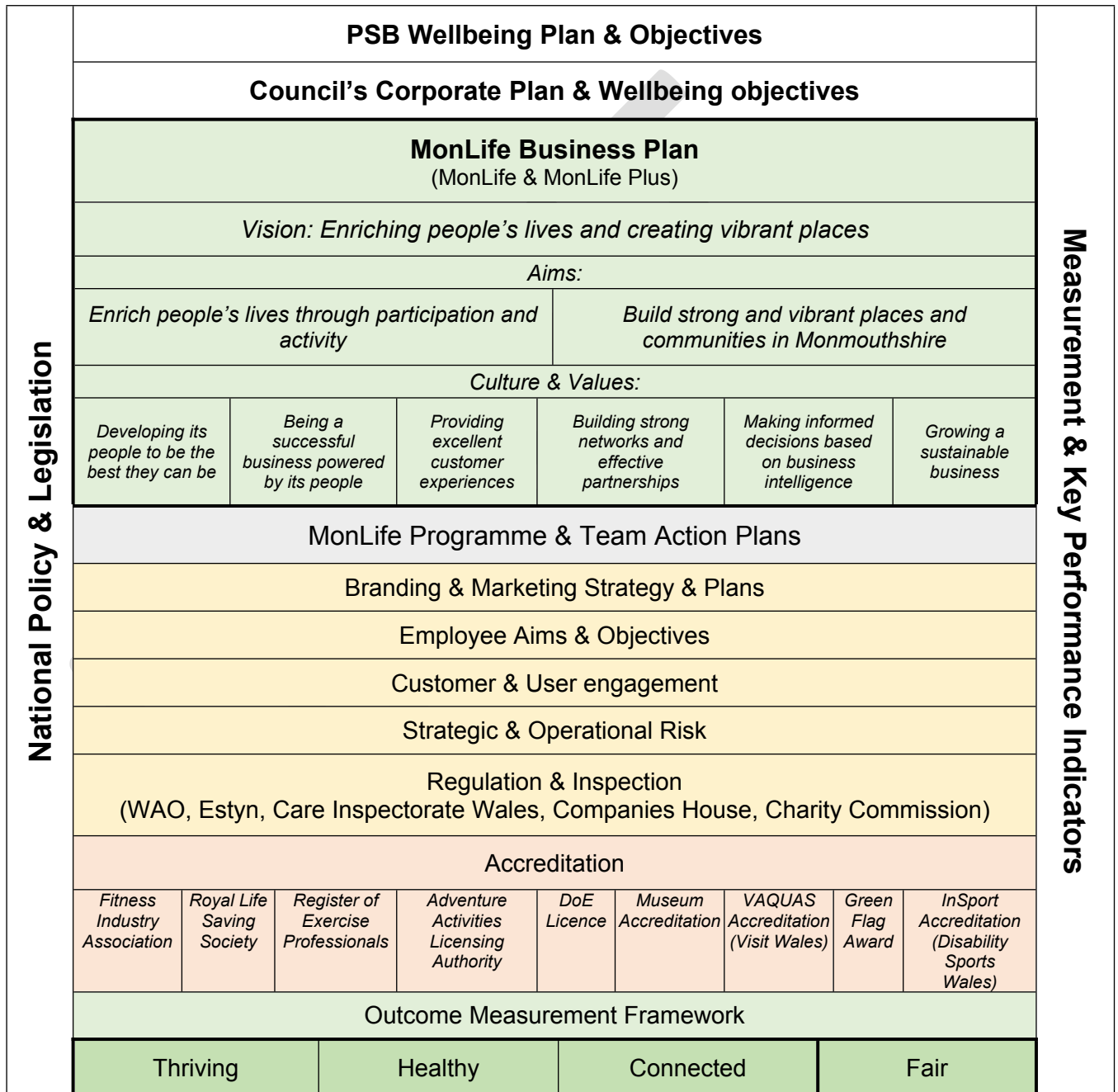


Diagram 1: MonLife Proposed Performance and Evaluation Framework

4.2 Additionally for key projects, a project management framework has already been developed to help inform MonLife’s business plan and will be maintained:

- Income Pipeline / Investment Projects – Project Pack comprising feasibility study (including risk assessment); income/expenditure forecasts; action/Gantt chart & monthly review
- Projects requiring fundraising: Case for support; feasibility study (including risk assessment); action plan etc.
- A similar approach for key grant programmes to meet funders requirements

4.3 The link from Business Plan and Programmes to annual Team Action Plans should in turn be reflected in individual objectives where staff are supported to provide excellent customer experiences and contribute to growing MonLife's sustainable business. Reflecting the approach adopted by high performing organisations it is proposed that there is a move away from an annual appraisal form completion approach to promoting regular 'check-ins' and frequent real-time feedback relating to the agreed set of expectations. An employee performance and development plan (PDP) approach will be developed with input from managers and staff, which will place the individual within the performance management framework. Support and development will be key features of the PDP and MonLife will strive to support employees to be the best they can be in line with its values. It will set a culture of performance improvement and support. However, where staff regardless of support cannot identify with the values or meet standards under the principles of employee engagement, which includes fairness, managers will address underperformance separately.

4.4 A new measure of employee engagement is proposed. Surveys will be utilised to measure the employee experience. The results will inform the senior management team and identify any interventions needed to support managers who are responsible for engaging their teams.

4.5 The performance framework also embraces customer and user engagement, including:

- Customer focussed surveys (of user & non-user)
- Direct user engagement and feedback
- Continuing to promote quality volunteering opportunities, including mechanisms to gauge volunteer feedback
- Maintaining arrangements to respond to FOI requests, undertake investigations, carry out dispute resolution and respond to complaints / complements

Feedback will be considered by teams and senior management team and any resulting actions identified in team or programme action plans as appropriate.

4.6 MonLife is committed to the effective management of risk given its exposure to a wide range of risks and threats in delivering key services to communities. MonLife recognises the need to identify, evaluate and manage those risks that threaten the delivery of services to the community and the health and safety of its service users, employees, partners and the public at large. Risk management will include:

- Maintaining a strategic risk register
- Addressing high and medium risks in the MonLife group business plans
- Enabling scrutiny and external assessment of key risks

- Identifying operational risks as part of team and programme action plans
- Utilising a RAG review / exception reporting process across all team and programme action plans (see Figure 2)
- Project specific risk assessments
- Maintaining safeguarding procedures and SAFE audits in line with MCC's existing policies
- Ensuring equalities, data protection / GDPR and other requirements are met
- Oversight by the MonLife Board Audit & Risk Sub-Committee.

4.7 Many of MonLife's services operate within a regulated, inspected and accredited environment. This varies from mandatory licensing of the outdoor education and Duke of Edinburgh Award services; statutory inspections of youth services; assessment of industry safety and qualification standards (e.g. lifeguards), through voluntary accreditation of quality standards for fitness provision, museums, attractions and green spaces. MonLife will continue to seek relevant external accreditation and quality assessment and explore new opportunities to do so as it develops.

5. Outcome Measurement Framework

5.1 To maintain consistency MonLife plans to consolidate the key performance indicators / business matrices already in place across Tourism, Leisure, Culture and Youth Services (TLCY). We recognise that whilst MonLife will record significant output measures, measures of outcomes are less well developed – this reflects both the complexity and potential resource pressures in measuring wellbeing outcomes. To address this MonLife intends to develop an outcome measurement framework.

The drivers are:

- National and Wales policy context
- External funding landscape – statutory and voluntary
- Credibility and relevance to others
- Outcomes based accountability
- Sustaining services, cross-service working and strategic planning

Principles are:

- Strong link to our vision, strategic goals and future ambitions
- Transparent and realistic – evidence-based impact reporting
- Clear and robust narrative with quantitative support
- Pragmatic and cost effective
- Practical and relevant
- Flexible and futureproof
- Not re-inventing the wheel
- Rigour – evidence of impact that suits our purposes

5.2 This approach is intended to provide a long-term (10yrs +) basis for future impact assessment based on “pillars” reflecting the potential scope of MonLife's impact and to group measurement & reporting of actions. The intent is to understand the value of MonLife's services to; individuals (lifestyle factors); communities; and the wider social, environmental & economic context (Region; Wales; National).

- 5.3 Initial scoping of the proposed approach against the Well-being of Future Generations (Wales) Act 2015; Office for National Statistics – Measures of National Wellbeing; Monmouthshire PSB Well-being Plan and the MCC Corporate Plan has identified four potential outcome “pillars” (see Table 1):
- Thriving
 - Healthy
 - Connected
 - Fair
- 5.4 As the framework develops, the intention is to identify what success would look like for each of these pillars; our ambitions/objectives; and the measure to assess success in achieving these. In the shorter term, we plan to standardise our approach to recording individual case studies of outcomes / benefits; e.g. for young people, volunteers, sports and exercise referral participants etc. so we can build a library of evidence to support future programmes and we will continue to refine individual service measures based on feedback and experience.

6. Proposed Key Business Matrices, Key Performance Indicators & Additional Programme Performance Measurement

- 6.1 Table 2 identifies the key business matrices / performance indicators, together with an indication of the reporting periods and evaluation processes. As indicated above these will be reviewed and refined as MonLife business planning process develops. In addition, Figure 3 is an example of the approach to recording individual case studies of outcomes / benefits, supplemented by video clips to capture stories, which will be used to animate quarterly and annually reporting and reports to partners and funders.
- 6.2 Additional performance measures some at a significantly greater level of detail are also required to meet partnership programmes or grant agreements; a few examples are set out in Table 3.

Version 2: Report to Economy & Development Select 27 September 2018

Table 1: Outcome Measurement Framework: Draft Outcome “Pillars”

Draft MonLife Pillars	Office for National Statistics - Measures of National Wellbeing (2015)*	Wellbeing of Future Generations (Wales) Act 2015	Monmouthshire Public Services Board – Well-Being Plan	Monmouthshire County Council – Corporate Plan (2018-2022)
Thriving	<ul style="list-style-type: none"> • Economy • Governance • Natural Environment • Individual wellbeing • What we do • Where we live 	A prosperous Wales	Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county	<ul style="list-style-type: none"> • Thriving and well-connected county; • Future-focused Council
		A resilient Wales	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	<ul style="list-style-type: none"> • Maximise the potential of the natural and built environment; • Future-focused Council
		A Wales of vibrant culture & thriving Welsh Language		<ul style="list-style-type: none"> • Thriving and well-connected county; • Lifelong well-being
Healthy	<ul style="list-style-type: none"> • Individual wellbeing • Health • Our relationships • Natural Environment • What we do • Where we live 	A healthier Wales	Provide children and young people with the best possible start in life Respond to the challenges associated with demographic change	<ul style="list-style-type: none"> • The best possible start in life; • Lifelong well-being; • The best possible start in life; • Thriving and well-connected county; • Lifelong well-being
Connected	<ul style="list-style-type: none"> • Our relationships • Individual wellbeing • Natural Environment • Economy 	A Wales of cohesive communities	Provide children and young people with the best possible start in life Respond to the challenges associated with demographic change	<ul style="list-style-type: none"> • Thriving and well-connected county • Lifelong well-being

			Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county	
Fair	<ul style="list-style-type: none"> • Personal finance • Education and skills • What we do • Where we live 	A more equal Wales	<p>Provide children and young people with the best possible start in life</p> <p>Respond to the challenges associated with demographic change</p>	<ul style="list-style-type: none"> • Lifelong well-being (Social Justice)
		A Wales of vibrant culture & thriving Welsh Language		<ul style="list-style-type: none"> • Lifelong well-being
		A globally responsible Wales	Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change	<ul style="list-style-type: none"> • Future-focused Council

Table 2: Proposed Key Business Matrices & Key Performance Indicators

Key Business Matrices

Indicator		Reporting Periods & Processes	Monitoring & Evaluation
Finance			
Finance	Business Plan - Delivery of action plans	Quarterly	Via Business Plan reporting, reports to Board(s)
Finance	Net Surplus / Deficit - forecast surplus or deficit each quarter	Quarterly	Via Business Plan reporting, reports to Board(s)
Finance	Planned Business Growth - total income generated compared to total income target	Quarterly	Via Business Plan reporting, reports to Board(s)
Finance	Planned Cost - total expenditure generated compared to total expenditure target	Quarterly	Via Business Plan reporting, reports to Board(s)
Finance	External grant achieved	Annually	Via Business Plan reporting, reports to Board(s)
Finance	Assets – value of dilapidations	Annually	Via Business Plan reporting, reports to Board(s)
Finance	Various specific targets e.g. average total value retail sales; increasing secondary spend on weddings etc.	Quarterly	Via Business Plan reporting, reports to Board(s)

Key Performance Indicators

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
Staff & Volunteers			
Staff	Average days lost to sickness absence per FTE employee	Quarterly	Via Business Plan reporting, reports to Board(s)

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
Staff	Staff Retention (Percentage of employees who leave)	Quarterly	Via Business Plan reporting, reports to Board(s)
Staff	Measure of employee engagement (New measure to be developed)	Quarterly	Via Business Plan reporting, reports to Board(s)
Staff	Percentage of staff who are trained to the appropriate safeguarding level	Quarterly	Via Business Plan reporting, reports to Board(s)
Staff	Number of reported accidents (staff)	Quarterly	Via Business Plan reporting, reports to Board(s)
Volunteers	Number of volunteering sessions or hours delivered	Quarterly	Via Business Plan reporting, reports to Board(s)
Volunteers	Indirect volunteering groups supported	Quarterly	Via Business Plan reporting, reports to Board(s)
Customer Feedback			
Customers	User feedback	Ongoing – see service specifics below; used for quarterly updates	Used to share with staff / respond to specific issues and ensure regular improvement
Customers	Interactions with audiences: Facebook likes / ratings; Twitter followers; TripAdvisor ratings; Google ratings etc.		
Customers	Customer loyalty (retention/churn figures)		
Customers	Number of compliments received		
Customers	Number of complaints received		
Customers	Number of reported accidents (members of public)		
Marketing			
Marketing	Marketing evaluation measures to be developed as new Branding & Marketing Strategy and Plans developed		Marketing performance / return on investment / influencing content development
Service Measures			
Leisure	Number of Memberships sold at the 4 leisure centres	Monthly reports completed as part of an overall membership	Used to share with staff on site to assist with performance monitoring

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
Leisure	Swimming lesson uptake and DD breakdown	monitoring performance dashboard.	and healthy local competition.
Leisure	Customer loyalty (retention/churn figures)		
Leisure	Number of young people who can swim at age 11 (National Standards Swim Test)	Annually (End of Academic Year)	Report attainment to Welsh Government Annual. As part of a National Campaign to achieve 'Every Child a Swimmer'.
Leisure	Number of young people trained in the Play Maker Award	Quarterly	Report to Sport Wales, as part of our Sport Development, Active Gwent Regional Plan.
Leisure	Number of young people hooked on sport	Every 3 years	Report to Sport Wales, every 3 years, with an aspiration of 75% Hooked on Sport by 2026.
Leisure	Number of referrals received who go on to access the exercise referral scheme (NERS)	Quarterly	Report to Public Health Wales, as part of the National Exercise Referral Scheme.
Leisure	Percentage of people participating in NERS who are still active after 16 weeks	Quarterly	As above.
Leisure	Number of visits per 1000 of the population to leisure centres where the visitor will be participating in physical activity	Reported on 6 months and annually	National PI reporting
Leisure	Number of community sports clubs achieving InSport accreditation	Annually	Report to Disability Sport Wales as part of our commitment to InSport accreditation.
Outdoor Education	User days	The online customer feedback survey is part of a scheme run by the Association for Heads of Outdoor Centres. Same questions used across the UK. This provides opportunities for nation-wide comparison.	Use customer feedback to look for ideas for potential changes needed, and reassurance that things are going well and to standard.
Outdoor Education	Online customer feedback survey (school focussed: children & teachers)		
Countryside	Numbers using key promoted routes	People counters, reporting varies according to routes	To report to funders, to provide evidence of progress, help set

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
Countryside	Percentage of Rights of Way (ROW) / high priority ROW enforcements issues resolved	Quarterly assessment of reported issues / resolved issues / work completed via Countryside Access Management System (CAMS)	priorities and to help inform new bids
Countryside	Percentage of ROW / high priority ROW maintenance issues resolved		
Countryside	Percentage of formal Biodiversity comments to Development Management within 21 days	Quarterly	To review advice service and prioritise responses
Tourism	Visitors to Chepstow TIC	Quarterly	Visitor numbers are included in STEAM data; value for money measure
Tourism	Unique visitors to Visit Monmouthshire website	Quarterly	Marketing performance / return on investment / influencing content development
Tourism	Destination marketing performance; website referrals; social media accounts	Collected monthly & reported annually with STEAM figures	
Tourism	Visitor & tourism business surveys	National surveys biannually & ad hoc surveys associated with events, bedstock & occupancy survey annual reporting	Bedstock & occupancy underpin STEAM data; Destination intelligence to inform Destination Management Plan and funding bids
Old Station	Number of days the train ran	Quarterly	Selected visitor numbers & event numbers are included in STEAM data; Review of feedback to inform decision-making / used to improve/amend services when possible; reporting to funders as appropriate
Attractions	Visitor Numbers and feedback	Direct visitor feedback including comments / visitor books, post event questionnaires etc.	
Attractions (including Museums & Learning)	Event participants and post event feedback, including weddings / meetings etc.		
Museums	Visitors to museums	Quarterly	Information used to inform change and direction in the service.
Museums	Average percentage satisfaction score for volunteers (as set by volunteers)		
Museums	Number of supporters	Quarterly	
Learning	Number of participants at formal & informal learning events	Quarterly	Information used to inform change and direction in the service.
Learning	Number of participants using reminiscence boxes	Quarterly	
Youth	Direct feedback	Service based on feedback and conversations with young people	Information used to inform change and direction in the service.

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
Youth	Number of young people to attending Youth Conference	and stakeholders, whether that be about activities or trips in youth clubs, or where youth work happens around the County. Collected through Case Studies, Emails, Outcomes Stars, Evaluation Forms, and Anecdotes. Quarterly update of KPIs Reported to the annual Youth Service audit, the annual Youth Service report, and Integrated Youth Offer report	Ensures constant and regular improvement for team to ensure better offer to young people and stakeholders.
Youth	Number of people attending Local democracy day		
Youth	Mark Your Mark – number of young people consulted about their top priorities for Monmouthshire for 2018/19		
Youth	Number of young people across Monmouthshire accessing GIRL Project		
Youth	Year 6 transition programme – number of Year 6s from primary schools		
Youth	Triathlon – number of secondary school teams from Years 7 – 10 taking part. Number of primary school teams taking part.		
Youth	Summer Camp: number Year 9 pupils from comprehensive schools attending		
Youth	Number of community outreach days		
Externally Assessed Quality Standards / Accreditations / Inspections			
Countryside & Attractions	Green Flag Award status awarded / maintained (Keep Wales Tidy)	Annual assessment of selected sites (currently 3)	Provides independent quality assessment and recommendations
Museums	Museum Accreditation in place (Welsh Government / Arts Council England)	3 yearly assessment	Provides independent quality assessment and recommendations
Attractions	Visitor Attraction Quality Assurance Service ratings (Visit Wales)	Annual assessment	Provides independent quality assessment and recommendations
Leisure	InSport Accreditation (Disability Sports Wales)	Annual Assessment	Provides independent quality assessment and recommendations
Leisure	Register of Exercise Professionals (UK coaching)	Ongoing	Independent public workforce register / system of regulation for the Health and Fitness Industry

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
Leisure	Fitness Industry Association Accreditation (representative for both private and public organisations in the fitness industry)	Annually	Accreditation is through adopting a Code of Practise.
Leisure	Royal Life Saving Society Accreditation (via IQL UK is the trading subsidiary of RLSS UK, the drowning prevention charity)	Annually	Accreditation of NPLQ qualifications and Accredited Centres.
Outdoor Education	License for outdoor and dangerous activities (Adventure Activities Licensing Authority)	Two yearly licence	Mandatory licences including service recommendations / actions
Outdoor Education	LA license & expedition leaders (DoE Award)	Five yearly licence	
Youth	Quality / Benchmark Inspections (Estyn & Welsh Government)	5yr Estyn inspection cycle	Provides independent quality assessment and recommendations
Youth	Quality Kite Mark (Welsh Government)	To be considered as part of benchmark by MonLife	Provides independent quality assessment and recommendations
Other Measures			
Tourism	Tourism Value (STEAM)	Data collated annually	Scarborough Tourism Economic Activity Monitor managed by Global Tourism Solutions used to measure tourism volume and value for the destination – also used in Welsh Government settlement figure.
Tourism	Tourism Volume (STEAM)		
Tourism	FTEs (STEAM)		
Museums	Impact on local economy as measured by the AIM economic toolkit	Annually	Impact reporting
Outcomes			
Case Studies	Individual case studies of outcomes / benefits; young people, volunteers, sports and exercise referral participants etc.	Case studies reported by users via template and video clips – seek to undertake one a month for use on social media and to report to funders (evidence building).	Shared with funders, social media, use for impact reporting etc.

Table 3: Additional Programme Performance Measurement (Examples)

Living Levels Landscape Partnership Programme – Heritage Lottery Fund	
Baseline monitoring	<p>HLF Output monitoring – 52 individual output and outcome measures covering assessment of:</p> <ul style="list-style-type: none"> • Protection enhancement and management of the landscape and heritage • Gwent Levels as a visitor destination • Identity and sense of place • Skills and learning • Sustainability and legacy
Standardised additional project monitoring	<p>Target audience reach Stakeholders learning something Participants/beneficiaries enjoying themselves Making a difference to stakeholders The most significant difference a project has made The participants/beneficiaries' quality of experience Recognition of the Gwent Levels as a place to visit</p>
National Exercise Referral Scheme	
NERS is an evidenced based health intervention incorporating physical activity and behavioural change to support referred clients to make healthy lifestyle changes to improve their health and wellbeing.	<p>Targeting clients who are at risk of developing CHD and those with mild moderate anxiety.</p> <p>Developing Chronic Condition Pathways.</p> <p>Targeting clients who are at risk of developing or have a Chronic Condition, including cancer, cardiac rehab, pulmonary rehab, obesity and weight management, high BMI in pregnancy and dementia.</p>
Learn to Swim Programme	
Developing every young person in Monmouthshire to be able to Swim. Through the Learn to Swim Wales Framework.	<p>Splash, an awards system, is the introduction to the Learn To Swim experience. It is intended to support a baby or toddlers journey into the aquatic environment.</p> <p>Learn to Swim Wales, is a nationally recommended programme for the delivery of Learn to Swim lessons. The framework covers vital skills required for participation in aquatic activities and disciplines.</p> <p>Nofio Ysgol Framework, Primary School Swimming Plan. Nofio Ysgol formalises national standards and methodology for the teaching of swimming to children throughout Wales.</p> <p>Swimming and water safety are a recognised part of the National Curriculum, currently sitting specifically within the adventurous part of the PE Curriculum.</p>

Active Gwent – Regional Plan

Monmouthshire County Council aims to respond to the drivers for change in Sport and Physical Activity that includes supporting the Vision for Sport Wales.

Hooked on Sport

- Bespoke packages for age 0 – 4 years
- Bespoke packages for ages 5+
- Bespoke packages for ages 8+
- Bespoke packages for 13+

Tackling Inequalities

- Bespoke packages for girls
- Bespoke packages for minority groups
- Bespoke packages for positive futures

Sporting Pathways

- Bespoke package for Primary Schools
- Bespoke package for Secondary Schools
- Bespoke package for Community Sport Club Engagement
- To develop an annual community project to engage all of our target audience - **‘The Monmouthshire Games’**

Happy Museums Events

Cohesive	Volunteer hours provided
Resilient	No. events raising environmental awareness
Healthier	% enjoyed the event
Responsible	No. local suppliers used
More Equal	% learnt something new / % inspired to attend other cultural activities in Monmouthshire
Vibrant	Worked with no. partners at event / % event capacity reached
Prosperous	% visited the area for event / Event contributed £s to the local economy

Figure 2: Draft Team and Programme Action Plans

<i>Extract from MonLife Business Plan – For each Identified Strategic Programme /Action Area</i>						
Action	Expected Impact of the Action	Team & Officer Responsible & Timescale	Business Plan Objective contributed to	Funding	Outcomes & measures	Quarterly Progress Update
<i>Identify the specific action</i>	<i>Summarise the expected impact</i>	<i>Identify team and lead individuals and delivery timescale</i>	<i>1 -Financial stability and sustainability 2 - Meeting customer needs, developing and delivering valued services 3 - Organisational development, transforming the organisation</i>	<i>Identify funding source including specific grant, income etc.</i>	<i>Identify intended outcomes against outcome measurement framework & proposed measures</i>	<i>Insert quarter progress updates, including, including summary of risk summary of risks</i>

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Scheme / Project	Lead	Timescale	Status <i>Update in italics</i>	RAG	Changes to plans / actions <i>Update in italics</i>	Approved Costs v Latest Estimate (LE)
<i>Identify the relevant detailed actions / projects linked to delivering the identified strategic programme or action in the MonLife Business Plan</i>						
<i>Insert programme action or project etc.</i>	<i>Identify lead individual(s) / team</i>	<i>Delivery timescale (specifically identifying grant deadlines etc. if relevant)</i>	<i>Short Description of current status and any quarterly updates on that status</i>	<i>Insert RAG rating</i>	<i>Identify any changes to underlying strategy, plans or actions necessary to meet existing timescales / delivery outcomes or identify changes to timescales / delivery outcomes</i>	<i>Insert costs and budget information where relevant</i>
			<i>Green: On programme no concerns / completed</i>			
			<i>Amber: manageable issues / changes to ensure adequate progress etc.</i>			
			<i>Red: Lack of progress / significant issues to address etc.</i>			

Figure 3: Individual Case Studies of Outcomes / Benefits.

CASE STUDY TEMPLATE – Impacts and Outcomes

Project Lead	
Project Dates	
Partners (if any)	
Location	
Main aim of the project	
Project Resources	<i>Including staff involved</i>
Outputs	
Officer comments: <ul style="list-style-type: none"> - The impacts of the project - Best practice - Lessons learnt 	
Barriers, risks and issues	
Outcomes achieved (in line with OMF) – Short-Term & Long-Term	
Photographs	
Feedback from beneficiaries	<i>Including Inspirational stories: What did you set out to achieve? How did we help? What is next?</i>
Project Summary	

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Future Generations Evaluation (Includes Equalities and Sustainability)

<p>Name of the Officer Matthew Lewis</p> <p>Phone no: 07990 783165 E-mail: matthewlewis@monmouthshire.gov.uk</p>	<p>Proposed MonLife Performance and Evaluation Framework</p>
<p>Name of Service: Enterprise including Tourism, Leisure, Culture and Youth</p>	<p>Date Future Generations Evaluation 30 August 2018</p>

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



Page 27 **Does your proposal deliver any of the well-being goals below?**




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The proposed performance and evaluation framework is designed to support MonLife’s mission to promote healthier lives and inspirational experiences, and promote the vibrancy of Monmouthshire as a great place to be, based on a vision of “Enriching people’s lives and creating vibrant places”, hence contributing to delivery and evaluation of that delivery across the well-being goals including prosperous Wales (see Table 1 of report: Outcome measurement framework: draft outcome pillars)</p>	<p>Key performance indicators include training outputs, visitor numbers, destination marketing performance, tourism value and impact on local economy. As set out in the main report, the intention is that these measures will be further developed as the outcome measurement framework is refined under the “thriving” outcome pillar.</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>As above the proposed performance and evaluation framework is designed to support and evaluate contribution across the well-being goals including continuing and expanding actions to maintain and enhance biodiversity and ecosystems that support resilience (see Table 1 of</p>	<p>Key performance indicators include volunteering, biodiversity advice, green flag award status and programme specific monitoring and evaluation, for example of the Living Levels Landscape Partnership Programme. These measures will be further developed</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	report: Outcome measurement framework: draft outcome pillars)	as the outcome measurement framework is refined under the “thriving” outcome pillar.
A healthier Wales People’s physical and mental wellbeing is maximized and health impacts are understood	As above the proposed performance and evaluation framework is designed to support and evaluate contribution across the well-being goals including to promote healthier lives (see Table 1 of report: Outcome measurement framework: draft outcome pillars)	Key performance indicators include measures of leisure take up and loyalty, access to exercise referral scheme, young people’s engagement with sport and training, use of promoted rights of way, take up of reminiscence activities and programme specific monitoring and evaluation, for example of the learn to swim programme. These measures will be further developed as the outcome measurement framework is refined under the “healthy” outcome pillar.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	As above the proposed performance and evaluation framework is designed to support and evaluate contribution across the well-being goals including to promote improved community engagement and connection with local priorities. (see Table 1 of report: Outcome measurement framework: draft outcome pillars)	Key performance indicators include measures of customer feedback and engagement, volunteering, participants in events, engagement of young people etc. These measures will be further developed as the outcome measurement framework is refined under the “connected” outcome pillar.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	As above the proposed performance and evaluation framework is designed to support and evaluate contribution across the well-being goals including taking account of global responsibility. (see Table 1 of report: Outcome measurement framework: draft outcome pillars).	Global impact is part of existing accreditation schemes, e.g. green flag award and this area will be further developed as the outcome measurement framework is refined under the “fair” outcome pillar.
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	As above the proposed performance and evaluation framework is designed to support and evaluate contribution across the well-being goals including taking account of a Wales of vibrant culture and thriving Welsh language (see Table 1 of report: Outcome measurement framework: draft outcome pillars).	Key performance indicators include measures of volunteers, supporters, events participants and customer feedback. These measures will be further developed, as the outcome measurement framework is refined under the “fair and thriving” outcome pillars.
A more equal Wales	As above the proposed performance and evaluation framework is designed to support and evaluate contribution	Key performance indicators include measures of engagement of young people, access to services, training

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
People can fulfil their potential no matter what their background or circumstances	across the well-being goals including taking account of a more equal Wales. (see Table 1 of report: Outcome measurement framework: draft outcome pillars).	and learning and is specifically addressed in existing accreditation schemes, e.g. InSport accreditation. These measures will be further developed as the outcome measurement framework is refined under the “fair” pillar.

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The draft framework establishes an integrated business planning, monitoring and evaluation framework across all of MonLife group’s activities to measure performance, evidence impact and drive continuous improvement. The performance and evaluation framework will develop over time as MonLife establishes and progresses new programmes for delivery. In the short term, the framework will reflect MonLife’s initial business plans and programmes, and consolidate the key performance indicators / business matrices already in place across Tourism, Leisure, Culture and Youth Services (TLCY) to ensure measures are maintained. In the longer term, a stronger outcome focus will be put in place as an Outcome Measurement Framework is developed.</p>	<p>So far, best practice has been identified from the wider sector in establishing a bespoke outcome measurement framework, and a cross service project team has been established who have completed an initial scoping of the proposed approach. The principles for this approach have been established (and are set out in the main report) and it is intended to provide a long-term (10yrs +) basis for future impact assessment based on “pillars” reflecting the potential scope of MonLife’s impact and to group measurement & reporting of actions.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The draft framework identifies the partners in measuring and evaluating MonLife’s delivery including external accreditation bodies and embracing specific partnership programme monitoring and evaluation.</p>	<p>Partners will be consulted and involved in the development of the outcome measurement framework</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>Customer and user feedback and interaction is at the heart of the draft framework.</p>	<p>The framework will be developed with further input from staff across MonLife, including the project group and from the Council via the Client Liaison Officer and the Performance Manager</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The draft framework embraces strategic risk management as to provide the necessary information to the Board/ directors and the Council to identify risk areas and ensure action can be taken to avoid problems getting worse</p>	<p>The Shadow Board will need to review the approach (along with the rest of the draft framework) and satisfy themselves it provides adequate risk management</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>As indicated above the framework seeks to integrate the well-being goals at each level - table 1 of the main report summaries this approach</p>	<p>As set out above this approach will be refined and developed as work on the outcome measurement framework progresses</p>

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

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?
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Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	No direct impact – the development of a comprehensive performance and evaluation framework will allow MonLife to assess over time its impacts on protected characteristics.	n/a	Customer and user feedback is central to the proposed performance management and evaluation framework
Disability	As in Age row	n/a	As in Age row
Gender reassignment	As in Age row	n/a	As in Age row
Marriage or civil partnership	As in Age row	n/a	As in Age row
Pregnancy or maternity	As in Age row	n/a	As in Age row
Race	As in Age row	n/a	As in Age row
Religion or Belief	As in Age row	n/a	As in Age row
Sex	As in Age row	n/a	As in Age row
Sexual Orientation	As in Age row	n/a	As in Age row
Welsh Language	As in Age row	n/a	As in Age row

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	The performance and evaluation framework specifically embraces safeguarding and levels of training in place for all staff.	n/a	The performance and evaluation framework will contribute to safeguarding management and compliance
Corporate Parenting	No direct impact	n/a	

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

- The decision making process and reports to date, including the outline Business Plan, Governance reports, advice from Anthony Collins
- Current Service Improvement Plans and team action plans
- Guidance from existing grant providers
- Canal and River Trust's Outcome Measurement Framework
- Outcomes from the MonLife Outcome Measurement Framework working group
- MCC's existing business planning guidance and advice from the Performance Manager and the Client Liaison Officer

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

The proposed performance and evaluation framework is designed to support and evaluate contribution across the well-being goals and the proposed outcome measurement framework has been cross-referenced to these goals (see Table 1 of the main report) – this approach will be refined and developed as work on the outcome measurement framework progresses.

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
Review and develop the performance and evaluation framework	Review by the shadow board once the board is appointed	MonLife Project Team, Shadow Board / Directors	
Development of outcome measurement framework	Ongoing	Outcome measurement Framework Project Group, MonLife Project Team	

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

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

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	<i>Principle of the Alternative Delivery Model to be approved</i>	<i>September 2016</i>	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>
2	<i>Outline Business Case Draft</i>	<i>March 2017</i>	
3	<i>Completion of Final Business Case and first draft of Business Plan</i>	<i>November 2017</i>	
4	<i>Completion of update report and associated draft legal and governing documents</i>	<i>June 2018</i>	
5	<i>Proposed MonLife Performance and Evaluation Framework</i>	<i>September 2018</i>	

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Appendix 3 Questions raised by Members at previous Committees

The draft Performance and Evaluation Framework was presented to Audit Committee on 13th September for Members to have the opportunity to review and make comment. The following comments were noted:-

Will there be a need to apply for accreditation prior to enactment of MonLife?

There would be a process of providing details of the newly registered body and set criteria with reference to the relevant contract with MCC to all existing accredited bodies i.e. RLSS, Register of Exercise Professionals and Fitness Industry Association.

What provision has been put in place to provide volunteers with training opportunities?

All volunteer opportunities have been reviewed and role profiles prepared, which identify training requirements for those volunteers including safeguarding training and role specific health and safety training. This process would be continued within MonLife.

What is the purpose of dilapidations, how will this be addressed and who will be responsible?

The indicator measure the value of the assets and will demonstrate if the value has reduced because of any lack of maintenance which has an impact on its value. Current thinking is that MCC would retain both the capital and revenue maintenance budget and therefore MCC would need to ensure that the buildings are kept to a required standard.

Regarding key indicators, how will these differ and what method will you be using to record data?

Some of the existing indicators will be maintained as they serve a purpose and add real value in monitoring as well as some carrying a statutory requirement to registered bodies i.e. Welsh Government. There will also be the introduction of key indicators that tie in with the proposed model and newly developed analytics software that is currently being explored to provide real time data for analysis around various areas of performance.

What mechanisms are in place to assess the risks for assets / performance and is there a clear matrix to understand this for both MCC and the MonLife Board?

There is a risk register which demonstrates the risks for both the Board and MCC. The register is regularly reviewed, updated and mitigating actions identified to resolve / alleviate the issues. The register clearly identifies how the scores are identified. The matrix follows the same methodology that MCC currently uses.

REPORT

SUBJECT	REVENUE & CAPITAL MONITORING 2018/19 OUTTURN STATEMENT
DIRECTORATE	Resources
MEETING	Economy & Development Select Committee
DATE	27th September 2018
DIVISIONS/ WARD AFFECTED	All Authority

1. PURPOSE

- 1.1 The purpose of this report is to provide Members with information on the revenue and capital outturn position of the Authority at the end of reporting period 1 which represents the financial outturn position for the 2018/19 financial year based on May inclusive activities.
- 1.2 This report will also be considered by Select Committees as part of their responsibility to,
- assess whether effective budget monitoring is taking place,
 - monitor the extent to which budgets are spent in accordance with agreed budget and policy framework,
 - challenge the reasonableness of projected over or underspends, and
 - monitor the achievement of predicted efficiency gains or progress in relation to savings proposals.

2. RECOMMENDATIONS PROPOSED TO CABINET

- 2.1 That Members consider a net revenue forecast of £471,000 overspend.
- 2.2 Members consider a capital outturn spend of £35.7m, which accords with budget provision for the year, after proposed slippage of £75,000. This describes a breakeven position not uncommon for this early in the year, although there is a potential for additional 21c schools costs in respect of additional asbestos removal and treatment costs not anticipated, which colleagues indicate could be the order of £350,000.
- 2.3 Considers the use of reserves proposed in para 3.8.1,
- 2.4 Members note that the low level of earmarked reserves will notably reduce the flexibility the Council has in meeting the challenges of scarce resources going forward.
- 2.5 Members note the extent of movements in individual budgeted draws on school balances, and acknowledge a reported net forecast deficit of £622k resulting, and support the amendments to MCC's Fairer Funding Regulations as described in para 3.8.13 for onward engagement with schools forum and governing bodies

3. MONITORING ANALYSIS

3.1 Revenue Position

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

3.1.2 Responsible Financial Officer's Summary of Overall Position Period 1

Table 1: Council Fund 2018/19 Outturn Forecast Summary Statement at Outturn

Service Area	Initial 2018-19 Annual Budget	Virements to budget	Period 2 Annual Budget	Revised Forecast Outturn	Forecast Over/ (Under) @ Month 2	Forecast Over/ (Under) @ Outturn
	£'000			£'000	£'000	£'000
Adult Services	7,501	0	7,501	7,573	72	242
Children Services	11,373	0	11,373	11,655	282	1,578
Community Care	22,704	0	22,704	22,572	-132	-1,020
Commissioning	1,631	0	1,631	1,583	-48	-156
Partnerships	366	0	366	366	0	25
Public Protection	1,417	0	1,417	1,435	18	-58
Resources & Performance	676	0	676	660	-16	-25
Total Social Care & Health	45,668	0	45,668	45,844	176	586
Individual School Budget	43,620	0	43,620	43,620	0	169
Resources	1,440	0	1,440	1,440	0	-85
Standards	5,113	0	5,113	5,495	382	93
Total Children & Young People	50,173	0	50,173	50,555	382	177
Business Growth & Enterprise	1,456	0	1,456	1,464	8	7
Governance, Democracy and Support	3,893	0	3,893	3,882	-11	-75
Planning & Housing	1,815	0	1,815	1,815	0	54
Tourism Life & Culture	3,445	0	3,445	3,503	58	289
Total Enterprise	10,609	0	10,609	10,664	55	275
Legal & Land Charges	458		458	455	-3	-23
Operations	15,394	47	15,441	15,652	221	615
Total Chief Executives Unit	15,852	47	15,899	16,117	218	592
Finance	2,486	0	2,486	2,439	-47	-231
Information Communication Technology	2,679	0	2,679	2,733	54	4
People	1,680	-47	1,633	1,667	34	-9

Commercial and Corporate Landlord Services	844	0	844	1,002	158	-79
Total Resources	7,689	-47	7,642	7,841	199	-315
Precepts and Levies	18,467	0	18,467	18,467	0	-4
Corporate Management (CM)	120	0	120	61	-59	-135
Non Distributed Costs (NDC)	669	0	669	669	0	-21
Strategic Initiatives	493	0	493	43	-450	-318
Insurance	1,333	0	1,333	1,333	0	-173
Total Corporate Costs & Levies	21,082	0	21,082	20,573	-509	-632
Net Cost of Services	151,073	0	151,073	151,594	521	683
Fixed Asset disposal costs	153	0	153	153	0	0
Interest and Investment Income	-56	0	-56	-61	-5	-136
Interest payable & Similar Charges	3,326	0	3,326	3,331	5	-729
Charges required under regulation	4,500	0	4,500	4,500	0	-117
Contributions to Reserves	224	0	224	224	0	-221
Contributions from Reserves	-1,408	0	-1,408	-1,408	0	349
Capital Expenditure funded by revenue contribution			0	0	0	0
Appropriations	6,739	0	6,739	6,739	0	-854
General Government Grants	-63,091		-63,091	-63,091	0	0
Non Domestic rates	-30,177		-30,177	-30,177	0	0
Council Tax	-70,838	0	-70,838	-70,838	0	-270
Council Tax Benefits Support	6,294		6,294	6,244	-50	-211
Financing	-157,812	0	-157,812	-157,862	-50	-481
Net Council Fund (Surplus) / Deficit	0	0	0	471	471	-652

3.1.3 The outturn variances reported by way of last year's surplus and this year's forecast deficit may seem a significant amount, but putting such variances in context, they both equate to less than 0.5% variation against the net cost budget before financing. This is an incredibly close correlation given the volume of budget holders involved in the process, the volatility in pressures and savings proposals experienced during the year and the need to secure compensatory savings to mitigate adverse positions highlighted earlier in the year. Clearly a surplus is more attractive to the Council than an equivalent deficit, so the use of periodic monitoring as a tool for change during the year should not be underestimated.

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

Net Council Fund Surplus	2018-19	2017-18	2016-17	2015-16	2014-15
	£'000	£'000	£'000	£'000	£'000
Period 1	471 deficit	164 deficit	1,511 deficit	867 deficit	219 deficit
Period 2		62 deficit	839 deficit	1,066 deficit	116 deficit
Period 3			79 surplus	162 deficit	144 deficit
Outturn		652 surplus	884 Surplus	579 surplus	327 surplus

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

3.2.1 Stronger Communities Select Portfolio (£142k net underspend)

- Chief Executives Unit (£218k overspend)

Legal division exhibited a small **£3k surplus**, due to staff and service savings exceeding loss in reported income. **Operations anticipates a collective £221k deficit**. The position for each of main Operations areas is as follows, Highways £39k surplus, catering £42k deficit, cleaning and transport administration breakeven, Passenger Transport £100k deficit, Waste and Streetscene £118k deficit.

- Resources Directorate (£199k overspend)

Finance Division predict an underspend of £47k, predominantly predicted savings in Revenues and Exchequer sub division and saving in management cost. **IT predicts an £54k overspend**, due to overestimation of SRS reserve returned to MCC at year end, and a degree of salary savings not yet delivered within SRS. **People services predicts £34k deficit**, mainly the result of sickness and maternity cover within the division. **Landlord division anticipates a £158k deficit**, predominantly the effect of procurement gateway review savings not yet delivered.

- Corporate (£509k underspend)

The net effect of the unutilised redundancy budget (£450k), together with rate refund receipts (£59k) in respect of Council's buildings.

- Appropriations (breakeven)

Net use of reserves is currently predicted as budgeted. The usual annual beneficial treasury position has been forecast as being on budget, as an explicit saving was agreed as part of 2018-19 budget process. The actual outturn will be influenced by progress with the capital programme spends, any need for temporary borrowing in advance of capital receipts funding being available, and the interest rates experienced. Treasury consultants predict an increase in such rates starting in autumn 2018.

- Financing (£50k underspend)

The net effect from anticipated Council tax benefit payments, however this will need to be closely monitored throughout the year. **Page 40** The significant changes being implemented

around universal credit introducing a potential volatility in demand for other support mechanisms.

RESOURCES DIRECTOR CONTEXT & COMMENTARY

The overspend reported at this early stage of the year signals some early pressures within services and equal risks of certain savings proposals having the potential to not fully deliver. However, a targeted focus on procurement savings together with continued efforts to curtail non essential spend aims to look to improve the forecast position for the directorate as the financial year progresses.

HEAD OF OPERATIONS CONTEXT & COMMENTARY

Obviously month 2 is early in the financial year and the accuracy of forecasts reflect this. There is a relatively small overspend already being forecast for catering due to increased refuse collection costs and inability to achieve the staff saving inherent in all budget preparation/modelling. The Waste and Street Scene budget incorporated £100k income from BGCBC to offset civic amenity/recycling centre costs in Llanfoist attributable to BGCBC residents using the site. However BGCBC eventually declined to make this contribution to costs, hence an overspend forecast, ideally to be recovered elsewhere within the waste budget during the year although this service will encounter massive change at the end of the year as the new system is rolled out county wide. Such a major investment and change has potential to impact upon the budget. Finally the PTU budget in 18/19 included several income and budget savings assumptions including personal transport budgets, increased 'in house' SEN transport provision, reduced contract costs etc. totalling around £370k in year. A great deal of work has been undertaken to deliver these budget assumptions but the major benefit assumed by tendering will not be known until late July. There is also some volatility as some aspects out perform e.g. personal transport budgets whereas others are not gaining the financial benefit assumed. The situation will be much clearer at month 7 but at this time a forecast that indicates £100k overspend for PTU would seem appropriate until modelling improves during the year."

Monitoring Division element of Deputy Chief Executive's Combined Directorate

The position for DCEO brief at Month 2 is slighter better than in the comparable period in previous years, on account of income targets being met, staffing changes and adjustments bedding in and a small element of 'growth' in the budget to address continual and historic pressures associated with frontline functions.

The impact of changes and improvements will be a continuing theme in year, with advances in customer care, automation and digitisation. I believe the section is off to a strong start and will continue the important work to drive efficiency and effectiveness both within the service and in supporting activity across the wider Council.

3.2.2 Economy & development Select Portfolio (£73k net overspend)

- Enterprise Directorate (£55k net overspend)

Business growth and enterprise predict a net **£8k overspend**, being the windfall effect of community partnership grant (58k) funding compensating in part for another net annual deficit introduced by Events function (40k). A report is currently being prepared for

Cabinet to indicate the future of Events and how it could be made sustainable, recognising it was advocated to members as a way of sustaining the core activities of the council, rather than creating a further pressure.

Governance, democracy and support predict a net **£10k underspend**, caused by savings in policy and partnerships (£10k), and £53k savings in democratic services (mainly the effect of windfall funding from Cabinet office) compensating for £51k pressure from Contact Centre costs in the form of extra IT and switchboard costs disputed.

Planning & Housing (breakeven) – Development control has historically experienced a significant deficit in income against budget. The extent of some larger sites coming online during the year allows the service to predict higher than usual income levels. The pressure accommodated in respect of lodging scheme as part of 2018-19 budget process, allows the Housing service to predict a breakeven position.

Tourism, leisure & culture (£58k overspend) - £40k of overspend is artificial to the MCC bottom line as it relates to the Outdoor Education service which transfers any surpluses or deficit to its trading reserve.

The pressure within Outdoor Education relates to an eroding income base as historic partners look to withdraw their core support. This has been known for the last 3 years with little change being introduced by service, despite prompts.

The net pressure within Tourism, Leisure and Culture is only £18k, and relates to a staffing pressure of £8k within Tourism and Museums, together with £10k job evaluation regrading consequence in Youth. It wouldn't be intuitive that pressures in TLC division were only £18k, given the focus on Trust consideration, and the extra costs being identified to facilitate the resulting outsourcing. The pressure at outturn for this division was £289k, however pressures in the form of reduced income from Monmouth leisure centre (£49k), and £143k extra budget to facilitate Trust creation were accommodated in 2018-19 budget process. It still feels that there ought to be a net pressure within Tourism, Leisure and Culture, and that the service forecast is perhaps understated, so close monitoring of any costs prior to service transfer will be key, so as not to introduce further volatility in forecasting.

- Social Care & Health (£18k overspend)

Public Protection (£18k overspend) – predominantly the net effect of overtime anticipated in respect of Registrars services, at a level consistent with previous year.

ENTERPRISE element of Deputy Chief Executive's Combined Directorate

The position for DCEO brief at Month 2 is slighter better than in the comparable period in previous years, on account of income targets being met, staffing changes and adjustments bedding in and a small element of 'growth' in the budget to address continual and historic pressures associated with frontline functions.

The impact of changes and improvements will be a continuing theme in year, with advances in customer care, automation and digitisation. I believe the section is off to a strong start and will continue the important work to drive efficiency and effectiveness both within the service and in supporting activity across the wider Council.

3.2.3 Adult Select Portfolio (net £124k underspend)

- Social Care & Health

Adult Services (£72k overspend) – a drop off in community meals income of £14k is anticipated , together with staffing pressures (sickness cover and ERS pension saving not realised) within direct care establishments (Severn View and Mardy Park).

Community Care (£132k underspend) – net savings within Mental Health Care team budget compensate for the inherent pressure to external agreement costs as recharge agreements are historic in nature and haven't kept pace with periodic inflation. Standby service and GWICES budgets are subject to new arrangements, so cost burdens have been predicted based on 2017-18 levels whilst limited activity data is available for 2018-19.

Commissioning (£48k underspend) – predominantly a part year saving to commissioning staffing, and a continued savings within Drybridge Gardens service area.

Resources (£16k underspend) – disposal of vehicle in favour of more cost effective provision.

SCH DIRECTOR'S CONTEXT & COMMENTARY

Given the recent vacancy in Director position, no commentary is provided with the report, and members can instead expect a verbal update at meeting from a management representative.

3.2.4 Children & Young People Select Portfolio (net £664k overspend)

- Social Care & Health (£282k overspend)

Children's Services (net £282k overspend) – this can be a fairly volatile area to manage budget wise, with individual placements potentially having a significant effect. In comparison to 2017-18 activity which was £1.6m overspend, the 2018-19 forecast indicates a significantly improving position. The service did receive net £534k extra resourcing as part of 2018-19 budget process. The service's forecast assumptions also presume circa £390k funding from Health for 2 continuing care cases, reduced activity in external placements (a reduction of 7 whole time equivalents against 58 placements in 2017-18) and encouragingly by the end of June the service should have only 5 agency staff (with the last one expected to leave on 19th August) as numbers having been reducing in recent months due to a planned exit strategy. The M2 position includes a total agency forecast of £145k (part year only due to the expected elimination of agency staff by mid-August). This compares to a 2017/18 outturn on agency staff of over £600k which clearly represents more agency staff in post last year and agency costs having arisen throughout the whole of the year not just for part of it.

Youth offending team partnership (breakeven) – this partnership is managed in a similar fashion to Outdoor Education, in so far as surpluses or deficits do not affect MCC outturn position and are instead transferred to their trading account. The Board overseeing the management of the service has agreed to hold the combined surplus at £150k, which means that circa £99k beneficial effect will be redirected back through to partners at year end. It is not recommended to use this windfall in balancing 2018-19 position as it is also understood that should the partnership balance fall below £150k in future years as a result of overspends these will need to be borne by increased partner contributions. It is proposed to give any extraordinary credit off to an MCC specific reserve to mitigate any future volatility.

- Children and Young People (net £382k overspend)

Service colleagues report **School Budget Funding and Resources Divisions** are anticipated to incur a **breakeven position** at end of year. **Standards subdivision** exhibits a **£382k overspend** reported as largely the consequence of reduced residential place numbers at Mouton House as MCC considers the future use for the facility. Also several pupils currently utilising out of county educational placements are anticipated to take up post 16 educational study opportunities.

SCH DIRECTOR'S CONTEXT & COMMENTARY

Given the recent vacancy in Director position, no commentary is provided with the report, and members can instead expect a verbal update at meeting from a management representative.

CHILDREN & YOUNG PEOPLE DIRECTOR'S CONTEXT & COMMENTARY

The Directorate's Month 2 position is a forecasted overspend of £382,000. This represents a significant concern for the whole directorate. All parts of the directorate are working to reduce those areas of pressure and bring the budget back to a balanced position.

The most significant risk remains the Additional Learning Needs budget which is under significant pressure due to the requirement to support more of our pupils with complex needs. This is a particularly challenging budget given the volatility of children arriving into the area and younger children requiring more complex packages of support. We are continuing to develop a new ALN offer within the County and this will be taken through Cabinet in September 2018. The pressure is currently being experienced in the '*in-county*' element of the budget as we try to ensure that children and young people receive their education as close to home as possible but still receive the support they need.

Schools are facing a challenging financial settlement and have again budgeted to be in a collective deficit by the end of the year. This forecasted position has worsened since budgets were set, in the majority of cases this is due to increasing pupil numbers and the need to employ further staff, overtime the funding will be increased to reflect this. We will continue to work closely with our school colleagues to ensure their plans are as robust as possible to minimise any impact whilst continuing to improve standards for our young people.

3.2.5 Redundancy costs

Members are commonly keen to understand the extent of any redundancy payments made during the year, as staffing remains the most significant and controllable expense to most service areas. Traditionally the expectation is that services absorb the cost of any redundancies in the first instance, only making a call upon the corporate budget where necessary. To date this early in the financial year, there are no approvals or caveated use of redundancy budget agreed by Members, so the full extent of redundancy budget is shown as £450k underspend compensating in part for the net costs of services anticipated. However whilst this report is being written, it is understood that Cabinet are likely to receive a report at its 4th July meeting, to consider management structure changes to the Attractions function within Tourism Leisure and Culture facilitating the Council's Leisure Trust aspirations in providing a more responsive management structure. Costs are not currently indicated, and no prejudgement or allowance for this has been made to the month 2 outturn forecast.

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

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

- The financial environment facing Councils over the next 4 years will be very challenging. It will be increasingly difficult to find additional remedial savings through the year in addition to those required to allow a balanced budget to be established every February. This volatility risk is traditionally mitigated by a heightened accountability culture whereby service managers are reminded of the need to comply within the budget control totals established by members, and are more responsible for any variances to SLT and Cabinet and equally for Select Committees to exhibit a more focussed reflection upon the adequacy of budget monitoring being applied. Members may wish to re-enforce such accountabilities and review any remedial action proposed by service managers to resolve adverse situations.
- The budget process this year involved the late consideration and development of additional savings caused predominantly by national 2% pay award agreed during the budget process introducing an extra £1m volatility into the usual budget process. By necessity some of the late savings were less robust, and less certain than earlier ones, as evidenced in the savings matrix below. A prudent approach has been adopted in the savings progress reported, as some of the intentions, whilst laudable, will always have an inherent speculative aspect, so for instance in relation to social care activities there is a presumption of colleagues negotiating effectively with other public sector colleagues to passport costs or secure funding/contribution where the nature of service is more reflective of health rather than care. They have been quite successful in such deliberations previously, but probability suggests, they won't win every case.
- An increasing feature for all Councils is how to sustain core services rather than reduce them. This does lend itself to the consideration of activities not traditional to Councils, often described as innovative, commercial or private sector influenced. Experience of such activities within MCC suggest the implementation phase is key to the success or otherwise of such initiatives. Commercial skills aren't necessarily commonplace to a local authority, such that when faced with considering such, members should increasingly test out the practicalities involved and establish a tolerance to any business case received after which officers are required to re-report to members. This

is necessary as the Council has a different duty in the protection of public funds that wouldn't apply in private sector, and the private sector can more easily respond to a deficient project by dropping or amending the proposal. It isn't as easy to do that at pace in a public entity which is problematic as Councils have limited capacity to absorb the effect of deficient projects, so instead public sector will commonly look to reassess the success of the scheme against an alternate lens, most commonly the social benefit when instead the proposal was volunteered to members primarily as a financial benefit.

- Relatedly, there's an unusual degree of work being undertaken by a multi discipline team known as "hit squad" and targeted managers to consider the financial viability of commercial type services e.g. Borough Theatre, Events, PTU, procurement etc. These may have knock on consequences to reserve usage and costs to the Council not currently captured in annual budget agreed by members or evaluated in the current monitoring position.
- Similarly, Members have registered support for the provision of a Leisure Trust to become active during this financial year, acknowledging that there will be an additional cost to this facilitation approved by members to a ceiling of £155,000, to be afforded by one off reserve usage. Any additional costs volunteered during the process to best position the shadow organisation to succeed or reflect responsibilities captured in the future management agreement between new organisation and council e.g. the destabilising effect to Council's central support functions with budgets moving to the Trust, or the prioritising of capital expenditure towards Leisure establishments, aren't yet quantified or factored into current monitoring, but could be anticipated to add to the financial churn this year and the budget process for next.

3.4 2018/19 Budget Savings Progress

3.4.1 This section monitors the specific savings initiatives and the progress made in delivering them during 2018-19 as part of the MTFP budgeting process.

In summary they are as follows,

Disinvestment by Directorate 2018-19	2018/19 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable YTD
	£000	£000	£000	£000	£000	£000
REVENUE MONITORING 2018-19						
Children & Young People	(631)	(631)	0	0	0	0
Social Care & Health	(925)	(880)	0	0	(30)	(15)
Enterprise	(242)	(144)	0	0	(98)	0
Resources	(771)	(450)	0	0	(272)	(50)
Chief Executives Units	(1,296)	(1,035)	0	0	(91)	(170)
Corporate Costs & Levies	0	0	0	0	0	0
Appropriations	(396)	(396)	0	0	0	0
Financing	(800)	(800)	0	0	0	0
DIRECTORATE Totals	(5,061)	(4,336)	0	0	(490)	(235)

3.4.2 Mandated saving performance is running at 86% of budgeted levels, with currently £235,000 being deemed potentially unachievable, and a further £490,000 to be delayed to later years.

- 3.4.3 The emphasis of reporting savings has changed from previously where savings were reported when they were manifest, however the judgement is now whether saving is forecast to be achieved.
- 3.4.4 Consequently the savings appendix (appendix 1) also has a traffic light system to indicate whether savings are likely to be achieved or have justifiable reasons explaining delayed implementation. The following summary of savings mandates are highlighted as requiring further work to crystallise or exhibit an anticipated degree of volatility.

3.4.5 Stronger Communities Select Portfolio

Resources Directorate

- Delayed savings are anticipated in respect of the likely introduction of the Revenues sub division's new document image system (£10k), the Procurement gateway review £150k appears to exhibit little progress to date, savings from more zealous use of duplicate payment software (£25k), and the reviewing of technology and systems and introduction of chatbot functionality (£87k) all report delays in implementation and the timing when savings crystallise. An unachievable saving has been identified in the disparity between the assumption to reduce our SRS contribution by £50k in salary savings and the basis of SRS budget preparation.

Chief Executive's Office

- Approved car park price increases weren't introduced in April reducing the anticipated income levels (£20k).
- General postage costs reduction of £5k and external property service fee income £19k, presumed during budget process, aren't yet manifest.
- The savings agenda within PTU is significant and wide ranging and involves significant officer time outside of core PTU team. Latest anticipation from a current retendering exercise suggests a £29k shortfall on the £171k estimated. The £30k saving from reducing payments to contractors but providing a more timely cashflow has been reviewed, as it potentially discourages take up, and perpetuates a need for multiple approaches. The service is still trialling a payment on account process, with the intention of moving all contractors across to it from September, but has instead chosen to take an increased saving from the successful pilot of personal transport budgets. The extended provision of in-house ALN transport service designed to deliver £41k, is not as advanced as other PTU practice changes currently, and the saving of £49k from Raglan training is only anticipated to deliver £20k additional income this year.
- The proposal to effectively sell Recycling activity targets to a neighbouring authority to avoid their penalisation hasn't been progressed, as they've received a relaxation to potential sanctions.

3.4.6 Economy & Development Select Portfolio

Enterprise (ENT) Directorate

- A Council wide target, overseen by Future Monmouthshire colleagues, to reduce agency costs by £80k is reported unlikely to be delivered. Similarly the presumption to reduce Council travel costs by £72k this year is likely to fall short of aspiration by circa £18k.

3.4.7 Adult Select Portfolio

Social Care & Health (SCH) Directorate

- Adult social care proposals are anticipated to the full extent of proposed £638k efficiencies.
- The additional income predicted from Meals on wheels (£15k) and Registrars (£12k) isn't yet manifest, and the increasing cost of meals on wheels has had a perceived reduction in demand.

3.4.8 Children and Young People Select Portfolio

Social Care & Health (SCH) Directorate

- Whilst not a true net saving, a 4 year financial improvement target was established to compensate for £560k pressure volunteered by the service. As present predictions suggest an outturn of only £282k deficit, which would be an improvement above the level established for the year, however this remains one of the more volatile budgets within the Council, where individual decisions can result in significant consequences, so the position will need to be closely monitored through the year.

Children and Young People (CYP) Directorate

- Directorate colleagues report current year savings are anticipated to be delivered in full, although Members may wish to check the progress with breakfast club charging and Mouton House fee increases given their "yellow" Rag status.

3.5 Capital Position

3.5.1 The summary Capital position at Month 2 is as follows

MCC CAPITAL BUDGET MONITORING 2018-19 at Month 2 by SELECT COMMITTEE						
SELECT PORTFOLIO	Forecast Spend at Outturn	Slippage Brought Forward	Total Approved Budget 2018/19	Forecast Capital Slippage to 2019/20	Revised Capital Budget 2018/19	Capital Expenditure Variance
	£000	£000	£000	£000	£000	£000
Children & Young People	22,062	9,359	22,062	0	22,062	0
Adult	23	0	23	0	23	0
Economic & Development	1,185	98	1,185	0	1,185	0
Strong Communities	12,491	2,376	12,566	(75)	12,491	0
Capital Schemes Total 2018-19	35,761	11,833	38,836	(75)	35,761	0

3.5.2 Capital expenditure at month 2 is predominantly being forecast to budget. The main aspect of this year's capital programme remains the completion of Monmouth and Caldicot Comprehensive Future schools programme. The project lead has recently left the organisation, Property Services indicates the projects will be largely completed on budget. However, whilst not included in the analysis above, indications are a potential overspend of circa £350k presently to address the extent of asbestos clean-up required from old school building demolition and in the ground which couldn't be easily anticipated at contract letting stage.

3.5.3 Slippage to 2019-20

Total Provisional Slippage at Month 2 is (£75,441) due to delays in regard to the New Playing Field Pitches at Clydach Juniors S106 scheme (£53k) that cannot proceed due to delays on the Heads of Valley road dual-ing project, and security of tenure delays on the S106 Llanelly Hill Welfare Car Park scheme (£22k).

3.6 Capital Financing and Receipts

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

MCC CAPITAL FINANCING BUDGET MONITORING 2018-19 at Month 2 by FINANCING CATEGORY						
CAPITAL FINANCING SCHEME	Annual Financing	Slippage Brought Forward	Total Approved Financing Budget 2018/19	Provisional Budget Slippage to 2019/20	Revised Financing Budget 2018/19	Forecast Capital Financing Variance 2018/19
	£000	£000	£000	£000	£000	£000
Supported Borrowing	2,410	0	2,410	(0)	2,410	0
General Capital Grant	1,467	0	1,467	0	1,467	0
Grants and Contributions	8,881	4,725	8,881	(0)	8,881	0
S106 Contributions	740	650	815	(75)	740	(0)
Unsupported borrowing	10,859	1,231	10,859	(0)	10,859	(0)
Earmarked reserve & Revenue Funding	174	169	174	(0)	174	(0)
Capital Receipts	11,196	5,024	11,196	(0)	11,196	(0)
Low cost home ownership receipts	34	34	34	0	34	(0)
Unfinanced	0	0	0	0	0	0
Capital Financing Total 2018-19	35,761	11,833	35,836	(75)	35,761	(0)

3.7 Useable Capital Receipts Available

3.7.1 In the table below, the effect of the changes to the forecast capital receipts on the useable capital receipts balances available to meet future capital commitments is shown. This is also compared to the balances forecast within the 2018/22 MTFP capital budget proposals.

Movement in Available Useable Capital Receipts Forecast

TOTAL RECEIPTS	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000
Balance b/f 1 st April	3,411	4,104	6,824	12,570
Add:				
Receipts received in YTD	0			
Receipts forecast received	11,565	3,065	6,091	1,000
Deferred capital receipts	324	164	164	164
Less:				
Receipts to be applied	(11,196)	(509)	(509)	(509)
Set aside	0	0	0	0
Predicted Year end receipts balance	4,104	6,824	12,570	13,225
Financial Planning Assumption 2018/22 MTFP Capital Budget	856	6,122	8,861	10,599
Increase / (Decrease) compared to MTFP Capital Receipts Forecast	3,248	702	3,709	2,626

3.7.2 The balances forecast to be held at the 31st March each year are higher than forecast in the MTFP due to a re-profiling of the LDP receipts for land at Undy (Rockfield Farm).

3.7.3 There is still an increasingly significant risk to the Council resulting from the need to utilise capital receipts in the same year that they come into the Council. This provides no tolerance or flexibility should the receipts be delayed, which isn't uncommon, and would necessitate compensatory temporary borrowing which is more costly than utilising capital receipts and impacts the extent of treasury savings traditionally secured to compensate for any deficit in net cost of services.

3.7.4 At Month 2, there are no forecasted capital receipt funded schemes to be slipped

3.8 Reserves

Reserve Usage

3.8.1 Revenue and Capital monitoring reflects an approved use of reserves. At month 2, service managers' presumptions are to fully utilise the reserve funding conveyed to them in 2018-19 budget.

	01/04/2018	Contribution to Reserves	Contribution from Reserves - revenue	Contribution from Reserves - capital	31/03/2019
Sub Total Council Fund	-7,286,303	0	0	0	-7,286,303
<i>Earmarked Reserves:</i>					
Sub-Total Invest to Redesign	-1,302,343	-170,681	401,714	0	-1,071,310
Sub-Total IT Transformation	-734,881	0	215,913	0	-518,969
Sub-Total Insurance and Risk Management	-1,046,416	0	0	0	-1,046,416
Sub-Total Capital Receipt Generation	-347,139	0	153,415	0	-193,724
Sub Total Treasury Equalisation	-990,024	0	0	0	-990,024
Sub-Total Redundancy and Pensions	-496,813	0	163,978	0	-332,835
Sub-Total Capital Investment	-648,336	0	0	17,999	-630,337
Sub-Total Priority Investment	-686,751	0	386,751	0	-300,000
<i>Other Earmarked Reserves:</i>					
Museums Acquisitions Reserve	-55,885	0	0	0	-55,885
Elections Reserve	-58,183	-25,000	0	0	-83,183
Grass Routes Buses Reserve	-146,084	-5,000	0	0	-151,084
Youth Offending Team	-248,989	0	98,989	0	-150,000
Building Control trading reserve	-22,254	0	0	0	-22,254
Outdoor Education Centres Trading Reserve	-129,500	0	40,000	0	-89,500
CYP maternity	-142	0	0	0	-142
Plant & Equipment reserve (Highways)	-150,000	0	0	0	-150,000
Homeless Prevention Reserve Fund	-9,536	0	0	0	-9,536
Solar Farm Maintenance & Community Fund	-23,000	-23,000	0	0	-46,000
Rural Development Plan Reserve	-277,665	0	86,471	0	-191,194
Total Earmarked Reserves	-7,373,942	-223,681	1,547,231	17,999	-6,032,393
Total useable revenue reserves	-14,660,245	-223,681	1,547,231	17,999	-13,318,696

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

As a useful reminder, with regard to the allocation of bottom line surplus to replenish reserves, the Sc151 officer's considered advice at outturn was

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

3.8.3 Despite those top ups, the current predicted use of the Priority investment reserve means that it will likely expire by the end of 2018-19 as a funding source, as the £300k year end balance is earmarked/allocated to local development plan purposes. Given the forecast use of earmarked reserves, Cabinet has previously approved a policy on earmarked reserves to ensure that earmarked reserves are focused on investment in areas where they can achieve most impact hence putting the balance for redistribution into "Invest to Re-design".

Schools Reserves

3.8.4 Each of the Authority's Schools is directly governed by a Board of Governors, which is responsible for managing their school's finances. However, the Authority also holds a key responsibility for monitoring the overall financial performance of schools.

3.8.5 The net effect of an individual school's annual surplus or deficit is shown in a ring-fence reserve for the particular school. Details of which for each school are included in Appendix 2, together with an indication of any recovery plan targets agreed and how close the Governing Body is in satisfying that responsibility in current year.

3.8.6 In summary form the anticipated outturn school balances are predicted to be,

	Opening Reserves 2018-19 (surplus)/deficit	In year position at Month 2 (surplus)/deficit	Anticipated Outturn Position (surplus)/deficit
Combined balance	(£175,225)	£797,703	£622,478

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

3.8.8 The following table exhibits the net trend in use, indicating collectively schools are using reserves at a considerably faster rate recently than they are replenishing.

Financial Year-end	Net level of School Balances
2011-12	(965)
2012-13	(1,240)
2013-14	(988)
2014-15	(1,140)
2015-16	(1,156)
2016-17	(269)
2017-18	(175)
2018-19 forecast	£622

3.8.9 There are however weaknesses in the forecasting approaches of individual schools, such that the budgeted outturn use of reserves seldom matches the reality.

As an example, during last year's monitoring, schools reported predicted use of reserves initially was £823k, and necessitated at month 2, the Director of CYP prepare a report outlining to Cabinet his strategy for address.

Subsequently whilst an extraordinary Welsh Government grant of £344k in the last quarter of 2017-18 would have had a beneficial effect on balance levels, collectively they only actually used £94k of their reserves for the year, a £900k variation in original forecasting. That sort of volatility potentially makes it very difficult for senior colleagues and Members to predict the necessary action from year to year.

3.8.10 But based on those school predictions, general trends can be extrapolated, so 12 schools started this year in deficit. There is an increasing trend of schools entering deficit, (net further 6 predicted at present by schools), and that position looks particularly acute in 3 out of the 4 secondary schools, and that 4th comprehensive school has had a very close monitoring regime applied to it during its recovery period, building upon the ownership and responsibility of the Governing body supported by headteacher, bursar and management team to end last year with £180k surplus. It is highly questionable whether that level of engagement and interaction would be possible/likely in respect of 18+ scenarios. CYP colleagues will be prioritising the most significant aspects, but it can be seen from the recovery plan indicators included alongside the reserve position in Appendix 2, that some of the schools starting the year in deficit still had no agreed recovery plan, whilst others showed a perverse agreement to an increasing deficit.

3.8.11 Our Fairer Funding Regulations adopted by Council and Governing Bodies have traditionally precluded governing bodies from planning for a deficit position. This was changed in 2016-17, (which coincides quite closely with declining net balance above) to allow licensed deficits where a recovery plan is agreed and followed. However this flexibility only extended as far as there being a collective schools reserve surplus.

3.8.12 As a result of last year's month 2 monitoring, Cabinet agreed to a request by Director of CYP to temporarily suspend that revised arrangement in favour of providing even greater flexibility to the effect that.

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

3.8.13 The approval was 1 year specific, so in agreeing the individual sc52 budgets for each school in 2018-19, schools and LEA colleagues are operating outside of Fairer Funding Regulations requirement again, but that shouldn't be unanticipated given the relatively small flexibility they have in collective surplus levels. But to avoid their need to constantly report a need for a variation annually, it is advocated that the following amendments to MCC's Fairer Funding Regulations be introduced.

Delete the following clause

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

and amend the following clauses (underlined to helpfully highlight the improvements to the control environment consistent with removing the above prescription),

4.1 Carry Forward of Balances

"4.1.1 Schools will be able to carry forward from one financial year to the next any shortfall in expenditure relative to the school's budget share for the year, plus or minus any balance brought forward from the previous year. Where the periodic monitoring exercise predicts this shortfall would move the school into a net deficit position, the Governing body is required to meet and provide a Recovery Plan consistent with "Planning for Deficit Balances" in para 4.3.1 below, within 6 weeks of the deficit anticipation becoming known."

Planning for Deficit Balances

"4.3.1 This scheme allows governing bodies to plan for a budget deficit, only where a recovery plan has been prepared and submitted alongside and at the same time as the deficit budget is presented. A Recovery Plan being defined as a Governing Body prepared multi year budget, to be considered and agreed with Cabinet Member Children and Young People, indicating the quantified financial improvement actions to remove the deficit within 3 years, or longer by specific agreement with Cabinet Member Resources."

4.4 Obligation to carry forward Deficit Balances

"4.4.1 Where a school has a deficit balance at the end of the year, such deficit will be carried forward into the next financial year. The recovery plan will be monitored on a termly basis at minimum, but in material cases this will be monitored monthly. Governing body representatives may be required to report periodically to the Council on the progress of recovery actions. The

authority has the right to withdraw the delegated budget and powers of the governing body should the plan not be followed.

“4.7.1 The authority will only support licensed deficits where a recovery plan is in place, as detailed in paragraph 4.3.1. The governing body must request a licenced deficit from the Cabinet Member Children and Young People.

3.8.14 These changes are anticipated to have a twofold benefit in allowing the potential for deficits to be considered in a more timely fashion than at present, and better recognises the accountability for schools financial arrangements rests with Governing Bodies rather their headteachers, who have their financial responsibility delegated to them by Governing Body.

3.8.15 It also helpfully recognises that the problem is not so much with schools actual use of reserves but more to do with their forecast or budgeted draw. The bringing forward of Recovery Plan submissions, to be consistent with annual budget consideration, is designed to provide a better quality of data/information on which to consider the approval of any deficit budget, and would be reassuring to Members that any annual deficit volatility is accommodated within a multi year budget strategy.

4 REASONS

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

5 RESOURCE IMPLICATIONS

5.1 As contained in the report.

6 EQUALITY AND SUSTAINABLE DEVELOPMENT IMPLICATIONS

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

7 CONSULTEES

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

8 BACKGROUND PAPERS

Outturn Monitoring Reports (Period 1)

<http://corphub/initiatives/Budgetmon/20182019/Forms/AllItems.aspx?InitialTabId=Ribbon%2ERead&VisibilityContext=WSSTabPersistence>

9 AUTHOR

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10 CONTACT DETAILS

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Appendices (attached below)




Appendix 1 Mandated Savings Progress Report






Appendix 2 School Reserves

Appendix 1 – Savings Matrix

Disinvestment by Directorate 2018-19	2018/19 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable YTD
REVENUE MONITORING 2018-19	£000	£000	£000	£000	£000	£000
Children & Young People	(631)	(631)	0	0	0	0
Social Care & Health	(925)	(880)	0	0	(30)	(15)
Enterprise	(242)	(144)	0	0	(98)	0
Resources	(771)	(450)	0	0	(272)	(50)
Chief Executives Units	(1,296)	(1,035)	0	0	(91)	(170)
Corporate Costs & Levies	0	0	0	0	0	0
Appropriations	(396)	(396)	0	0	0	0
Financing	(800)	(800)	0	0	0	0
DIRECTORATE Totals	(5,061)	(4,336)	0	0	(490)	(235)











Children & Young People	2018/19 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment
	£000	£000	£000	£000	£000	£000	£000
Federated school model	(32)	(32)					
General 5% reduction on supplies & services	(132)	(132)					
Reduce school premature retirement budget	(50)	(50)					
CYP - Increased fee & charges income - Breakfast clubs	(125)	(125)					
CYP Acceleration of ALN review	(107)	(107)					
CYP - Mouton House Increase Charges	(68)	(68)					
CYP - Reduction in ISB for new schools maintenance budget reduction	(117)	(117)					
CHILDREN & YOUNG PEOPLE Budgeted Savings Total	(631)	(631)	0	0	0	0	




Social Care & Health	2018/19 Budgeted Savings £000	Value of Saving forecast at Month 2 £000	Value of Saving forecast at Month 7 £000	Value of Saving achieved at Outturn £000	Delayed Savings £000	Savings deemed Unachievable £000	Traffic Light based Risk Assessment £000
Adult Disability Services	(638)	(638)					
Childrens Services (Saving £680k, pressure £561k, net saving in yr 4 £119k)	(113)	(113)					
SCH - Increased fee & charges income - Meals on wheels	(15)	0				(15)	
SCH - Increased fee & charges income - Registrars	(12)	0			(12)		
SCH Targetted reduction high cost placements posts	(147)	(129)			(18)		
SOCIAL CARE & HEALTH Budgeted Savings Total	(925)	(880)	0	0	(30)	(15)	

Enterprise	2018/19 Budgeted Savings £000	Value of Saving forecast at Month 2 £000	Value of Saving forecast at Month 7 £000	Value of Saving achieved at Outturn £000	Delayed Savings £000	Savings deemed Unachievable £000	Traffic Light based Risk Assessment £000
ENT (Fut Mon) Increased fee & charges income - Further 2.5% increase for	(32)	(32)					
ENT (Fut Mon) Targetted reduction in agency costs	(80)	0			(80)		
ENT (Fut Mon) Decrease travel costs (travel free weeks, digital use, car sharing, pool car use)	(72)	(54)			(18)		
ENT (Fut Mon) Targetted reduction in overtime	(28)	(28)					
ENT Community hubs- vacant post freeze and software savings	(30)	(30)					
ENTERPRISE Budgeted Savings Total	(242)	(144)	0	0	(98)	0	

Chief Executive's Unit	2018/19 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment
	£000	£000	£000	£000	£000	£000	£000
Car Parks Net 7.5% increase in charges above 2.5% RPI (10% in total)	(100)	(83)			(17)		
Car Parks 10% increase in permits	(10)	(9)			(1)		
Car Parks Increase resident permits from £40-£60	(3)	(3)					
Car Parks Penalties increase to £70 discounted £35	(9)	(7)			(2)		
Grounds/waste - Reduced opening hours at all CA sites	(13)	0			(13)		
Grounds/waste - Stop Bailey park bowls maintenance	(10)	(10)					
Grounds/waste - Rationalise shrub bed maintenance	(12)	(12)					
Grounds/waste - 1 year freeze of Head of waste post	(40)	(40)					
Property - School meals Price Increase (net after 2.5% RPI)	(23)	(23)					
Property income - External Fees (net after 2.5% RPI)	(19)					(19)	
Property - Council wide Postage savings	(5)					(5)	
Highways - Road Traffic Incident recovery of costs	(15)	(15)	0				
Highways - Improved Plant utilisation/recovery	(40)	(40)					
Passenger Transport - Route 65 changes	(25)	(25)					
Passenger Transport - CPC Staff Training	(9)	(9)					
Passenger Transport - S106 Funding to support Sunday Routes 74, 69, 83, 60	(26)	(26)					

Chief Executive's Unit	2018/19 Budgeted Savings £000	Value of Saving forecast at Month 2 £000	Value of Saving forecast at Month 7 £000	Value of Saving achieved at Outturn £000	Delayed Savings £000	Savings deemed Unachievable £000	Traffic Light based Risk Assessment £000
CEO/OPS - PTU Improved payment terms at 2.5% reduction in costs	(30)	0					
CEO/OPS - PTU- DPS retendering and route optimisation	(171)	(142)			(29)		
CEO/OPS - TRANS - Independent fleet review	(20)	(20)					
CEO/OPS - PTU Introduction of personal transport budgets	(31)	(61)					
CEO/OPS - PTU extended provision of MCC inhouse ALN transport service	(41)	0				(41)	
CEO/OPS Highways - Insuring Full overhead recovery on all works	(140)	(140)					
CEO/OPS Highways - displace core costs with grant	(200)	(200)					
CEO/OPS Raglan Training Centre income increase	(49)	(20)			(29)		
CEO/OPS - Catering Increased fee & charges income - School meals, extra 25p per meal in addition to 2.5% annual increase agreed for fees & charges	(100)	(100)					
CEO/OPS -PTU school transport concessionary fares increase from £390 to £440 pa.	(16)	(16)					
CEO/OPS Apportionment of Waste Recycling (BGCBC)	(100)	0				(100)	
CEO/OPS Seasonal Garden Waste	(40)	(35)			0	(5)	
CHIEF EXECUTIVES' UNIT Budgeted Savings Total	(1,296)	(1,035)	0	0	(91)	(170)	

Resources	2018/19 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment
	£000	£000	£000	£000	£000	£000	£000
Schools based Revenues SLA (to reflect actual)	(39)	(39)					
Comino system change	(10)	0			(10)		
Housing Benefit team savings	(8)	(8)					
Insurance staff saving	(26)	(26)					
IT Equipment budget saving	(30)	(30)					
IT saving	(50)					(50)	
Public Sector Broadband Agreement PSBA saving (£155k-£22k)	(133)	(133)					
RES (Corp Lan) Commercial Property investment income	(30)	(30)					
RES (Procurement - freeze, cease or consolidate non essential spend)	(155)	(155)					
RES (Procurement - third party supplier spend reduction)	(29)	(29)					

Resources	2018/19 Budgeted Savings £000	Value of Saving forecast at Month 2 £000	Value of Saving forecast at Month 7 £000	Value of Saving achieved at Outturn £000	Delayed Savings £000	Savings deemed Unachievable £000	Traffic Light based Risk Assessment £000
RES (Procurement - Gateway Review)	(150)	0			(150)	0	
RES (Procurement - supplementary duplicate payment review)	(25)				(25)		
RES (Reviewing Technology and Systems and Utilisation of Automation and AI)	(87)	0			(87)		
RESOURCES Budgeted Savings Total	(771)	(450)	0	0	(272)	(50)	

Appropriations	2018/19 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment
	£000	£000	£000	£000	£000	£000	£000
Interest Payable	(533)	(533)					
Interest Receivable	136	136					
MRP	51	51					
APP - Utilise more short term variable borrowing	(50)	(50)					
APPROPRIATIONS Budgeted Savings Total	(396)	(396)	0	0	0	0	

Financing	2018/19 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment
	£000	£000	£000	£000	£000	£000	£000
Council Tax Increase from Base changes (net of CTRS)	(435)	(435)					
FIN - Council tax gain upon completions	(220)	(220)					
CTRS	(95)	(95)					
FIN - Further Reduction in Council tax reduction scheme budget	(50)	(50)					
FINANCING Budgeted Savings Total	(800)	(800)	0	0	0	0	

Appendix 2 – Individual Schools Reserves

	Opening reserves 2018-19 (Surplus)/Deficit	In Year position at Month 2 (Surplus)/Deficit	Projected carry forward at year end 2018-19 (Surplus)/Deficit	Notes	Recovery Plan Y/E target balance 2018- 19	Recovery Plan Y/E target balance 2019- 20	Recovery Plan Y/E target balance 2020- 21	Recovery Plan Y/E target balance 2021- 22	Recovery Plan Comments
Abergavenny cluster									
E003 King Henry VIII Comprehensive	162,460	(36,687)	125,773	Recovery Plan Meetings held and recovery path agreed - awaiting signed copy of plan for years 4 and 5.	No recovery target identified for year despite starting year in deficit	105,232	125,533	137,424	5 year recovery plan required and confirmation of Education Achievement Service income awaited.
E073 Cantref Primary School	(65,965)	28,556	(37,409)						
E072 Deri View Primary School	(40,000)	41,836	1,836	Support Staff pay award between 9.191% and 3.734% between SCP 6 and SCP19		(30,402)	(7,690)		Senior Teacher Secondment and Support Staff reorganisation
E035 Gilwern Primary School	(52,253)	10,580	(41,673)	Increased Teaching Costs and additional Support Staff. Also Building Improvement Project (School Extension/Reception)					
E037 Goytre Fawr Primary School	(10,803)	28,317	17,514	Month 3 and Recovery Plan meeting scheduled for 10th of July 2018.					
E093 Llanfoist Fawr Primary School	(49,580)	29,823	(19,757)						
E044 Llantillio Pertholey CiW Primary School (VC)	(4,440)	16,094	11,655	Teachers salary protections are continuing.		(2,866)	(17,755)		Full year effect of 3 Teaching Assistant redundancies.
E045 Llanfychan Crucorney Primary School	(511)	(14,358)	(14,869)	Additional Support Staff hours plus revision of contract cleaning price estimate	(4,857)				
E090 Our Lady and St Michael's RC Primary School (VA)	7,084	16,328	23,412		No recovery target identified for year despite starting year in deficit	10,182	(1)		Additional pupil numbers, Full Year Effect of Staff changes and revised contracts.
E067 Ysgol Gymraeg Y Fenni	(58,965)	27,418	(31,547)	Agency Support Staff costs for Additional Learning Needs pupil.					

	Opening reserves 2018-19 (Surplus)/Deficit	In Year position at Month 2 (Surplus)/Deficit	Projected carry forward at year end 2018-19 (Surplus)/Deficit	Notes	Recovery Plan Y/E target balance 2018- 19	Recovery Plan Y/E target balance 2019- 20	Recovery Plan Y/E target balance 2020- 21	Recovery Plan Y/E target balance 2021- 22	Recovery Plan Comments
Caldicot cluster									
E001 Caldicot School	100,637	(30,109)	70,528		No recovery target identified for year despite starting year in deficit	30,645			Meeting with the school at Month 3. It is anticipated that sufficient efficiencies will be identified to bring school back into surplus by end of 19-20.
E068 Archbishop Rowan Williams CiW Primary School	(79,455)	43,852	(35,603)						
E094 Castle Park Primary School	43,659	(9,000)	34,659		18,544	34,659	28,975	28,394	Recovery plan being updated as Head Teacher leaving at end of summer term. This will generate additional savings that should see school back in surplus.
E075 Dewstow Primary School	(105,626)	54,807	(50,819)						
E034 Durand Primary School	(71,665)	48,820	(22,845)						
E048 Magor CiW Primary School (VA)	19,227	55,731	74,958	Additional agency cover costs partially offset by maternity savings of a teaching post	No recovery target identified for year despite starting year in deficit				Recovery Plan meeting scheduled for 11th of July 2018.
E056 Rogiet Primary School	(26,145)	37,247	11,102						Meeting with the school at Month 3. It is anticipated that sufficient efficiencies will be identified to keep school in surplus in 18-19.
E063 Undy Primary School	28,221	31,650	59,871	Replacement teaching staff on Upper Pay Spine not Newly Qualified with an additional Foundation Phase Teaching required to be employed from 1/9/18. Also two Additional Learning Needs	8,023	10,342	(25,894)		Key Stage 1 top up and additional pupil numbers funding
E069 Ysgol Gymraeg Y Ffin	37,616	(35)	37,581	As per budget - on track for month 2	75,056				Admission numbers are significantly reduced so we are working with the school to further update the recovery plan in order to devise a way of helping the school return to a break even position.

	Opening reserves 2018-19 (Surplus)/Deficit	In Year position at Month 2 (Surplus)/Deficit	Projected carry forward at year end 2018-19 (Surplus)/Deficit	Notes	Recovery Plan Y/E target balance 2018- 19	Recovery Plan Y/E target balance 2019- 20	Recovery Plan Y/E target balance 2020- 21	Recovery Plan Y/E target balance 2021- 22	Recovery Plan Comments
Chepstow cluster									
E002 Chepstow School	(158,456)	(444)	(158,900)						
E091 Pembroke Primary School	(181)	16,214	16,033	Education Achievement Service income now anticipated and Information Technology Budget revised.		15,141	20,875		Six support staff leaving 31/8/18. Further recovery plan refinement required at Month 3.
E057 Shirenewton Primary School	(118,599)	62,810	(55,789)						
E058 St Mary's Chepstow RC Primary School (VA)	(6,055)	40,222	34,167	Head teacher absence and the employment of a replacement has added unforeseen pressure to the					
E060 The Dell Primary School	(22,165)	22,060	(105)						
E061 Thornwell Primary School	9,565	8,595	18,160	Welsh Government class size funding means capacity for the School to increase its pupil roll and trigger additional funding from 2019/2020.	No recovery target identified for year despite starting year in deficit	9,058	(10,981)		Additional Pupil Numbers anticipated to be on roll January 2019.

	Opening reserves 2018-19 (Surplus)/Deficit	In Year position at Month 2 (Surplus)/Deficit	Projected carry forward at year end 2018-19 (Surplus)/Deficit	Notes	Recovery Plan Y/E target balance 2018- 19	Recovery Plan Y/E target balance 2019- 20	Recovery Plan Y/E target balance 2020- 21	Recovery Plan Y/E target balance 2021- 22	Recovery Plan Comments
Monmouth cluster									
E004 Monmouth Comprehensive	423,951	51,343	475,294		No recovery target identified for year despite starting year in deficit	240,781	56,720	(67,015)	School presented recovery plan in June 2018 to Cabinet Member. Currently on target.
E032 Cross Ash Primary School	(59,356)	45,211	(14,145)						
E092 Kymin View Primary School	(34,657)	34,640	(17)	Staff changes required for the new academic year have resulted in a projected overspend. These changes include: part time deputy headteacher being replaced with a full time deputy; a class teacher on main pay scale leaving and being replaced by a teacher on					
E039 Llandogo Primary School	12,449	10,984	23,433		(1,141)	(1,141)			
E074 Osbaston CiW Primary School (VC)	(635)	597	(38)						
E051 Overmonnow Primary School	(28,389)	14,744	(13,645)						
E055 Raglan CiW Primary School (VC)	147,743	(32,079)	115,664	Agreed long term recovery plan in operation.	No recovery target identified for year despite starting year in deficit	62,644	35,366	17,177	Recovery plan projects surplus of £24,921 in 2022/23
E062 Trellech Primary School	(87,650)	53,782	(33,868)						
E064 Usk CiW Primary School (VC)	(62,920)	81,025	18,105	Additional Foundation Phase teacher to be employed from 1/9/18 which has resulted in a planned deficit. Additional Key Stage 1 top up funding will be triggered in 2019/20 and there will be an					Meeting with the school at Month 3. It is anticipated that sufficient efficiencies will be identified to keep school in surplus in 18-19.
	(151,857)	790,574	638,717						
Special Schools									
E020 Mounton House Special School	33,584	(41,284)	(7,700)	Some staff savings due to a member of staff finishing in August and not being replaced.	28,968	4,947	(39,683)		Month 2 indicates school will return to surplus this financial year.
E095 PRU	(56,951)	48,413	(8,538)						
	(23,367)	7,129	(16,238)						
	(175,225)	797,703	622,478						

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Public Document Pack Agenda Item 7.1

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held
on Friday, 13th July, 2018 at 10.00 am

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

County Councillors: A.Davies, D. Dovey, M.Feakins, R.Roden and
A. Watts

OFFICERS IN ATTENDANCE:

Peter Davies	Chief Officer, Resources
Hazel Ilett	Scrutiny Manager
Nicola Perry	Senior Democracy Officer
Sian Hayward	Digital and Technology Manager

APOLOGIES:

Councillors B. Strong

1. Declarations of Interest

None.

2. Digital Strategy

Context:

The purpose of this report is to present for scrutiny the Digital Strategy and action plan 2018/21.

Key Issues:

MCC's first digital strategy, iCounty, was implemented in July 2014 and was based on three pillars of:

- a) Improving internal services, data delivery and infrastructure
- b) Digitally enabled, inclusive and connected communities
- c) Creating products and commercial assets

There have been significant developments in technology in the last 4 years, and the experience, data and evidence we have collected from our customers about the way they wish to engage and transact with us has informed this new strategy.

Our workforce needs to have the digital knowledge and skills to build in end-to-end automated customer services and business processes. We need to reduce demand through self-service facilities and provision of accurate, relevant data and information that people can use with confidence to make decisions.

Member Scrutiny:

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held on Friday, 13th July, 2018 at 10.00 am

In terms of benchmarking we are measured at a level 2, out of 5. This had come as a surprise to officers, hence the adoption of the new model. This is now being used as a benchmark to move forward.

A Member asked how directorates choose which areas to work on. Officers explained the introduction of the chatbot, and the analysis behind website statistics, which identified the first 10 areas for the chatbot. Also areas where people were using information already, and how it could be made better.

Digital assessments looked at automated processes and the potential for change, ensuring tools are in place for people to do their jobs. The team actively go out into the workforce to identify areas for change.

A member questioned ongoing training. In response we heard that officers hoped to make things so simple that training is less of an issue. The Chief Officer added that we will still have the core proprietary systems going forward, the most significant being the HR payment system and the finance system. It would be ensured that these systems are fit for purpose now and in the future.

A member referred to concerns around the amount of electro smog and the unregulated or unmeasured use of wifi in classrooms. He stated that some EU members have removed wifi from kindergartens and are limiting the amount of wifi radiation children are exposed to, and that we should be looking at this area in our future thinking. The Head of Digital assured Members that a comprehensive exercise has been undertaken on improving ICT in schools.

The Chair raised concerns around connectivity, infrastructure and performance, and sought clarity around the service level agreements. We heard that all schools, except 3, had signed up to the SLA, which expires next year. The SLA is monitored by the Head of Digital and the SRS. Officers added there had been no negative feedback.

Recommendation:

That the Committee considers the draft Strategy and action plan ahead of subsequent consideration by Council.

Committee Conclusion:

The Committee resolved to accept the recommendation.

3. Procurement Strategy

Context:

The purpose of this report is to present for scrutiny the next iteration of the Council's Procurement Strategy and accompanying action plan. The Strategy builds upon workshop sessions undertaken with the Economy and Development Select Committee and the aims, aspirations and priorities for procurement, identified throughout the participative process.

Key Issues:

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The Procurement Strategy is a key means through which the buying-in of goods, services and products, can create wider benefits and 'value added' to the Council's stated objectives. The Council invests c£109m annually in external procurement activity and leveraging this spend optimally can make a key contribution to 'sustainability and resilience'. There are two core aspects of the Council's procurement activity that relate to the main objectives of the Strategy and Action Plan:

- The way in which the Council invests its annual procurement spend in order to create efficiencies, benefits and added value in an internal sense; and,
- The way in which we leverage 'smart spend' in order to create optimal external economic and social benefits through cultivating local supply chains, creating jobs and developing new and existing business growth.

Member Scrutiny:

Following presentation:

The Chair referred to the capacity issue, and the lack of people to deliver the ambitious strategy. In response to a question around harnessing expertise the Chief Officer explained that initial tasks will be working with individuals and departments, getting granular data in place and lifting from that tangible opportunities. He added that on a business case basis, if on an ROI basis there is justification for additional resource, they would look to bring those cases forward.

The Chair added as an aside that he has written to the Cabinet Member, on behalf of the Committee, to request additional resource, but has received no response.

A Member expressed that collaboration with suppliers is vital in terms of long, medium and short term savings. Strategic suppliers should be integrated in to long term plans.

Raising awareness via staff consultation was recognised as key to achieving success.

Targets are to be confirmed and the Chief Officer would likely hold a session with the Committee to establish realistic and achievable targets.

A Member stated that a fundamental part of the strategy is understanding the value for money concept. A key piece on the fundamentals will allow us to remain focused on what we wish to achieve with the strategy.

Members agreed to invite the Cabinet Member to a future meeting for further discussion.

Recommendations:

That the Committee considers the draft Strategy and action plan; ensuring that based upon the knowledge and understanding developed through the Procurement workshops, the Strategy reflects the required direction of travel, prior to consideration by Council.

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Committee Conclusion:

The Committee welcomed the honest appraisal of the capacity of the procurement service. The Committee considered themselves a critical friend and would continue to support the strategy.

4. Commercial Strategy

Context:

The purpose of this report is to present for scrutiny the Council's first Commercial Strategy and accompanying action plan. The strategy builds upon aspects of the Procurement, Digital and Asset Strategies and is a key means through which the Council can play a role in the self-determination of its future viability and sustainability.

Key Issues:

The Commercial Strategy is an important means through which the Council can self-direct its own economic future and ensure services, functions and wider activity has an outlook broader than 'survive' – and a real aspiration to 'thrive'. Our Corporate Business Plan sets out a clear direction for the Council up to 2022 and one of its main ambitions is to grow a 'future focussed' Council. The Commercial Strategy makes a key and direct contribution to this aim, as well as working to provide a stronger means through which all services and functions can be sustained and supported in the long-term. Specifically, it seeks to:

- Augment income generation – making money by providing 'charged for' services that generates revenues for reinvestment;
- Develop an approach to commercialising assets – adoption of an asset investment policy that creates an asset opportunity portfolio, maximising capital receipts and exploring wider commercial opportunities.
- Create a commercial culture and ethos – ingraining the kind of business discipline that will enable the Council to deliver social impact

Member Scrutiny:

A Member questioned how the strategy would look, mentioning Bristol City, and if it would require significant investment, recognising the need for commercial confidentiality. The Chief Officer explained restrictions in terms of the LDP. In terms of housing, he welcomed house-builders or registered social landlords interested in conversations around innovative or creative ways of delivering housing.

Members discussed the impact of infrastructure improvements, namely bridge tolls being abolished, the Metro, M4 relief road.

Frustrations were expressed around the timeframe of implementing the LDP. The officer explained there are processes to be followed, and the significant risks attached otherwise. He referred to a master-planning exercise which would allow to crystallise

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what we think a sustainable Monmouthshire looks like, and get everything ready for the LDP.

A Member referred to the importance of partnerships and house-building and questioned the lack of reference to commercial partnerships. In terms of resource, these partnerships should be mutually beneficial and recognised the benefit of outside expertise in terms of our strategy. The Member was referred to page 105 of the agenda, which talks of short-term goals, and optimising operational possibilities.

In terms of recruitment, officers did not foresee future issues.

A Member referred to an opportunity to save money by removing assets off our register and questioned how the strategy would enable Town and Community Councils and other groups to take on and manage our assets for us. The Chief Officer reflected that we do have the requisite policies in place for asset transfers, and recognised difficulties in some areas. He added that some points should be more explicit in the strategy.

Recommendations:

That the Committee considers the draft Strategy and action plan ahead of subsequent consideration by Council and based on its wider reflections and links across the strategic framework; advises on the fitness for future purpose of the Strategy ahead of decision.

Committee Conclusion:

The Chair summarised that the Committee had covered a number of areas including commercial investment around housing in particular; the review of the LDP and the impact on the strategy, and recognised a desire to accelerate the LDP process. The Committee would work with the Head of Planning to push that forward.

The Committee discussed embedding commercialisation around the current workforce and how alien that can seem to the Public Sector.

The Committee resolved to accept the recommendation in the report.

The meeting ended at 3.10 pm

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REPORT

SUBJECT:	The Digital Strategy
MEETING:	Economy and Development Select
DATE:	13th July 2018
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

1.1 The purpose of this report is to present for scrutiny the Digital Strategy and action plan for 2018/21.

2. RECOMMENDATIONS:

2.1 That the Committee considers the draft Strategy and action plan ahead of subsequent consideration by Council.

3. KEY ISSUES:

3.1 MCC's first digital strategy, iCounty, was implemented in July 2014 and was based on three pillars of:

- a) Improving internal services, data delivery and infrastructure
- b) Digitally enabled, inclusive and connected communities
- c) Creating products and commercial assets

3.2 There have been significant developments in technology in the last 4 years, and the experience, data and evidence we have collected from our customers about the way they wish to engage and transact with us has informed this new strategy.

3.3 Our workforce needs to have the digital knowledge and skills to build in end-to-end automated customer services and business processes. We need to reduce demand through self-service facilities and provision of accurate, relevant data and information that people can use with confidence to make decisions.

4. REASONS:

4.1 In order to reap the economic and efficiency benefits from emerging new technologies enabling automation of processes and provide end-to-end customer services we need to re-think our investment in digital technologies, knowledge and skills.

- 4.2 This strategy is based on a significant amount of data and evidence collated from customer insights in how as well as through knowledge, learning and experience gained through collaborating with partners and other organisations to ensure the strategy is robust and sustainable.
- 4.3 The strategy is based on 7 key themes that together will improve the digital maturity of the organisation and realise significant business efficiencies and economies through digitisation. The themes are:
- i. **Building a digitally skilled and enabled workforce** –We need service managers who understand the internet, its potential and its users. They need to know what’s possible in a digital world and how use it to improve services and the lives of people in our communities. We need a workforce with the digital skills to do their jobs in a digital world and that they can pass on to the community.
 - ii. **Digital Customer Services** – Customers expect a similar experience from councils as they do from their banks or online retail services. We must design our digital services to be so simple to use that they wouldn’t want to do it any other way. Digital design involves us walking in our customer’s shoes to build excellent but simple customer services accessed through any kind of SMART, mobile or computer device
 - iii. **Business Digital Capacity and Automation** – Our most successful digital projects are the ones where the business has worked its way through service re-design first, looking in-depth at the service and applying digital solutions to any residual problems. We need to find ways to automate and deliver their business more effectively and economically through digital innovation and design.
 - iv. **Technology** – Customers should be able to access our digital services through any type of SMART device. We must design our digital offering to be incredibly simple and using the internet and as the main vehicle. Our workforce will need to have the right tools to do the job too, with devices being able to access data and systems seamlessly.
 - v. **Data and evidence** –In order to be a data-led organization we need to gather and use evidence of what works, and cut out the things that don’t. We need data that follows the golden rules of being necessary, useful, readable, easy to find and accurate. We need to open up our data for others to use without us having to manually manipulate it first.
 - vi. **Digital Platforms and Standards** –We need core inter-connected digital platforms and data registers coupled with common standards so that people can plug in their new, restyled services at speed.
 - vii. **Protecting our Digital Assets and Security** – We are well aware that cybercrime is on the increase, and that we need to secure our information at the same time as ensuring the right people can access it.

4.4 The focus of the strategy centres around people, and helping them to discover how digitisation can transform the way they work and free them up to do the rewarding and interesting parts of their jobs within the community rather than the routine tasks that can be automated.

4.5 Delivery of the Digital Strategy is not just about the wires and ICT infrastructure that we have in the SRS and our buildings. It is more about how we capture the benefits of digitisation to connect people, make work and life easier, and reap the economic bonuses that it can bring. Putting people at the heart of iCounty means that business redesign comes first, and we can use technology as an enabler to make things simpler, faster and cheaper.

5. RESOURCE IMPLICATIONS:

5.1 Delivery of this strategy will require investment in new business applications, enhancement of our ICT infrastructure, project and change management support and development of the digital knowledge and skills of our workforce.

5.2 Each investment will require evidence-led business cases which identify a cashable return on investment and/or a significant benefit to our communities and customers.

6. CONSULTEES:

Senior Leadership Team
Digital Programme Board
Economy and Development Select Committee
SRS

7. BACKGROUND PAPERS:

- a) The iCounty Strategy 2014/2018
- b) The Digital Strategy 2018/2021
- c) The Digital and Technology Business Plan 2016/19
- d) The SRS strategy

8. FUTURE GENERATIONS IMPLICATIONS:

- a. The significant equality impacts identified in the assessment (Appendix 1) are summarised below for members' consideration:
 - i. Digitisation will enable end-to-end customer services and the ability for people to engage and transact with the council in a way that's convenient to them
 - ii. The safe sharing of digital data with police and health colleagues will enable a more joined-up approach to care of vulnerable people in our communities
 - iii. Increasing the digital skills of our workforce will enable them to pass this knowledge on into communities and families to help them function in this digital world.

- b. The actual impacts from this report's recommendations will be reviewed every 3 years and criteria for monitoring and review will include: Continuous assessment of the Digital And Technology Business Plan to ensure it aligns with and delivers the digital strategy in a sustainable way for future generations.

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Public Document Pack Agenda Item 7.2

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held at The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA on Thursday, 19th July, 2018 at 10.00 am

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

County Councillors: J.Becker, A.Davies, D. Dovey, M.Feakins, R.Roden, B. Strong, A. Watts, A. Easson, D. Evans, J. Higginson, R.J.W. Greenland and V. Smith

Also in attendance County Councillor: V. Smith

OFFICERS IN ATTENDANCE:

Mark Howcroft	Assistant Head of Finance
Cath Fallon	Head of Economy and Enterprise
Hazel Ilett	Scrutiny Manager
Wendy Barnard	Democratic Services Officer
Ian Saunders	Head of Tourism, Leisure, Culture and Youth
Richard Simpkins	Business Manager - Tourism Leisure and Culture
Hannah Jones	Youth and Community Officer
Richard Jones	Performance Manager
Dave Loder	Finance Manager

APOLOGIES:

There were no apologies.

1. To Consider a Call-In relating to the Cabinet Decision dated 4th July 2018 regarding Restructure of Attractions.

The Chair informed the Committee that this item was to consider a Call-in request in respect of the Cabinet decision taken on 4th July 2018 in respect of "Restructure of Attractions".

The Scrutiny Manager advised the committee on the process as outlined in the Constitution. The purpose was to consider the appropriateness of a decision that had already been taken by the Executive, a decision that had been called-in by Members. Members were advised that the Committee was not able to make a decision themselves but were able to do one of the following:

1. Accept the Cabinet's decision.
2. Refer the matter back to Cabinet for re-consideration (with reasons).
3. Refer the matter to Council for consideration.

The Chair invited Members who requested the call-in to briefly outline their reasons for calling in the decision. The following points were noted:

Members who were signatories of the Call in expressed concern about the report as follows:

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- The report was considered by Cabinet without pre-decision scrutiny, no papers were available in advance of the meeting (therefore there had been insufficient notice) and the outcome was not listed as a proposal.
- The report was vague with insufficient, defined information provided on costs and how they were calculated.
- The position on possible redundancies was unclear and responsibility for costs was questioned as implementation would be ahead of the Alternative Delivery Model (ADM) and could exceed the £10,000 limit. It was also questioned if the cost of redundancies had been added into the ADM process.
- The rationale was questioned noting that it was unclear if there was any financial advantage from the proposed change. It was queried why the change was proposed at this time, ahead of implementation in December.
- It was questioned what arrangements would be in place to cover leave and sickness absence for the new Visitor Attractions Group Manager post, and also to address staff stress.

The Chair invited the Cabinet Member to provide a response.

The Cabinet Member advised that this decision was not directly connected with an ADM adding that the Council had not made a decision as yet. The reason for change arose from the need for a better management structure and this would have been the case with or without an ADM. If an ADM proceeds it will be important to have a management structure that is fit for purpose from the beginning to ensure the best possible start.

- Regarding possible redundancies, it was confirmed that those likely to be affected would have been consulted first.
- Considering the reason for the Call In, the Cabinet Member acknowledged that costs could be over the £10,000 threshold as the costs are not fully known as they depend on appointment to jobs in the new structure and e.g. years of service etc.
- The point was made that the Council makes decisions on a very regular basis and it would be impossible for every decision to be pre-scrutinised but there is the facility of Call in that allows any member to challenge any decision. To change to a process so that every decision is pre-scrutinised would require a motion to Council to change the Constitution.
- The Cabinet Member acknowledged that there is no financial advantage or savings to be made by following this course of action but a better management structure would be in place to manage attractions. He confirmed his understanding that no alternatives had been put forward.

The Chair welcomed the Cabinet Member's comments on pre decision scrutiny and expressed his view that the Call In was about following process. It was acknowledged that the report should have been on the Cabinet Forward Work Planner to ensure that decisions can be pre-scrutinised as required.

The Cabinet Member remarked that there had been no time for pre-scrutiny as it was a priority to address the management structure to address pressures within the team and embed a new management structure ahead of an ADM decision to ensure there is as good a position as possible before any change is made. Assurances were provided that where possible, pre-scrutiny is undertaken.

The Head of Tourism, Leisure, Culture & Youth confirmed that there would have been a restructure regardless of ADM because of the length of time the ADM decision process had

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taken to date and because of stress in the workplace in Attractions. He praised the commitment and motivation of staff confirming that the teams had reached capacity and the new structure would alleviate some of the issues and bring some consistency to processes across the sites. The Group Manager would also have opportunity to take a more commercial approach.

It was confirmed that staff and managers were consulted with extensively.

A Member, whilst agreeing that action was necessary, suggested that a topic such as a management restructure, with potential redundancies, warranted the opportunity for scrutiny. It was questioned what is expected from the change to a new structure in terms of improved performance or return on investment to justify possible redundancies, and how performance can be better with less people.

The Assistant Finance/Section 151 Officer provided clarification that the same process for redundancy is used for all redundancies. It is a two stage process that acknowledges the need for re-engineering of services and change, and reminded the committee that it is not possible to prejudge appointment to the new roles and redundancy payments are bespoke to the individual according to salary, years of service etc. There was therefore an approximation of costs.

A Member confirmed that the report was presented to Council on 6th June 2018 as a matter for Cabinet and explained there would have been opportunity for scrutiny thus avoiding the Call In.

The Chair advised the Select Committee that following detailed discussion, Members now needed to consider the way forward and it was necessary to choose one of the following options:

1. Accept the Cabinet's decision;
2. Refer the matter back to Cabinet for re-consideration, with reasons; or
3. Refer the matter to Council for consideration

The Chair summed up that:

- The decision taken was not directly related to ADM, noting that a decision on ADM has not yet been made by Council;
- A better management structure is needed and the operational layer with a Group Manager was the preferred means to be in the best possible position to hand over in the event that an ADM is approved by Council;
- Staff members were consulted as part of a robust process; and
- Whilst redundancy costs are not specifically known, it was accepted that they are likely to be over £10,000.

Members put forward two proposals:

1. Accept the Cabinet's decision; and
2. Refer the matter to Council for consideration

Upon being put to the vote, the proposal to accept the Cabinet's decision was carried. As there was a clear outcome, the Chair did not vote.

Members calling in the decision, the Cabinet Member and Officers were thanked for their contribution.

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2. Declarations of Interest.

No declarations of interest were made.

3. To confirm the minutes of the previous meeting.

The minutes of the meeting of the Economy and Development Select Committee held on 7th June 2018 were confirmed and signed by the Chair.

4. Public Open Forum.

No members of the public were present.

5. Youth Enterprise – European Social Fund (ESF) Programmes – Inspire2Achieve (I2A) and Inspire2work (I2W) Extension.

Purpose:

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

Recommendations:

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

Key Issues:

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

Member Scrutiny:

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The Head of Enterprise & Community Development introduced the report and the Youth Enterprise Manager provided further information. Following presentation of the report, Members were invited to comment.

A Member asked what arrangements were in the event that the European Social Fund is discontinued due to Brexit. It was responded that the lifetime of the project is until 2023. The lead authority, Newport City Council has liaised with the Welsh European Funding Officer and the situation looks promising at the current time. In response to a query, it was explained that there is a budget for the lifetime of the project and quarterly claims are submitted to obtain funds. Newport City Council monitors outcomes and the authority is RAG rated green for both projects.

The Head of Enterprise & Community Development added that the Rural Development Programme also receives European funding and there is no indication that it will be withdrawn at the present time. Post 2022 projects, however, are likely to be affected.

A Member asked if a risk factor should be included related to a “no deal” Brexit where there could be no funding and suggested that there should be contingency arrangements. It was responded that there is a UK Share Prosperity Fund that could be a replacement source for the European funding.

A Member noted that two of four indicators were achieved and asked what actions were in place to address the shortfall. It was responded that that it is a priority to claim the four outcomes. Officers continually look at pressure points for young people and how to support and mentor them.

The Chair asked for more clarity around forecasting and equivalent percentages. It was explained that there were only 8 young people leaving Year 11 last year as NEET in line with the strategy.

Committee Conclusion:

The Select Committee, as per the report recommendation, scrutinised the request for additional match funding from the Invest to Redesign reserves for 2018-19 and Base Budget Consideration from 2019-20 to 2022-23.

The Committee was in favour of the request and asked that consideration is given to risk in view of uncertainties about the continuation of European Funding.

1. That Select Committee scrutinises the situation analysis and options appraisal and considers the proposal to recruit a fixed term, full time Theatre Manager, with supporting Front of House Supervisors, be resourced from within the approved Medium Term Financial Plan, in order to put the Theatre on a on a more stable footing and determine the medium/longer term future for the Theatre.

2. That Select Committee considers the development of a formal Charter or Concordat with Acting for the Borough (A4B), the former Borough Theatre Management Committee.

Key Issues:

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1. In February 2018, Cabinet approved and accepted the surrender of the lease between the Council and the Borough Theatre Trust. In so doing, the Management Agreement entered into by both parties ceased and Abergavenny Borough Theatre returned to the ownership and control of the Council. The Borough Theatre Trust were in full agreement with the actions taken and agreed to cease to operate and to de-register themselves on conclusion of the hand-over. The Council also agreed to undertake a TUPE transfer of the six existing Theatre employees, and to meet any severance costs of the individuals if a viable, ongoing model for the Theatre could not be found.

2. In making the decision, the Authority agreed to review all operations of Abergavenny Borough Theatre over a six month period and to bring forward an options appraisal as a subsequent report to Cabinet for the medium term future of the Theatre.

Member Scrutiny:

The Head of Enterprise and Community Development and Finance Manager presented the report. Following on, Members were invited to comment and ask questions:

A Member queried financial viability and asked if there was any comparative data with similar towns and theatres, also if any theatres are closing. It was responded that the data comes from the Arts Council for Wales. There was no information about closures. It is a recognised fact within the industry that theatres need financial support. The grant applied puts the theatre on a sustainable footing. The theatre is a community facility and plays a significant role in the social wellbeing of Abergavenny. It is bigger than any other in the town, has a good reputation and audience figures are strong.

A Member stated that arts and entertainments have been identified as growth areas and spoke in favour of the appointment of a manager to promote successful outcomes whilst accepting the risk of a potential additional severance payment to do so.

In response to a question about the cost of refurbishment it was confirmed that there was a grant available from the Arts Council worth £280,000 which would have to be match funded, and the means to do this is under consideration. It is positive that the Arts Council has appointed a London based theatre architect to work with us. Further details will be provided in due course.

A Member supported the proposals and emphasised the importance of maximising use of Council owned facilities by the full range of communities including schools.

A Member asked about the ongoing financial commitment to refurbish and maintain the theatre. He stated the need to be realistic about revenue and for the need for careful scrutiny. It was confirmed that there will be six monthly updates and scrutiny will be arranged as necessary.

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It was confirmed that the trust is being wound up and funds will be moved over by 1st September 2018, that there are no ring fenced grants although there are positive indications from the Arts Council of Wales regarding the capita refurbishment funding and a reconciliation of transactions will be carried out to ensure that the council only pays for expenditure relating to the running of the theatre after handover. Any other balances will be used up by the trust on outstanding expenses. It was confirmed that there will be opportunity to scrutinise the final accounts.

Committee conclusions:

The Economy and Development Select Committee agreed with the recommendations in the report:

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

The Chair acknowledged that the Borough Theatre is an important community asset and echoed the views of the Select Committee that Members want it to flourish and generate cultural wellbeing for residents.

7. Next Steps - Events and Special Projects.

Purpose:

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

Recommendations:

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

Key Issues:

1. Following the findings of a number of internal audit reports and a Limited Assurance audit opinion, an independent evaluation was undertaken to review progress made towards the implementation of the internal audit recommendations. The purpose of the review was to:
 - review the current "in house" team using the audit report as baseline data to analyse current procedural issues which pose risks to the Council;
 - produce a detailed options analysis of alternative delivery options to include a hired facilities model, joint venture partnership delivery, etc. which will be specific in recommending new approaches to future event delivery;
 - undertake local stakeholder consultations to gauge opinion regarding the staging of major events at Caldicot Castle;
 - produce a detailed analysis of the option to divest from events to include the projected impact on tourism visitor numbers, the reduced potential for repeat visits, the potential for reduced visitor spend and the impact on the benefit of wider community engagement opportunities;

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inform a Forward Strategy document which contains a full appraisal of all available options; will be strong in strategic direction and guidance surrounding good governance; will enshrine due diligence and include guidance on how this can be operationalised, should the opportunity to divest prove too costly to consider.

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

- Events can be considered as part of the DNA of a rural economy like

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

- Events boost the local economy from increased visitor numbers and increased spending associated with events;

- Events act as a platform for providing positive local and national media about the area as well as increasing the county's profile locally and nationally;

- Events encourage economic growth opportunities by developing the local supply chain to respond to the need of major events;

- Events provide opportunities for the local community to get involved by volunteering to help develop skills and employment opportunities; and

- Events provide local entertainment for the community and additional recreational opportunities for residents across the county.

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

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

5. The review considered that if the Council were going to continue bearing the risk of the events it puts on the site, more advice needed to be taken in terms of the quality control of the events taking place and their financial viability. All the stakeholders and officers interviewed demonstrated an appetite to continue doing large events at Caldicot Castle.

That said, some of the feedback was that there should be a reasonable mix of larger and smaller type events. There were some tensions in terms of the restrictions placed on those wanting to use the site as a country park which needed to be considered going forward. The mix demonstrated in 2017 was good, but perhaps leaning too much towards the music side, and two concerts only might have been more appropriate.

6. Other general conclusions included:

- Many of the problems encountered by the Council in relation to the 2017 summer events in Caldicot Castle related to lack of experience and the ambitious programme which involved a large increase in scale and volume of events from previous years;

- Additionally, the local audience for the events in the Castle is undoubtedly a strong one but with too many events there was not enough money in the local economy to support all the events. Emphasis needs to be placed on events that attract audiences from outside Monmouthshire i.e. increasing the current 9% figure of event visitors from outside the County.

7. Going forward the review recommended:

- A system of more robust checking of the key elements that failed (reporting of ticket sales, budget updates and supplier management and procurement, effectively all the recommendations from the audit reports) be it through regular meetings or other systems of checks and balances and robust assistance of support services;

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- Improved communication and engagement. A shared information system is therefore recommended which is updated and synced where all key people can refer to it. This would need to be checked on a regular basis to ensure all key documents are in place and up to date. This would involve agreeing the nature of the files to be kept in advance, aligned with an event timeline from the first day after the project is signed off;
- In terms of procuring suppliers a clear set of guidelines needs to be given to the team in terms of what they can and can't do. If those procedures are already in place then the system needs to be enforced with no suppliers being signed off unless they have been procured the correct way. This includes signoff to ensure staff being taken on and that they have been recruited properly in line with the Council's staff recruitment policy.

Member Scrutiny:

Members supported the hybrid model but also explained that there was a need to be selective and understand risk. It was responded that there is a financial viability template. Noting that many factors are taken into account when assessing events, it was agreed that this aspect could be transferred into a risk matrix and added to the Cabinet report.

A Member agreed that the new management structure will help to address risk, that there is the significant potential to increase income generation at MCC sites and suggested that the ADM team should be allowed some autonomy to make decisions for example it was also suggested that development of the cycleway from the Ministry of Defence station to the coastal path should be progressed.

The Assistant Finance/Section 151 Officer reported that events had been put forward as a means of sustaining Council activities but had made a loss in each of the last three years and suggested that core budget provision is made for staff. Members were encouraged, when considering next year's budget, to reflect on the business cases for events and the Borough Theatre and the return on investment. Members were reminded that evaluation can be different from the private sector which is measured solely in financial terms whereas in the public sector an event could be evaluated as a good service to the community.

A Member suggested seeking the right partners and sharing cultural exchange to learn about commercial operations.

The Head of Enterprise and Community Development responded about the commercial focus of the team and that the review had identified important lessons. It was confirmed that there is a community and corporate function to the role, not just a commercial aspect, and the hybrid model provides this flexibility.

A Member asked if there was a better way to promote this model. It was responded that in the current financial climate, authorities have to consider commercial undertakings to sustain its organisation and the annual budget process doesn't necessarily provide enough time to consider how best to invest. Members were reminded that there is a commercial and financial aspect and they should request updates from officers.

The Events Facilitator emphasised the importance of maximising use, access and opportunities at the various sites and also the importance of sensitivity to the local conditions whilst ensuring that events are also for the authority's benefit.

A Member stressed the importance of the organisers of events being careful for the environment for those who do not wish to attend e.g. noise, waste etc. It was responded that efforts are being made to take account of these aspects e.g. new noise management policy for Caldicot Castle and notification to residents of any expected disruption and also not over-using each

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venue. Each event will have to a proforma to adhere to, to ensure standards are consistently applied and organisers will have access to a range of expert advice.

Committee Conclusions:

The Chair summarised that there is large potential to utilise the Council's assets to both generate income and deliver great events for residents whilst also attracting visitors to the County.

In considering the report, risk and the weighting of risk was discussed and acknowledged.

The Select Committee considered the forward plan for Events and offered comments and recommendations to inform the Cabinet paper for the 25th July 2018 agreeing with the preferred 'Hybrid' option the purpose of which is to put the Events and Special Projects team on a strategic and stable footing.

The Committee recommended inclusion of a Risk Matrix in the Cabinet report.

Officers were thanked for their contribution.

8. Performance report 2017/18 - Well-being objectives & national performance measures.

Purpose:

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

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

Recommendations:

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

Key Issues:

1. The council currently has an established performance framework, this is the way in which we translate our vision - building sustainable and resilient communities – into action and ensure that everyone is pulling in the same direction to deliver real and tangible outcomes. This is shown at appendix 1. Further information on the council's performance framework is available on the council's intranet, the hub.
2. The information contained within the report, in many cases will cover the performance of service areas already scrutinised as part of the Select Committee's work programme. The purpose of bringing the information together is to allow Select Committee to understand performance in the context of the strategic plan or performance framework within which it is set. Committee members are encouraged to utilise their time appropriately in consideration of the scrutiny the committee has already undertaken in service areas and has planned on the committee's work programme. The report may identify further areas of scrutiny that committee may want to consider for inclusion on the forward work

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programme. Activity that contributes to the delivery of some objectives cross cuts select committee remits.

Therefore it is suggested members particularly focus their scrutiny on the activity relevant to the committee with consideration of its contribution to the objective as a whole.

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

4. The approval of the Corporate Plan 'A Monmouthshire that works for everyone' which sets five priority goals the Council will be working towards by 2022 supersedes the Council's well-being objectives set in March 2017. Despite these objectives being superseded by the Corporate Plan it is important, and we have a duty, to report back on the progress we made in 2017/18 against the well-being objective set in March

2017. The report in appendix 2 provides the progress with the objective that is under the remit of the select committee. This includes progress against areas of work related to the objective, an understanding of key performance information and future activity the Council has agreed as part of the Corporate Plan. As well as being presented to select committees the objectives will be included alongside a fuller evaluation of the Council's performance in 2017/18 that will be reported to Council in

September 2018 and published by October 2018.

5. Performance data and information is essential to our performance framework to track and evaluate the progress being made. One important nationally set framework used to measure local authority performance is 'Public Accountability Measures' set by Data Cymru. Appendix 3 shows the performance in 2017/18 for the performance indicators that are part of this framework and are under the committee's remit.

Benchmarking data compared to other Councils in Wales will be published in August

2018 and will be made available to members as part of the report mentioned in paragraph 3.4

6. Future performance reporting will be based around monitoring and evaluating progress against the actions set in the Corporate Plan. It is important to consider the information in this report supported by a range of performance information that is part of our performance framework and performance reports that select committees receive and can request as part of their work programme.

Member Scrutiny:

The Performance Manager introduced the report.

A member referred to the deliberations of the Public Service Board about how to meet the aspirations of the Wellbeing and Future Generations Act and enquired when the action plans will be available, and how targets and performance will be regularly monitored. It was noted that Lead Officers for the various steps will provide updates and the Public Service Board Select Committee will have a scrutiny role. It was added that some of the actions the Council will be undertaking are also set out in the Corporate Plan. Scrutiny of the Council's role in the work of the Public Service Board will also be through a framework in the Corporate Plan. Service Delivery plans are also available.

The Chair asked what significant risk areas have been identified and it was responded that the first annual report will be produced that covers nine expectations from the Future Generations Commissioner, and performance will be evaluated accordingly. The scrutiny role will be to look at celebrating good progress and scrutinising areas for improvement.

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Wellbeing objectives set in the Corporate Plan will also be evaluated against suitable measures. The Future Generations Act will look at longer term improvements and continuous improvement. Measures will be put in place to evaluate performance against suitable milestones.

In terms of performance indicators, a Member asked if the downturn was due to the rebuild at Monmouth and the depreciation of leisure assets questioning if people are not happy with offer. It was explained that the leisure team are confident the analysis reflects that the impact of closure on visitor numbers has been less than thought. It was pointed out that there are three other leisure centres in the county that also contributes to the visitor data.

Committee Conclusions:

The Economy and Development Select Committee was satisfied that it had scrutinised how well the authority performed against the objectives it set for the previous financial year and scrutinised performance measured using a range of nationally set indicators that fall within the remit of the committee

9. Revenue and Capital Monitoring 2017/18 Outturn Statement.

Purpose:

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

Recommendations Proposed To Cabinet

1. That Members consider a net revenue outturn underspend of £653,000, an improvement of £694,000 on period 2 (month 7) outturn predictions.
2. Members consider a capital outturn spend of £46.8 million against a revised budget of £47.2 million, after proposed slippage of £11.8 million, resulting in a net underspend of £395k.
3. Considers the use of reserves proposed in para 3.7.1,
4. Supports the apportionment of general underspend in supplementing reserve levels as described in para 3.7.3 below, i.e.:

Priority Investment Fund £155k
Capital Receipts Generation Reserve £50k
Balance Invest to Redesign Reserve £448k
Total £653k

5. Members note that the low level of earmarked reserves will notably reduce the flexibility the Council has in meeting the challenges of scarce resources going forward.
6. Members notes the extent of movements in individual school balances placing emphasis on schools to review the extent that recovery plans can be delivered over shortened timescales,

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and appreciates a net use of balances of only £94k instead of the original budgeted intention of schools to draw on balances by £877k.

Member Scrutiny:

The Assistant Finance/Section 151 Officer presented the report and invited questions:

A Member asked about progress with the budget at Chepstow School and was informed that a recovery plan was put in place and the Headteacher, Governors and Bursar worked together to outperform the recovery plan ending the year with an £180,000 surplus. Comparisons were drawn with the deficit positions of the other three secondary schools. Recovery plans will be used to manage the situation back to surplus position.

The Chair referred to a recent robust scrutiny session with the Chief Officer, Resources regarding the procurement strategy mentioning the savings listed in this report being relatively small. It was noted that savings of £100,000 for procurement were not met and questioned what other challenges are expected. It was queried how to make changes and what potential there is to drive savings from procurement. It was explained that there have been lessons learned and ways to make savings will be reviewed. It was agreed that there needs to be a focus on managing commissioning.

A Member asked if there was extra capacity to assist with addressing this matter and suggested that expertise is used collaboratively. It was explained that Officers involved in procurement have tended to be involved in repair and building, and a broader expertise is necessary. A Working group across the Council was recommended.

A Member commented that there didn't appear to be a system to map spending.

A Member congratulated Chepstow School on its recovery from a deficit budget and recognised the Assistant Finance Officer's input. It was explained that the financial responsibility rests with the Governors, and was successfully delegated to the Headteacher, Staff and School Bursar.

It was questioned if there was scope for a suggestion scheme to tap into staff members' innovation. It was responded that the Council welcomes engagement.

Committee Conclusion:

In considering the report, the suggestion of a working group across the Council was recommended to focus on procurement and the management of commissioning.

The report and recommendations proposed were supported and it was agreed and that they are presented to Cabinet.

10. List of actions arising from the previous meeting.

The list of actions from the previous meeting was noted.

11. Economy and Development Select Committee Forward Work Programme.

The Forward Work Programme was noted.

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It was proposed that the meeting scheduled for 27th September 2018 is longer to accommodate adequate scrutiny of:

- Welsh Government - Broadband
- ADM

It was noted that Velothon has agreed to scrutiny on the most recent event and our investment at a subsequent meeting.

A Member queried if there was any work on the impact of the event. It was clarified that Velothon has been asked to provide a detailed analysis. Another Member provided information about the financial impact of the event on businesses in Usk.

12. Council and Cabinet Business Forward Work Programme.

The Forward Work Programme was noted. The importance of Officers populating the planner was emphasised

13. Next Meeting.

Thursday 27th September 2018 at 10.00am.

The meeting ended at 1.02 pm

Monmouthshire's Scrutiny Forward Work Programme 2018

Economy Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
7 th September 2018 Joint meeting of Economy and Development & Adults Select Committees	Housing and Planning for the next Local Development Plan	To discuss a Welsh Government call for evidence on the delivery of affordable housing.	Mark Hand	Consultation
	(Invite Planning Committee Members also)	Discussion on supporting housing sites that are not allocated in our current LDP, the lack of a 5 year land supply for housing and the growth pressures in the south of the county.	Mark Hand	Policy Development
27 th September 2018 Page 97	Broadband	Welsh Government to attend to update on the Superfast Cymru 2 broadband procurement and future plans.	Cath Fallon Bob Greenland	Performance Monitoring
	Alternative Delivery Model	To scrutinise the Performance and Evaluation Framework for the ADM.	Tracey Thomas Ian Saunders Marie Bartlett Cath Fallon	Performance monitoring/policy development
	Budget Monitoring	Scrutiny of the Budget Monitoring Outturn Report for the Children and Young People's Directorate.	Mark Howcroft	Budget Monitoring
Special Select Committee October 2018 (TBC, but possibly 18 th or 26 th)	Performance of the Planning function (Invite Planning Committee Members)	Scrutiny of the following: <ul style="list-style-type: none"> • Local Development Plan Annual Monitoring Report • Annual Performance Report 	Mark Hand Phil Thomas Rachel Lewis	Performance Monitoring

Monmouthshire's Scrutiny Forward Work Programme 2018

TBC October 2018	Cross Border Issues WORKSHOP 1	Discussion with the Forest of Dean Council on issues of mutual interest: <ul style="list-style-type: none"> ✓ Impact of the removal of the Severn Tolls ✓ Tourism and enterprise ✓ Affordable housing, transport 	Mark Hand Cath Fallon James Woodhouse	Action Learning
Special Meeting early November (Date TBC)	Velethon Impact Assessment (TBC)	Scrutiny of the return on investment from the Velethon 2018.	Run for Wales Bob Greenland Ian Saunders	Performance Monitoring
22nd November 2018 Page 9	Alternative Delivery Model	Scrutiny of all final documents appertaining to the enactment of MonLife and MonLife Plus.	Tracey Thomas Ian Saunders Marie Bartlett Cath Fallon	Performance monitoring/policy development
	Abergavenny Outdoor Structure *TBC*	Invite Councillors Woodhouse and Powell.	Rachael Rogers	Pre-decision Scrutiny
Special Select Committee Meeting November/December 2018 ~ Date TBC	Budget Scrutiny	Pre-decision Scrutiny of the draft budget proposals for 2019-20.	Mark Howcroft Peter Davies	Budget Scrutiny

Monmouthshire's Scrutiny Forward Work Programme 2018

Future Meeting Items:

Agreed Scrutiny Focus for 2017-18:

- **Affordable housing, transport and the LDP**
- **Impact of the removal of the Severn Tolls**
- **City Capital Region City Deal**
- **Tourism and enterprise**
- **ICT in Schools** ~ scrutinise jointly with CYP Select ~ Post Evaluation Review to return. Joint scrutiny of the outcomes for young people: Implementing the technology → delivering the teaching and learning → digital attainment levels.
- **Marketing Monmouthshire for Business** ~ potential workshop
- **Business and Enterprise Strategy**
- **Asset Investment Strategy and progress of projects**

Work Programme Items for circulation:

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

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

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

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

Committee / Decision Maker	Meeting date / Decision due	Subject	Purpose	Author	Date item added to the planner	Date item originally scheduled for decision
Cabinet	06/06/19	Budget Monitoring report - month 12 (period 3) - outturn	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2018/19 financial year.	Joy Robson/Mark Howcroft	17/04/18	
Cabinet	03/04/19	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2018/19, meeting 9 held on the 7th March 2019.	Dave Jarrett	17/04/18	
Council	07/03/19	Final Budget Proposals		Joy Robson	11/09/18	
Council	07/03/19	Treasury Management Strategy 2019/20	To accept the annual treasury Management	Joy Robson	11/09/18	
Council	07/03/19	Council Tax Resolution 2019/20	To set budget and Council tax for 2019/20	Ruth Donovan	11/09/18	
Cabinet	06/03/19	2019/20 Education and Welsh Church Trust Funds Investment and Fund Strategies	The purpose of this report is to present to Cabinet for approval the 2019/20 Investment and Fund Strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2018/19 grant allocation to Local Authority beneficiaries of the Welsh Church Fund.	Dave Jarrett	17/04/18	
Cabinet	06/02/19	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2018/19, meeting 8 held on the 17th January 2019.	Dave Jarrett	17/04/18	
Council	17/01/19	Council Tax Reduction Scheme 2018/19		Ruth Donovan	11/09/18	

Cabinet	09/01/19	Final Draft Budget Proposals or recommendation to Council.		Joy Robson	17/04/18	
Cabinet	09/01/19	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2018/19, meeting 7 held on the 13th December 2018.	Dave Jarrett	17/04/18	
Cabinet	09/01/19	Budget Monitoring report - month 7 (period 2)	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2018/19 financial year.	Joy Robson/Mark Howcroft	17/04/18	
Council	13/12/18	Final approval of MonLife and MonLife Plus		Tracey Thomas	09/08/18	
Cabinet	05/12/18	Reorganisation of ALN and Inclusion Services update	Cabinet consider objections received on the Reorganis	Debbie Morgan	25/05/18	
Cabinet	05/12/18	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2018/19, meeting 6 held on the 25th October 2018.	Dave Jarrett	17/04/18	
Cabinet	05/12/18	Council Tax Base 2019/20 and associated matters	To agree the Council Tax Base figure for submission to the Welsh Government, together with the collection rate to be applied for 2019/20 and to make other necessary related statutory decisions	Sue Deacy/Ruth Donovan	17/04/18	
Cabinet	05/12/18	Reviews of Fees and Charges	To review all fees and charges made for services across the Council and identify proposals for increasing them in 2019/20	Mark Howcroft	17/04/18	
Cabinet	07/11/18	Project 5: Development of a Therapeutic Foster Care Service for Complex Young People		Jane Rodgers	30/08/18	
Cabinet	07/11/18	MTFP and Budget Proposals for 2019/20	To provide Cabinet with Revenue Budget proposals for 2019/20 for consultation purposes	Joy Robson	17/04/18	

Cabinet	07/11/18	Corporate Plan: Progress Report		Matthew Gatehouse	10/07/18	
Cabinet	07/11/18	Capital Budget Proposals	To outline the proposed capital budget for 2019/20 and indicative capital budgets for the 3 years 2020/21 to 2022/23	Joy Robson	17/04/18	
Council	25/10/18	Statement of Gambling Policy and proposals for Casinos				
Council	25/10/18	Proposal to create a development company		Deb Hill-Howells		
ICMD	24/10/18	Proposal to extend supporting people contracts in 2019/20		Chris Robinson	10/09/18	
ICMD	10/10/18	Register of Priority Services		Ian Hardman	18/09/18	
ICMD	10/10/18	Joint Heritage Services with Torfaen		Mark Hand	05/09/18	
ICMD	10/10/18	Extension of Lease for Gilwern Library	To seek approval to extend the council's lease of space within Gilwern Community Centre for the continued provision of a library service beyond the end of the current agreement which expires in March 2019	Matthew Gatehouse	03/08/18	
Cabinet	03/10/18	Welsh Church Funding Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of applications 2018/19, Meeting 5 held on the 20th September 2018.	Dave Jarrett	17/04/18	
ICMD	26/09/18	Joint Heritage Services with Torfaen	DEFERRED TO 10 OCTOBER	Mark Hand	05/09/18	

ICMD	26/09/18	Amendments to cemeteries management practice to withdraw burial plot reservations.		Deb Hill-Howells	17/07/18	12/09/18
Council	20/09/18	MCC Audited Accounts 2017/18 (formal approval)	To present the audited Statement of Accounts for 2017/18 for approval by Council	Joy Robson/Mark Howcroft		
Council	20/09/18	ISA 260 report - MCC Accounts - attachment above	To provide external audits report on the Statement of Accounts 2017/18	WAO		
Council	20/09/18	A40 Wyebridge Highway Improvement Scheme		Paul Keeble	12/07/18	
Council	20/09/18	Well-being Objectives and Statement Annual Report 2017/18	For Council to approve the Annual Report 2107/18 on MCCs wellbeing objectives and statement	Richard Jones	30/05/18	
Council	20/09/18	Fairtrade		Hazel Clatworthy	24/05/18	
Council	20/09/18	Abergavenny Hub	Final business case to proceed with the creation of a Hub at Abergavenny Town Hall	Deb Hill Howells	17/07/18	
Council	20/09/18	County Hall Accommodation	Seeking approval to undertake borrowing to fund the refurbishment works to County Hall	Deb Hill-Howells	17/07/18	
Council	20/09/18	J Block Proposals		Deb Hill-Howells		
ICMD	12/09/18	Colleague Volunteering Pilot	To seek approval to establish a Colleague Volunteering Pilot for 30 staff across directorates.	Owen Wilce		

Cabinet	05/09/18	Childcare Offer		Rebecca Davis	12/06/18	
Cabinet	05/09/18	Targeted Regeneration Investment - South Monmouthshire		Cath Fallon	13/07/18	
Cabinet	05/09/18	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2018/19, meeting 4 held on the 26th July 2018	Dave Jarrett	17/04/18	
Cabinet	05/09/18	Recommendations on the review of ALN & Inclusion Services	Cabinet to receive recommendations based on the con	Debbie Morgan	25/05/01	
Cabinet	05/09/18	Regional Safeguarding Board Annual Report	Deferred	Claire Marchant		
Cabinet	05/09/18	ICM Phase 2 Implementation of Family Support Services - post statutory threshold		Jane Rodgers	01/08/18	
Cabinet	05/09/18	NEET		Hannah Jones	09/08/18	
Cabinet	05/09/18	Management of obstructions in the public highway	For Cabinet to approve recommendations made by Strong Communities Select on 30th July	Roger Hoggins	09/08/18	
Cabinet	05/09/18	S106 Procedure Note and S106 Guidance Note	DEFERRED from May	Mark Hand		
ICMD	22/08/18	Anti-Social Behaviour, Crime and Policing Act 2014		Andrew Mason	03/08/18	

ICMD	08/08/18	Children's Services – Supporting First Years in Practice		Jane Rodgers	19/07/18	
ICMD	08/08/18	Safeguarding Business Support Update		Diane Corrister	19/07/18	
ICMD	08/08/18	Financial Systems support team - change of role and job description		Ruth Donovan	03/07/18	
Council	26/07/18	Shadow Board recruitment for the ADM		Cath Fallon	15/06/18	
Council	26/07/18	Stock Transfer – Promises Kept/Missed & Added Value	PRESENTATION ONLY	Ian Bakewell	08/06/18	
Council	26/07/18	Audit Committee Annual Report		Wendy Barnard	24/05/18	
Council	26/07/18	Strategic Development Plan (SDP) Responsibilities	DEFERRED	Mark Hand	09/05/18	
Council	26/07/18	Chief Officer Annual Report		Claire Marchant		
Council	26/07/18	Safeguarding Evaluative Report		Claire Marchant		
Cabinet	25/07/18	Resource Strategy	To comprise Commercial; Procurement; People; Digital; Financial strategies	Peter Davies	23/04/18	

ICMD	25/07/18	Private Sector Housing Loan Schemes - Change of Terms.		Steve Griffiths	21/06/18	
Cabinet	25/07/18	Youth Enterprise			20/06/18	
Cabinet	25/07/18	Borough Theatre			20/06/18	
Cabinet	25/07/18	Events			20/06/18	
Cabinet	25/07/18	Month 2 Budget Report			20/06/18	
ICMD	25/07/18	Care Homes Fees – Fair Rate for Care Exercise	Cllr P Jones	Nicola Venus- Balgobin		
ICMD	25/07/18	Housing Renewal Policy		Ian Bakewell	17/05/18	
ICMD	25/07/18	B&B Policy		Ian Bakewell	17/05/18	
ICMD	25/07/18	'Disposal of land adjacent to A40 at Monmouth for highway improvements'	DEFERRED from June	Gareth King/Cllr P Murphy	03/05/18	13/06/18
Cabinet	25/07/18	Budget Monitoring report - Month 2 (period 1)	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2018/19 financial year.	Joy Robson/Mark Howcroft	17/04/18	

Cabinet	25/07/18	The delivery of budget savings for 2018/19.	To provide Cabinet with a level of comfort and reassurance around the delivery of Budget savings for 2108/19	Peter Davies	15/04/18	
ICMD	11/07/18	FLOOD and Water Management Act 2010 - Schedule 3 IMPLEMENTATION of the Sustainable Drainage Systems (SuDS) Approving Body (SAB)		Paul Keeble	22/06/18	
ICMD	11/07/18	RECRUITMENT OF BSSG ADMIN OFFICER		Christian Schmidt	22/06/18	
ICMD	11/07/18	Workforce Update Report - Children's Services	DEFERRED	Claire Robins	07/06/18	
Cabinet	04/07/18	Disposal of Land between Llanishen and Trellech	To declare approx 36 acres of land between Llanishen and Trellech surplus to requirements and to seek consent for its disposal	Gareth King	15/06/18	
Cabinet	04/07/18	Care Leavers Report		Ruth Donovan	07/06/18	
Cabinet	04/07/18	Restructure of attractions services in TLCY		Tracey Thomas	07/06/18	
Cabinet	04/07/18	Review of ALN & Inclusion Services	Cabinet to consider the results of the statutory consulta	Debbie Morgan	25/05/18	
Cabinet	04/07/18	School Meal Debt Management		Roger Hoggins	17/05/18	
Cabinet	04/07/18	Draft NEET Reduction Strategy		Hannah Jones	08/05/18	

Cabinet	04/07/18	Inspire Programmes (Inspire2Achieve and Inspire2W	DEFERRED	Hannah Jones	08/05/18	
Cabinet	04/07/18	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2018/19, meeting 3 held on the 21st June 2018.	Dave Jarrett	17/04/2018	
Cabinet	04/07/18	Crick Road Business Case	ITEM DEFERRED	Colin Richings		
Cabinet	04/07/18	The Knoll, Section 106 funding, Abergavenny	DEFERRED from June	Mike Moran		07/03/18
Cabinet	04/07/18	Chippenham Mead Play Area	DEFERRED from 6/6/18	Mike Moran		
ICMD	27/06/18	REALLOCATION OF SECTION 106 FUNDING, MONMOUTH		Mike Moran	08/06/18	
ICMD	27/06/18	Definitive Map Modification Order Section 53 (C) (i) Wildlife & Countryside Act 1981 Restricted Byway (53-16) Great Panta Devauden		Paul Keeble/Cllr B Jones	31/05/18	
ICMD	27/06/18	Planning advice charges for LDP candidate sites.		Mark Hand	24/05/18	Report deleted from Planner 7/6/18
ICMD	27/06/18	Early help Duty and Assessment – Hierarchy Update – Service Manager		Claire Robins	24/05/18	
Council	21/06/18	Corporate Parenting Strategy		Claire Marchant	07/06/18	

Council	21/06/18	Plastic Free County		Hazel Clatworthy	24/05/18	
Council	21/06/18	Joint Scrutiny of the City Deal		Hazel Ilett	30/04/18	
ICMD	13/06/18	Housing Restructure		Ian Bakewell	17/05/18	
ICMD	13/06/18	Re-fit Cymru programme	To seek approval to enter into a contract with Local Partnerships to utilise their framework to access energy efficient technologies.	Deb Hill Howells/Phil Murphy	10/05/18	
ICMD	13/06/18	Supporting People contract procurement exemptions		Chris Robinson	10/04/18	
ICMD	13/06/18	Children with Disability - Hierachy Update		Claire Robins	05/03/18	15/02/2018 Report deleted from planner
Cabinet	06/06/18	Twr Mihangel Section 106 Funding		Mike Moran	18/05/18	
Cabinet	06/06/18	Section 106 Off-Site Play Contributions		Mike Moran	18/05/18	
Cabinet	06/06/18	ADM Update		Tracey Thomas	18/05/18	
Cabinet	06/06/18	Proposed 25 year lease of Former Park Primary , Abergavenny, to Abergavenny Community Trust		Nicola Howells	15/05/18	

Cabinet	06/06/18	Council Response to the LGR Green Paper		Matt Gatehouse	14/05/18	
Cabinet	06/06/18	Revenue and Capital Monitoring 2017/18 Outturn Forecast Statement	To provide Members with information on the outturn position of the Authority for the 2017/18 year.	Mark Howcroft	17/04/18	09/03/18
Cabinet	06/06/18	Welsh Church Fund Working Group	The purpose of this combined report is to make recommendations to Cabinet on the Schedule of Applications 2018/19, meeting 1 held on 19th April and meeting 2 held on 10th May 2018	Dave Jarrett	17/04/18	
Cabinet	06/06/18	Corporate Parenting Strategy		Jane Rodgers	22/03/18	
Cabinet	06/06/18	Welsh Language Monitoring Report	Moved to Strong Communities Select	Alan Burkitt		07/03/18
Cabinet	06/06/18	Kerbcraft Update	DEFERRED from May			
ICMD	23/05/18	Creation of an Asset Officer Post, Estates		Deb Hill Howells/Cllr P Murphy	03/05/18	
ICMD	23/05/18	Letting of Penarth Farm, Llanishen		Gareth King/Cllr P Murphy	03/05/18	
ICMD	23/05/18	High Street Rate Relief Scheme for 2018/19	To adopt the scheme of 2018/19 in accordance with Welsh Government Guidance	Ruth Donovan	26/04/18	07/03/18
ICMD	23/05/18	Proposed 30mph Speed Limit, Llandeenny Road, Llandeenny, Mill		Paul Keeble/Cllr B Jones	25/04/18	

ICMD	23/05/18	Transfer to Torfaen - Assessment of free school meal entitlement for MCC		Nikki Wellington/Cllr Murphy	10/04/18	
Council	10/05/18	Strategic Asset Management Plan		Peter Davies	23/04/18	
Council	10/05/18	To agree update on the Safeguarding Policy		Cath Sheen	16/04/18	
Council	10/05/18	Local Development Plan Delivery Agreement		Mark Hand	11/04/18	
Council	10/05/18	Boundary Review		John Pearson		
ICMD	09/05/18	Rural Programmes Team – ICT and Finance Apprentice Post		Michael Powell	23/04/18	
ICMD	09/05/18	GDPR Data Protection Policy		Rachel Trusler	20/04/18	
ICMD	09/05/18	Trellech Speed Limits		Paul Keeble	18/04/18	
ICMD	09/05/18	Civil Parking Enforcements	Moved from Cabinet 11/04/18	Paul Keeble	13/04/18	
ICMD	09/05/18	PROHIBITION OF WAITING AT ANY TIME (CHAPEL ROAD, STANHOPE STREET, CANTREF ROAD, AVENUE ROAD, HAROLD ROAD) ABERGAVENNY		Paul Keeble/Cllr B Jones	13/04/18	

ICMD	09/05/18	Creation of fixed term Senior Planning Policy Officer Post for 3.5 years		Mark Hand/Cllr Greenland	12/04/18	
ICMD	09/05/18	Amendment to existing fixed term Senior Landscape and Urban Design Officer post to make it a permanent post;		Mark Hand/Cllr Greenland	12/04/18	
ICMD	09/05/18	Creation of fixed term Apprentice Planner post (exact job title tbc)		Mark Hand/Cllr Greenland	12/04/18	
ICMD	09/05/18	Re-evaluation of Post of Lead - Community Improvement Supervisor		Nigel Leaworthy	10/04/18	
ICMD	09/05/18	Supporting People contract procurement exemptions	DEFERRED TO 13 JUNE	Chris Robinson	15/02/18	
ICMD	09/05/18	Adoption of highway management plan including appointment of Highway Asset inspector and changes to Asset Planning Officer posts		Paul Keeble		09/03/18
Cabinet	02/05/18	Adoption of Road Safety Strategy		Paul Keeble		
Cabinet	02/05/18	Social Justice Strategy		Cath Fallon		
Council	19/04/18	Bryn Y Cwm Change of name		Matt Gatehouse	21/03/18	
Council	19/04/18	Council Diary 2018/19		John Pearson	12/03/18	12/03/18

Council	19/04/18	Sale of old County Hall Site		Roger Hoggins	16/02/18	
Council	19/04/18	Chief Officer Report CYP		Will Mclean	25/01/18	
ICMD	18/04/18	Communities for Work		Hannah Jones	22/03/18	
ICMD	18/04/18	Disposal of easement at Wonastow Road		Ben Winstanley	14/03/18	
Cabinet	11/04/18	Tree Policy		Roger Hoggins	19/02/18	
Cabinet	11/04/18	VAWDASV		Joe Skidmore	08/02/18	
Cabinet	11/04/18	Disposal of County Hall		Roger Hoggins		
Cabinet	11/04/18	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 6 held on the 22nd February 2018	Dave Jarrett		
ICMD	28/03/18	Property Maintenance Framework Agreement		Phil Kenney/P Murphy	06/03/18	
ICMD	28/03/18	Children's Services Business Support Team - Hierachy Update		Claire Robins	05/03/18	

ICMD	28/03/18	Social Care & Health - Business Support Post		Claire Robins	05/03/18	
ICMD	28/03/18	Staffing Restructure of SCH Workforce Development Team		Sian Sexton	05/03/18	
ICMD	28/03/18	Operational Changes to Trading Standards		Gareth Walters/Sara Jones	27/02/18	
ICMD	28/03/18	Section 106 Major Maintenance Capital for the repairs to the footbridge over the Gavenny at Penyval,		Nigel Leaworthy		
Council	19/03/18	City Deal Business Plan		Paul Matthews		
Council	19/03/18	LDP		Mark Hand		
ICMD	14/03/18	Future of Melin Private Leasing Scheme		Ian Bakewell	15/02/18	
ICMD	14/03/18	2nd Phase Families Support Review		Claire Marchant		
ICMD	14/03/18	Award Garden Waste Contract		Carl Touhig		
ICMD	14/03/18	S106 Transport Projects		Richard Cope		

Cabinet	07/03/18	2018/19 Education and Welsh Church Trust Funds Investment and Fund strategies	To present to Cabinet for approval the 2018/19 Investment Fund Strategy for Trust Funds for which the authority acts as sole or custodian trustee for adoption and to approve the 2017/18 grant allocation to LA beneficiaries of the Welsh Church Fund	Dave Jarrett		
Cabinet	07/03/18	Corporate Parenting Strategy		Claire Marchant		
Cabinet	07/03/18	EAS Business Plan		Will Mclean		
Cabinet	07/03/18	Proposed changes to the schools mfunding formulafor the funding of building maintenance costs	To seek approval to reduce the funding of building maintenance costs for our new schools	Nikki Wellington		
Cabinet	07/03/18	Replacement document management system for revenues		Ruth Donovan		
Cabinet	07/03/18	Review of Additional Learning Needs and inclusion services	To seek cabinet approval to commence the statutory consultation process associated with proposed changes to ALN and Inclusion Services	Matthew Jones		
Cabinet	07/03/18	Turning the World Upside Down	DEFERRED	Claire Marchant		
Cabinet	07/03/18	Whole Authority Risk Assessment		Richard Jones		
Council	01/03/18	Treasury Strategy		Peter Davies	08/02/18	
Council	01/03/18	Approval of public service board well-being plan		Matt Gatehouse		

Council	01/03/18	Area Plan - Population Needs Assessment		Claire Marchant		
Council	01/03/18	Council Tax Resolution 2018/19		Ruth Donovan		
Council	01/03/18	Pooled fund for care homes		Claire Marchant		
Council	01/03/18	Social Justice Policy	ITEM DEFERRED	Cath Fallon		
Cabinet	28/02/18	Borough Theatre		Tracey Thomas	19/02/18	
ICMD	28/02/18	Recruitment for Maternity Cover: Development Management Team		Phil Thomas	08/02/18	
ICMD	28/02/18	Restructure of Mental health Social Work Staffing		John Woods	08/02/18	
ICMD	28/02/18	Staffing Restructure of Adult Disability Service		John Woods	08/02/18	
Cabinet	28/02/18	Final Budget Proposals		Peter Davies		
ICMD	28/02/18	Charges in relation to the delivery of the auths private water supply responsibilities		Huw Owen		

ICMD	28/02/18	Fixed Penalty Notice charges for fly tipping offences		Huw Owen/Sara Jones		
ICMD	28/02/18	Gypsy and Traveller Pitch allocation policy report		Steve Griffiths		
ICMD	28/02/18	Re-designation of Shared Housing		Ian Bakewell/Greenland		
ICMD	28/02/18	Removal of under 18 burial charges		Deb Hill Howells		
Council	15/02/18	Active Travel Plan and Civil Parking Enforcement		Roger Hoggins		
Council	15/02/18	Corporate Plan		Kellie Beirne		
Council	15/02/18	Pay Policy		Sally Thomas		
ICMD	14/02/18	All Wales Play opportunities grant		Matthew Lewis/Cllr Greenland		
ICMD	14/02/18	Development Management Enhanced Services proposals		Phil Thomas		
ICMD	14/02/18	Loan to Foster Carers		Jane Rodgers		

ICMD	14/02/18	Personal Transport Budgets		Roger Hoggins		
ICMD	14/02/18	Public Health Wales Act - Intimate Piercing		David Jones		
ICMD	14/02/18	Residents only parking permit scheme Usk View, Merthyr Road, Abergavenny		Paul Keeble		
ICMD	14/02/18	Usk in Bloom		Cath Fallon		
ICMD	08/02/18	Fixed Penalty Notice charges for fly tipping offences		Huw Owen		03/01/18
ICMD	31/01/18	Seasonal Garden Waste Collections		Carl Touhig		
ICMD	31/01/18	Staffing changes in Policy and Governance		Matt Gatehouse		
Cabinet	29/01/18	ADM		Kellie Beirne		
Cabinet	29/01/18	Corporate Plan		Kellie Beirne		
Council	18/01/18	Council Tax Reduction Scheme 2018/19		Ruth Donovan		

Council	18/01/18	Response to Older Adults Mental Health Consultation		Claire Marchant		
ICMD	17/01/18	Local Government (Wales) Act 1994 The Local Authorities (Precepts)9wlaes) Regulations 1995		Joy Robson/Mark Howcroft		
ICMD	17/01/18	Supporting People Programme Grant Spendplan 2018-19		Chris Robinson		03/01/18
ICMD	17/01/18	Trainee Accountant Regrade		Tyrone Stokes		
Cabinet	10/01/18	Budget Monitoring Report	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		
Cabinet	10/01/18	Chepstow Cluster - proposed distribution of Section 106 monies	To agree the distribution of section 106 to the cluster	Nikki Wellington		
Cabinet	10/01/18	Re-Use Shop at Ilanfoist Household Recycling Centre		Roger Hoggins		
Cabinet	10/01/18	Management of obstructions in the public highway		Roger Hoggins		
Cabinet	10/01/18	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 14th December 2017	Dave Jarrett		