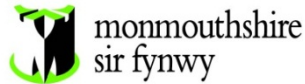


# Public Document Pack



County Hall  
Rhadyr  
Usk  
NP15 1GA

Wednesday, 4 July 2018

## Notice of meeting

### Strong Communities Select Committee

Thursday, 12th July, 2018 at 10.00 am,  
Council Chamber, County Hall, Usk

*Please note that a pre meeting will be held 30 minutes before the start of the meeting for members of the committee.*

### AGENDA

| Item No   | Item   | Pages   |
|---|--|---------|
| <b>PART A – SCRUTINY AND CRIME DISORDER MATTERS</b> |  |         |
| No matters to discuss                               |  |         |
| <b>PART B – STRONG COMMUNITIES SELECT COMMITTEE</b> |  |         |
| 1.  | Apologies for absence  |         |
| 2.  | Declarations of Interest   |         |
| 3.  | Public Open Forum  |         |
| 4.  | To confirm minutes of the previous meeting held on the 24th May 2018     | 1 - 8   |
| 5.  | To confirm the minutes of the Special Meeting held on the 14th June 2018 | 9 - 18  |
| 6.  | Annual Performance Reports 2017/18                                       | 19 - 30 |
| 7.  | Budget Monitoring Outturn Report   | 31 - 76 |
| 8.  | Strong Communities forward work programme                                | 77 - 78 |
| 9.  | Cabinet & Council forward work programme                                 | 79 - 86 |
| 10.   | Date and time of next meeting  |         |

---

**Paul Matthews**

**Chief Executive / Prif Weithredwr**

MONMOUTHSHIRE COUNTY COUNCIL  
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

J.Pratt  
A. Webb  
L.Dymock  
L.Jones  
R.Roden  
L. Guppy  
V. Smith  
A. Easson  
R. Harris

## Public Information

### Access to paper copies of agendas and reports

A copy of this agenda and relevant reports can be made available to members of the public attending a meeting by requesting a copy from Democratic Services on 01633 644219. Please note that we must receive 24 hours notice prior to the meeting in order to provide you with a hard copy of this agenda.

### Watch this meeting online

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

### Welsh Language

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

# Aims and Values of Monmouthshire County Council

## Our purpose

Building Sustainable and Resilient Communities

### Objectives we are working towards

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

## Our Values

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

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

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

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

## Monmouthshire Scrutiny Committee Guide

### Role of the Pre-meeting

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

### Questions for the Meeting

#### Scrutinising Performance

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

#### Scrutinising Policy

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

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

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

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

### General Questions....

#### Empowering Communities

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

### *Service Demands*

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

### *Financial Planning*

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

### *Making savings and generating income*

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

# Public Document Pack Agenda Item 4

## MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Strong Communities Select Committee held  
on Thursday, 24th May, 2018 at 10.00 am

**PRESENT:** County Councillor J.Pratt (Chairman)  
County Councillor A. Webb (Vice Chairman)

County Councillors: L.Dymock, R.Roden, V. Smith, A. Easson and  
R. Harris

### **OFFICERS IN ATTENDANCE:**

|                  |                                 |
|------------------|---------------------------------|
| Hazel Ilett      | Scrutiny Manager                |
| Roger Hoggins    | Head of Operations              |
| Nicola Perry     | Senior Democracy Officer        |
| Hazel Clatworthy | Sustainability Policy Officer   |
| Rebecca Blount   | Education And Awareness Officer |
| Carl Touhig      | Head of Waste and Street Scene  |

### **APOLOGIES:**

County Councillors L.Jones

#### **1. Declarations of Interest**

No declarations made by Members.

#### **2. Open Public Forum**

We noted the appointment of County Councillor J. Pratt as Chair of Strong Communities Select Committee. County Councillor A. Webb was appointed as Vice Chair.

County Councilor Easson referred to part A of the agenda and the lack of items brought forward under crime disorder matters. The Scrutiny Manager explained this a statutory responsibility of the committee, but items have not always been separated for the agenda. When necessary, representatives would be invited to the committee. The Scrutiny Manager also noted the need for a refresher training session and would organise accordingly.

The Chair welcomed to the Public Open Forum Mr. Peter Sutherland. Mr Sutherland thanked the Committee for the opportunity and stated on 9<sup>th</sup> May the Clerk for Llanbadoc wrote to the Council regarding the speeding through Llanbadoc and expressed disappointment in the lack of officer response. Secondly, he welcomed a comment on thoughts on the illuminated speed signs.

In response to the speeding issues, the Head of Operations agreed to pursue progress on the letter submitted by the clerk, and ensure the clerk receives a response. With regards to the illuminated speed signs there are differing views on those highlighting the speed limit and those highlighting the speed of traffic and varying types have been placed around the County. It is

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Strong Communities Select Committee held on Thursday, 24th May, 2018 at 10.00 am

thought both are effective, but it was recognised there is more work around speeding to be done, with a future public workshop.

The Head of Operations would provide an email response to a residents query to the Community Council regarding slow moving traffic around Llanbadoc Church.

Mr. Sutherland added that the Steam Heritage Railway has offered to remove and refurbish the old weighbridge office by Usk station. It will be relocated in Monmouthshire. The SHR have encountered problems regarding Construction Design and Management Regulations and Mr. Sutherland asked if this could be resolved.

The Chair also welcomed guests, Councillors Jackie Charlton and Edwin Roderick, from Powys County Council who were in attendance to gain an understanding of scrutiny in Monmouthshire.

#### **3. To confirm minutes of the previous meeting held on the 29th March 2018**

The minutes of the meeting of Strong Communities Select held on 29<sup>th</sup> March 2018 were confirmed and signed by the Chair.

#### **4. Action list**

Noted.

The Action List would be addressed under the Work Programme on the agenda.

#### **5. Plastic Free County**

##### **Context:**

To advise the Select Committee of:

- The efforts being undertaken within Monmouthshire communities to reduce the use of single-use plastics
- The progress the Council is making in reducing the use of single-use plastics.

##### **Key Issues**

There has been a huge increase in interest in reducing the use of single-use plastics in the last few months, not least because of the shocking scenes of plastic contamination in our oceans shown on the BBC's Blue Planet series. Single use plastics use precious fossil fuels, take hundreds of years to break down, injure wildlife on land and at sea, blight the landscape as litter, block drains and cost money to buy, clear up and dispose of.

This has resulted in actions being taken at local, regional and national levels.

**Local Action:** Abergavenny, Chepstow, Monmouth and Usk all now have active and enthusiastic Plastic Free community groups in operation, often as an offshoot of the Transition Town and local litter groups. The groups report more public interest in Plastic-Free than in any other previous Transition Town campaign. As part of the Plastic-Free work happening in the towns, some (but not all) of the towns are working towards becoming Plastic Free communities, under an accreditation scheme run by Surfers



## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Strong Communities Select Committee held on Thursday, 24th May, 2018 at 10.00 am

Against Sewage.

The steps to get Plastic Free status include:

1. Local Governance - Local Council (County, Town, Parish or Community) passes a resolution to support Plastic Free Coastlines, committing to plastic free alternatives and supporting plastic free initiatives within the constituency.
2. Local Businesses - At least three single-use plastic items removed from local businesses and retailers; replaced with sustainable alternatives. Target number of businesses are determined by population.
3. Allies/Local Community – gain widespread community support for Plastic Free Coastlines, spreading the Plastic Free message and establishing the call to arms e.g. schools, community groups, community spaces etc.
4. On the Ground Action - At least two local community events arranged and made open for all to attend, in one calendar year e.g. litter picks, beach cleans
5. Strategic Group - Local group of stakeholders to meet at least once per year to discuss the progress of Plastic Free Coastlines locally; agreeing and setting direction, meeting objectives, and completing application for official Plastic Free Coastlines status.

#### **Member Scrutiny**

The Chair welcomed Sue Harrison of Plastic Free Abergavenny, Graham Neal and Tim Melville of Plastic Free Chepstow, and Vivien Mitchell of Plastic Free Monmouth, who were in attendance to highlight the work of community groups being undertaken to achieve a plastic free status.

Members were keen to congratulate the community groups involved and a question was raised to ask what needs to be done further for the County to be considered plastic free. The Sustainability Policy Officer explained that there are five specific criteria for a town to become plastic free. Surfers Against Sewage are keen for people to collaborate and work at a County level and have indicated the following requirements to become plastic free:

- Make a commitment to work towards plastic free status.
- Review its own use of single-use plastics and take steps to identify unnecessary plastic use and reduce this.
- Support voluntary and community action to reduce plastic use, undertake litter picks etc.
- Work with schools, businesses and other partners to reduce plastic use.
- Work with organisers of events on MCC property to reduce single use plastics to a minimum (and ensure that effective recycling for necessary plastics is in place).
- Participate in meetings to support and co-ordinate plastic free activities across the County.

The Officer suggested that the role Strong Communities Select Committee should be to receive community group updates and scrutinise what is being done in the Council capacity.

A Member applauded the work of community groups and expressed frustration around the use of plastic takeaway food cartons, and suggested there should be a facility for

## **MONMOUTHSHIRE COUNTY COUNCIL**

### **Minutes of the meeting of Strong Communities Select Committee held on Thursday, 24th May, 2018 at 10.00 am**

these to be returned and somehow re-used. He added that we need to reduce the amount of recycling, and should concentrate on producing products that do not need to be recycled.

A Member questioned how Monmouthshire County Council compare to other authorities, and if there is anyone leading the way to being plastic free. We heard that Carmarthenshire had recently passed a similar resolution. Many coastal towns are signed up to becoming plastic free. MCC could become the first authority to sign up to the Surfers Against Sewage model.

A question was raised regarding the attitudes of the public and what problems are being faced. In response, education, information and awareness raising were highlighted as main issues encountered.

A Member expressed that 5 pence carrier bags should be abolished altogether. It was explained that Welsh Government are looking at a tax on plastic, and it is inevitable the cost will rise. As well as raising awareness, there needs to be legislative support for change.

Members reflected on the importance of education in schools. The Education and Awareness Officer explained that children have been taught about marine litter for many years at the One Planet Centre, with some seasons busier than other. Officers also undertake outreach work with schools, and have received invitations to attend school fetes, providing opportunities to engage with parents.

We heard the community groups have enjoyed working with schools, and recognised their active programmes.

The Public Protection Manager advised there are 119 takeaway restaurants and 1200 food businesses across the County, recognising the importance of linking with waste colleagues in terms of food waste and licensing. Environmental Health could also link in with the supply chain.

### **Recommendations**

That Select Committee consider making a policy commitment to become a 'plastic free county' through reducing single use plastics, in line with the Plastic Free Coastline campaign run by Surfers Against Sewage

That Select Committee agree to keep informed of community developments to reduce plastic and to scrutinise the Council's progress towards becoming a Plastic Free County.

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Strong Communities Select Committee held on Thursday, 24th May, 2018 at 10.00 am

#### **Committee Conclusion**

The Chair concluded by confirming the commitments as highlighted by the Sustainable Policy Officer:

- Make a commitment to work towards plastic free status.
- Review its own use of single-use plastics and take steps to identify unnecessary plastic use and reduce this.
- Support voluntary and community action to reduce plastic use, undertake litter picks etc.
- Work with schools, businesses and other partners to reduce plastic use.
- Work with organisers of events on MCC property to reduce single use plastics to a minimum (and ensure that effective recycling for necessary plastics is in place).
- Participate in meetings to support and co-ordinate plastic free activities across the County.

The Chair confirmed that Strong Communities Select Committee resolved to agree the recommendations, and commend the report to Council.

Members agreed with a suggestion of a visit to the recycling centre.

Upon the suggestion of a seminar, Members were advised of a Waste Workshop taking place on 5<sup>th</sup> June 2018.

## **6. Air Quality Management & Role of Environmental Health**

### **Context**

To consider the role of Environmental Health in relation to air quality in the county. To highlight the current work undertaken including the ways other agencies are engaged to seek improvements.

### **Key Issues**

Air Quality is a key influencing factor on public health, and an important part of the work Environmental Health do to protect public health. There has been increased media and government attention given to air quality in recent years.

Air pollution results from the introduction of a range of substances into the atmosphere from a wide variety of sources. It can cause both short term and long term effects on health, but also on the wider environment.

Government statistics estimate that air pollution in the UK reduces the life expectancy of every person by an average of 7–8 months, with an associated cost of up to £20 billion each year.

## **MONMOUTHSHIRE COUNTY COUNCIL**

### **Minutes of the meeting of Strong Communities Select Committee held on Thursday, 24th May, 2018 at 10.00 am**

Legislation and Policies aiming to minimise and track the impact of air pollution on health and the environment have been introduced in Europe, the UK and Wales.

Generally air quality in Monmouthshire is good, however there are some areas of concern in Usk, Chepstow, Monmouth and Abergavenny due to road transport emissions, where houses are close to busy or congested roads. Bridge Street in Usk and Hardwich Hill in Chepstow have exceeded the UK's objective levels for nitrogen dioxide, and have therefore been declared Air Quality Management Areas.

Environmental Health monitor, review and assess air quality in Monmouthshire, and work with the Planning Authority, Highways, Welsh Government, Town and Community Councils and other local stakeholders to work towards improving local air quality. Integral to this Environmental Health report on current air quality conditions in the county, which is assessed by Welsh Government and is available on the Council's website, write the Action Plans for air quality management areas, and facilitate steering group meetings for the stakeholders involved in delivering the actions to improve air quality. The presentation will help gain further insight into the work being done, the reasons why and future challenges to secure against potential increases in pollution arising from new developments, infrastructure etc and ensure that air quality improvements are long-lasting.

#### **Member Scrutiny**

The Chair thanked officers for the presentation adding that a preview of the slides would have been beneficial. She asked that the slides be circulated to Members following the meeting.

A Member asked for clarification on the five areas of the County being considered for speed limits. Officers confirmed these were across Wales rather than Monmouthshire, and included the M4 reducing to 50mph in parts.

Frustrations were expressed around air quality problems across the County that remain unresolved. Officers agreed with the comment and noted the need for a Government wide approach.

We heard that the Chepstow Steering Group are working with WG, Forest of Dean Environmental Health and Gloucestershire Highways, with input from planning sections. A Member asked the effect of the building of houses on the Mabey Bridge site, and we heard air quality reports from the developer tend to prove impact would be negligible, however there were concerns of the cumulative impact of a number of developments.

A Member asked how well the bodies react to the information provided. The Environmental Health Officers explained that they chair the Air Quality Steering Groups and present data. The stakeholders at these groups engage with the issues under discussion. It is Environmental Health's role to carry out the monitoring and present the data, along with proposals. Welsh Government have attended regularly as a result of officers input. Inevitably resources and funding are often an issue.

In response to a question we heard that Usk and Chepstow areas were identified in 2005 with a peak in 2008, and air qualities have been improving since, probably as a result of improved vehicle technology. In terms of future issues, Officers were concerned about the additional developments in Chepstow and Merthyr Road in Abergavenny, due to the developments in Llanfoist.

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Strong Communities Select Committee held on Thursday, 24th May, 2018 at 10.00 am

A Member expressed interest and asked if there is a Monmouth Steering Group he could join. It was explained that Monmouth had not been declared as an air quality management area.

A Member referred to the problem in Usk, and suggested this could be resolved by traffic management and double yellow lines at the exit of the town.

#### **Recommendations**

To receive and comment on the presentation provided titled 'Air Quality in Monmouthshire'.

#### **Committee Conclusion**

Members welcomed the report and looked forward to receiving the presentation via email also.

Members resolved to accept the recommendations.

#### **7. Roadside Advertising - verbal update**

Members received a verbal update from the Head of Operations on roadside advertising. The Committee had agreed previously discussed the issue and had agreed they did not wish to see additional charges, and wished to see increased footfall.

The Head of Operations provided apologies on behalf of the Cabinet Member.

Members were informed that it had cost just over £8600 in 2016/17 and 2017/18 to install posts, planting areas and advertising areas. The cost of each location, from planning to installation, is approximately £550, with ongoing maintenance. This would reduce to £100 per year when advertising space is utilised. Approximately 30 businesses have enquired about advertising. In order to increase interest officer are looking to offer two signs for one year.

The Chair clarified that information was sought around advertising using A-Boards on pavements. The Head of Operations explained that a policy is currently being rolled out throughout the County.

A Member raised concerns regarding 23 roadside signs, questioning if this was the best use of resources and providing return on investment. He added that rather than us carrying costs, should we consider other options. The Head of Operations responded that as we have provided the space we should now continue to promote the facility. In comparison to Cwmbran, who advertise on roundabouts, it was recognised that Monmouthshire do not have the same spaces.

A suggestion was made to sell advertising spaces on bus shelters and public toilets. The Officer explained this had been done under Highways, and could offer income opportunities, but there are much wider advertising opportunities to generate income.

A member requested a list of sites, which would be circulated to Members.

## **MONMOUTHSHIRE COUNTY COUNCIL**

### **Minutes of the meeting of Strong Communities Select Committee held on Thursday, 24th May, 2018 at 10.00 am**

Colleagues from Powys County Council commented on the issue of A Boards, and mentioned the opportunity to advertise on litter bins.

The Chair thanked the Officer for the update.

#### **8. Strong Communities forward work programme**

Members discussed the Work Programme for the Strong Communities Select Committee. In doing so, it was noted that a special meeting is proposed for 14<sup>th</sup> June 2018 at 10am to discuss staff absence and the People Strategy.

#### **9. Cabinet & Council forward work programme**

Noted.

#### **10. Date and time of next meeting**

We noted the next meeting would be held on 12<sup>th</sup> July 2018 at 10am.  
A special meeting is to be held on 14<sup>th</sup> June 2018

**The meeting ended at 1.50 pm**

# Public Document Pack **Agenda Item 5**

## MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of Strong Communities Select Committee held  
at Council Chamber - Council Chamber on Thursday, 14th June, 2018 at 10.00 am**

**PRESENT:** County Councillor J.Pratt (Chairman)  
County Councillor A. Webb (Vice Chairman)

County Councillors: R.Roden, L. Guppy, V. Smith, A. Easson and  
R. Harris

Also in attendance County Councillor(s): A Davies

### **OFFICERS IN ATTENDANCE:**

|              |  |
|--------------|--|
| Sally Thomas | HR Lead                                      |
| Peter Davies | Chief Officer, Resources                     |
| Sian Hayward | Digital and Technology Manager               |
| Alan Burkitt | Policy Officer Equalities and Welsh Language |
| Hazel Ilett  | Scrutiny Manager                             |
| Paula Harris | Democratic Services Officer                  |

### **1. Public Open Forum**

We were joined in the Chamber by Mr Peter Sutherland who wished to raise the following issues;

- Over hanging verges and hedges in the area between Llanbadoc Church and Morris's Garden Centre are making the footpaths unpassable.
- On behalf of the Community Council, who are thrilled with the speeding signs through Llanbadoc, it was asked if County Councillors were involved with the decision to erect them.
- The burger van at Usk Island car park has been broken into, with all of the stock taken. The owner of the van is willing to place CCTV cameras at the site and it was asked if MCC would contribute to the cost.
- It was asked if local residents have been adequately notified of road closures for the Velothon.

Mr Sutherland was advised that his comments will be passed on to the relevant officer for response.

### **2. Return discussion on sickness absence**

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Strong Communities Select Committee held at Council Chamber - Council Chamber on Thursday, 14th June, 2018 at 10.00 am

Members requested that People Services return to Strong Communities Select Committee to give more detailed answers to questions previously raised.

**1. The general consensus was that the report was poor lacked detail, and it was unclear who the report was aimed at.**

The People Services annual report was produced for "People Board" and its purpose was to monitor progress against actions outlined in the previous people strategy. Today members will be reviewing the latest iteration of the people strategy " People to Purpose" which aims to address the issues that remain outstanding and relevant from the previous strategy whilst addressing the key themes identified in the new strategy. The themes have been identified based on a range of evidence including :Hr dashboard. Staff survey: regulatory feedback, workshops; training and current and future operating requirements identified in the corporate plan and enabling strategies.

**2) The committee wants detailed statistical analysis combined with details of actions that are or are to be undertaken.**

Detailed Impromptu reports are written and accessed by HR officers to work with managers to reduce sickness absence in their specific areas. Quarterly reports are provided for HR officers via the Sickness Dashboards and SIP spreadsheet which can be used to forecast projected sickness, trends for all areas throughout the Council both in graphical and numerical formats. All final year sickness figures are subjected to internal and Welsh Audit office review.

Actions Undertaken include: (1) Policy training (2) HR Business Partner Meetings which enable discussion (3) Talent LAB courses/training/personal development/stress awareness (4) SKYPE sessions with HR and Managers/Head-teachers to help manage absence effectively – enabling Q&A, informal discussion, peer to peer support (5) new Occupational Health provision – more proactive approach between OH provider and MCC.

**3) Questions were asked about the cost to the authority of the very high level of absence. No answer was forthcoming.**

There is a report within the HR officers folder in Impromptu that includes nominal costs e.g. days lost x hourly rate, this doesn't show the full costs of acting up, additional staff etc. So a full cost of sickness cannot be accurately determined

**4) Questions were also asked about turnover of staff and termination interviews. What % of leaving employees are interviewed?**

Turnover figures are shown and reported on the Service improvement plan and this spreadsheet is quarterly uploaded to the HUB. ( turnover for 2016/27 for the



## MONMOUTHSHIRE COUNTY COUNCIL

### **Minutes of the meeting of Strong Communities Select Committee held at Council Chamber - Council Chamber on Thursday, 14th June, 2018 at 10.00 am**

whole organisation was 7.89% and 17/18 7.54 % and the attached shows breakdown of turnover across the organisation) Managers can review the turnover for their own service areas.

Exit interviews are not mandatory for those leaving the organisation, however we provide guidance to managers on how to carry out an exit interview although HR are not part of an exit interview process, unless specifically requested. Staff leaving are asked to complete a form which provides the organisation with basic information of why staff leave eg promotion, moving area, better opportunities elsewhere etc and we can run a report that reflects this however not all staff leaving complete the form. The business partnering meeting between Hr and managers can be used to outline the benefits and organisational intelligence that can be gained through undertaking exit interviews and a basis for discussing high turnover rates which may be a cause for concern, that managers can learn and develop their services from.

#### **5) Training of managers was mentioned (How many have been trained, do managers consider the training to be adequate?)**

Attendance management training is now mandatory and over 158 managers have been trained to date – We record level of perceived effect on work and new knowledge gained from training and feedback is running at around 90% which indicates the training is well received and improves knowledge and skills. Consequently we expect sickness management to improve and be reflected in improved sickness levels within services and overall we have seen an improved level of sickness absence at 10.8 per FTE

#### **6) The statement was made that the authorities level of absence was comparable with other authorities. The statistical comparative data shows M.C.C. as being in the lower quartile and having higher levels of absence than other authorities.**

MCC is around mid-point, not lower quartile. Complete all-Wales information can be provided to the Committee. MCC has seen a year on year improvement over the last 3 years. See attached all Wales position.

#### **7) I am still unclear, as to whether, we encourage employees who need counselling to seek independent help without the need to refer to a line manager. I am also unclear that if an employee goes to H.R.to seek independent help, that the line manager remains unaware and that this is strictly confidential. I am also unclear as to whether all employees are aware that this option is available to them.**

A line manager needs to approve the costs of referring an individual to our confidential external counselling service. However any employee can access HR for help/support on a confidential basis. As this happens on a frequent basis already I suspect employees are aware that this is available. We publicise our services on the HUB.

## MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of Strong Communities Select Committee held  
at Council Chamber - Council Chamber on Thursday, 14th June, 2018 at 10.00 am**

**8) I was surprised that H.R do not appear to consider the absence, protocols as part of their role. In my experience H.R. Played a very pro-active role in a identifying issues, developing absence monitoring protocols and being involved in their implementation. e.g H.R. always attended departmental absence monitoring meetings/ interviews and always accompanied managers on home visits.**

HR are hugely involved in supporting and advising managers to manage sickness in their services. HR have revised the attendance management policy and deliver training on the policy as well as training on how to conduct a return to work interview, stress management, having difficult conversations , workflows etc on the hub, all aimed at supporting managers to manage sickness. Via the business partnering meeting hr discuss sickness levels, patterns of sickness, long and short term, with service managers on a regular basis and advise and support in areas where sickness levels are particularly high. HR attend some return to work interviews and support managers at welfare meetings.

**9) As a committee member I am unclear about, what exactly are the procedures we have in place.**

We have attendance management procedures with which we train all managers as it is part of mandatory training modules. 158 trained to date.

**10) The absence levels in the authority are far too high and there must be a very high cost both in financial terms and in the excess workload which as a result others have to bear. This becomes a vicious circle.**

We agree attendance continues to be a major focus of attention for Hr and management as reflected in the existing strategy and the draft strategy that is being reviewed by committee today. Whilst all attendance is a cause for concern we have specific concern regarding absence as a result of stress and mental well- being.

**11) What are the rules about for example reduced pay after prolonged absence, what are the triggers that initiate an absence monitoring interview?**

Our attendance management policy, see attached, very clearly identifies trigger points for managers to undertake return to work interview , formal review of absence after a number of periods of absence. The terms and conditions of employment outline payment during sickness as 6 months full pay followed by 6 months half pay.

**12) We need to support our staff and do everything practical to encourage them to return to work. This may involve an initial period of part-time working, more training or moving to a new area within the organisation.**

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Strong Communities Select Committee held at Council Chamber - Council Chamber on Thursday, 14th June, 2018 at 10.00 am

We allow phased return to work, make adjustments to working arrangements to accommodate any issues and will make reasonable adjustments to working practise to encourage return.

#### **13) Are long term and short term absences separately listed?**

Yes, the reports, dashboards and SIP spreadsheets all identify short and long term absences and managers can identify patterns of sickness for example repeated regular absences on a Friday or Monday.

#### **14) Number of staff interviewed on return to work, regardless of time out. Long term absence could indicate a need for support, physical, emotional?**

All colleagues should attend a return to work interview with their manager. Best practise indicates that this is one of the best ways of addressing sickness. When managers record an individuals sickness they should also record the date of the return to work interview. In some areas where a manager manages large volumes of staff eg homecare they are unable to complete the return to work interviews, due to capacity and working practises, and in addition this field is not always completed by managers and therefore we are unable to report an accurate picture of the numbers of return to work interviews completed. To help managers we have produced a video on how to conduct a return to work interview and we send out reminders to managers HR works with managers and head-teachers on reducing long term absence and identifying supportive measures that will enable a sustainable return to work for an individual.

#### **15) Are patterns of absence noted?**

Managers can use My View Absence Calendar view to spot regular patterns of absences. And via the HR business partnering meeting sickness and patterns of sickness can be discussed and support and advice is provided on how to address specific issues identified.

### **3. People Strategy - Pre-decision scrutiny of the draft strategy**

#### **Context**

“People to Purpose”, is the latest iteration of “Monmouthshire people” our current People and organisational development Strategy’, published in 2015. Building on “Monmouthshire People”, People to Purpose, continues to build on our belief that our people are best placed to identify, design and deliver the changes we need to make to effectively respond to continued austerity, rising demand and increasingly challenging demographics. As public servants, in Monmouthshire, we are committed to building a culture, founded on our organisational values and expected behaviours, which we believe, will enable our people to deliver against our purpose of “building sustainable resilient communities”

#### **KEY ISSUES**

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Strong Communities Select Committee held at Council Chamber - Council Chamber on Thursday, 14th June, 2018 at 10.00 am

“Monmouthshire People “ our previous people and organisational development strategy focused on creating the conditions for the workforce to thrive and delivering impact in measureable outcomes. The strategy focused on the following key themes

- Our Work Environment
- Engaging our people
- Building Careers
- Training coaching and development
- Diversity, Inclusion and well- being
- And bringing it all together

Significant progress has been made against each of the themes and we have moved a long way to creating the conditions for people to thrive. The People Services annual report 2015/16 and 2016/17 outline what we have achieved so far and below are some examples of the activities we have engaged in which has shifted the organisational culture to enable the organisation to respond to the challenges we face reflecting the values, and behaviours we are committed to.:-

- Development of People Services hub to include a range of guidance, workflows, FAQs around a range of issues such as managing sickness, workforce planning, to enable the workforce to have easy access to information at all times.
- Key policy review eg Attendance and Managing sickness, Fairness at work( grievance);Disciplinary Policy, Volunteering. Each policy was revised or newly created to match the aims of the strategy and the needs identified by the organisation.
- Development of Evolve leadership programme based on considering identified societal/organisational problems, in order to identify potential short and medium term solutions. Two cohorts involving 12 officers from across the council have come together, so far, to consider; Customer service which identified the overall problem of how we engage with customers. Main outcome has led to us working with a new start-up organisation to embed AI (Artificial Intelligence) into our customer service offer; Transport Evolve has led to Transport Review, Personal Transport Budgets being introduced making significant savings in home to school transport, Vehicle trackers to optimise routes etc and to identify how best we use our fleet including sharing of vehicles/pool cars etc.
- In response to concerns regarding accountability and responsibility mandatory corporate training requirements for managers and all employees have been introduced including safeguarding, attendance management, induction, GDPR, to name a few, to ensure the workforce has a consistent level of skills and knowledge needed to operate effectively and accountably.
- Development of HR dashboard and My view to provide better workforce data around sickness, gender, age profile thus providing managers with the data and evidence to better workforce plan and manage sickness and performance. ( Put in Enabling
- Improved well- being offer for staff to include; increased staff benefits, access to cycle to work scheme, access to individual health screening. Colleague well-being is fundamentally important to the organisation and activity is related to what colleagues tell us is important to them and improves well- being.
- Implementation of new corporate volunteer management database and volunteer coordinator role. We value the contribution volunteers make to our organisation

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Strong Communities Select Committee held at Council Chamber - Council Chamber on Thursday, 14th June, 2018 at 10.00 am

and the community and we are committed to ensuring that their experience is safe and purposeful.

We have made significant progress against the actions identified in “Monmouthshire people” and our culture and operating practice reflects that. We will continue to build on the activity to date, whilst ensuring we support and facilitate the objectives and ambitions of the corporate plan and enabling strategies.

#### Member comments

It was asked if increased partnership work with other Councils and other bodies would influence current training provided.

A Member asked for a more concise strategy and disliked the reference to managers and employees as surely everyone is an employee.

A comment was made in regard to the positive effect of agile working and applauded the work undertaken so far.

Members supported the work of the Go to Group as a non-official group to allow staff let off steam and talk in a less formal setting.

It was asked if agile working impacted performance.

#### Committee's Conclusion:

Members felt that the issue of staff wellbeing had been discussed in depth and the committee needs to maintain momentum on this, potentially on a bi-meeting basis.

It was felt that sickness levels and number of staff using Occupational Health services need to come to committee regularly.

The Committee were encouraged by the detail in the report and the training taking place within the Council.

It was asked that all relevant information was sent to Members ahead of the meeting well in advance to allow Members time to familiarise themselves with all necessary data.

It was asked for a summary sheet for each report, highlighting the most pertinent issues.

## MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of Strong Communities Select Committee held  
at Council Chamber - Council Chamber on Thursday, 14th June, 2018 at 10.00 am**

### **4. Welsh Language Monitoring Report**

#### **Context**

To provide a performance overview of our compliance and recording systems in relation to the Welsh Language Standards that were allocated in line with the requirements of the Welsh Language (Wales) Measure 2011.

#### **Key Issues**

- The Council was informed by the Welsh Language Commissioner of the standards that it was expected to comply with on the 1<sup>st</sup> August 2016 and with the exception of a few time extension caveats was expected to have everything in place for the 30<sup>th</sup> March 2016.
- The Monitoring report details information recorded in relation to specific areas of the Welsh Language Standards allocated to this council. The Welsh Language Commissioner requests this information annually in order to be able measure our progress in terms of compliance with the Standards.
- The report will be forwarded to the Welsh Language Commissioner's Office by the 30<sup>th</sup> June 2017. Once the report has been read and analysed by the Commissioner the Council meets with the Commissioners' Office to discuss any areas of good practice and any areas of concern that require improvement. It will also be posted on the council's English and Welsh web sites to allow for public scrutiny.
- Fundamentally the Council is doing well in terms of compliance with these challenging standards. One particular area of concern though is the low numbers of fluent Welsh speakers that are employed by the Council (30) potentially making us susceptible to challenge as a result of our inability to provide or proactively offer any kind of frontline services to the Welsh speaking members of the public of Monmouthshire. A Workforce Planning process has been developed and led by the Welsh Language and Equality Officer and People Services and has been underway for the last year. This involves auditing the Welsh Language skills that exist in divisions, looking for any gaps and then designating posts as Welsh Essential when they become vacant. It is anticipated that the numbers of fluent Welsh speakers in the council will increase gradually but that will take some time to have the desired effect.

#### **Member Comments**

Members applauded community groups who receive funding for promoting the Welsh language, they were particularly interested in a baby yoga and massage group.

It was asked what provision we have for Welsh speaking social carers.

## MONMOUTHSHIRE COUNTY COUNCIL

### **Minutes of the meeting of Strong Communities Select Committee held at Council Chamber - Council Chamber on Thursday, 14th June, 2018 at 10.00 am**

A Member asked if there were any local groups to encourage those learning Welsh to practice their Welsh together.

Members requested a Welsh language awareness training session.

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

Members conducted performance monitoring scrutiny, highlighting areas of concern in relation to performance to the Cabinet Member.

The report is a record of the Council's activities over the last financial year in respect of compliance with its allocated Welsh Language Standards. Members were happy for the report to be forwarded to the Welsh Language Commissioner's Office by the 30<sup>th</sup> June 2017 for their scrutiny, response and formal approval.

It will also be posted on the council's English and Welsh web sites for public scrutiny.

**The meeting ended at 1.19 pm**

This page is intentionally left blank



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

**MEETING: Strong Communities Select Committee**

**DATE: 12<sup>th</sup> July 2018**

**DIVISIONS/WARDS AFFECTED: All**

## 1. PURPOSE

1.1 To present the 2017/18 performance information under the remit of Strong Communities Select Committee, this includes:

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

## 2. RECOMMENDATIONS

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

## 3. KEY ISSUES

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

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

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

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

**4. REASONS:**

- 4.1 To ensure that members have an understanding of Council performance in 2017/18 and can scrutinise how well the authority performed.

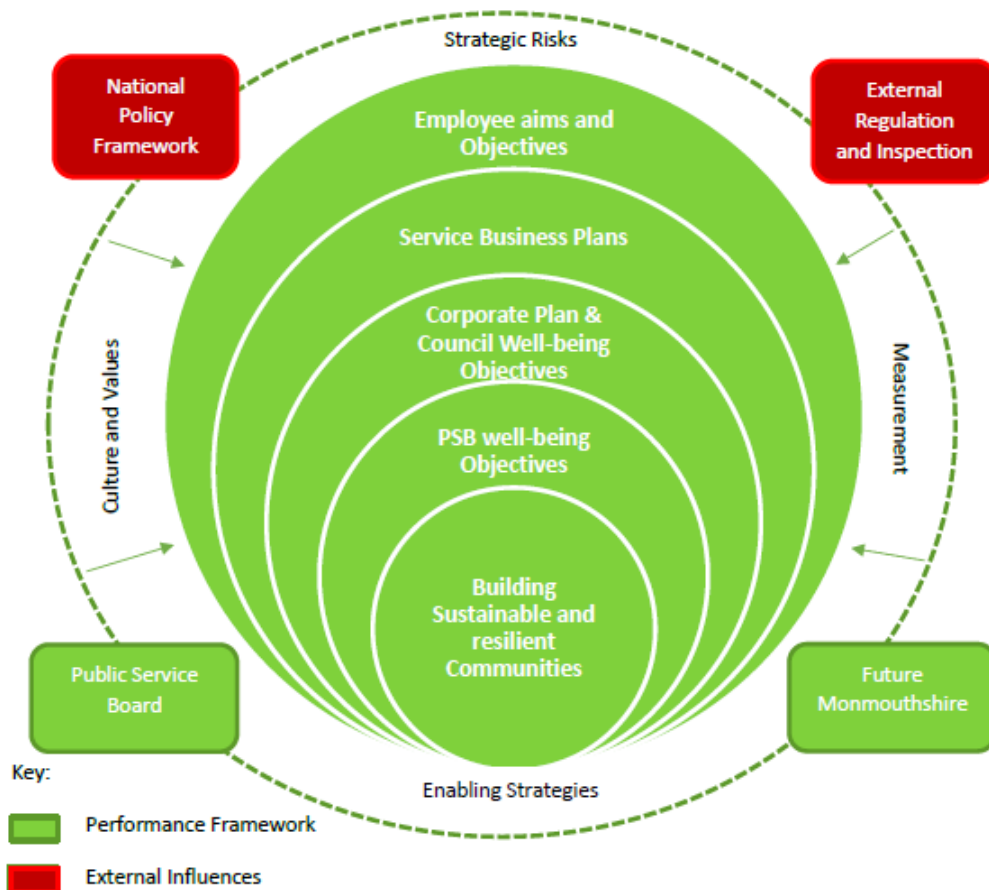
**5. AUTHOR:**

Richard Jones, Performance Manager  
e-mail: [richardjones@monmouthshire.gov.uk](mailto:richardjones@monmouthshire.gov.uk)  
Telephone: 01633 740733

## Appendix 1: Performance Management Framework

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

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



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

**Wellbeing Objective 3: Maximise the benefits of the natural and built environment for the well-being of current and future generations**

**Why we chose this?**

Residents who responded to *Our Monmouthshire* engagement clearly emphasised the landscape and countryside as being of great value. The environment, both natural and built, is an asset that needs to be valued and protected for future generations, while also equally be accessible, promoted and enhanced for its contributions to culture, the economy, society and health and well-being.

Our natural resources are also under many pressures including from development, climate change, the need to produce energy and more. Managing our natural resources responsibly is essential to ensure our long term well-being, we have a responsibility to continue to play our part in mitigating to prevent changes to our natural resources as well as adapting to protect our communities and infrastructure from the inevitable effects of changes. We also have responsibilities under the Environment (Wales) Act 2016 to support Biodiversity and Ecosystem Resilience.

**Overview**

A Biodiversity & Resilient Ecosystems Forward Plan was approved by Council in March 2017. Progress made on the plan in 2017/18 includes Developing the Green Infrastructure (GI) Management Plan strategy that will be applied across all countryside sites, this approach has been commenced in Castle Meadows Abergavenny & Caldicot Castle Country Park. A GI Capital grant has been secured from Welsh Government that will support the production of a County wide GI Strategy into 2018/19. The Rights of Way Improvement Plan (RoWIP) is currently being reviewed and the scope of the new Plan will encompass countryside access in its widest sense.

In January 2018 cabinet approved a revised Destination Management Plan (DMP) for Monmouthshire. The DMP establishes a clear framework for public, private and voluntary sector partnership working to address identified priorities and deliver year round sustainable tourism growth across all parts of the county. Latest figures from STEAM 2017, show in Monmouthshire there were a total of 2.3 million tourist visitors in 2017, an increase of 1.1% from 2016. The total economic impact of tourism in Monmouthshire in 2017 was £204.43 million, an increase of nearly 5% from 2016.

The Council has developed a Solar farm on council-owned land in Crick. During 2017/18 the solar farm generated 4,508 MWh despite unscheduled shut downs due to distribution network and other maintenance issues.

**What progress have we made?**

Implement the Biodiversity and Ecosystem Resilience Forward Plan

A Biodiversity & Resilient Ecosystems Forward Plan was approved by Council in March 2017 to comply with the requirements of the Environment Act (Wales) 2016 to plan the delivery of the enhanced Biodiversity and Resilience of Ecosystems Duty.

Progress made on the plan in 2017/18 includes Developing the Green Infrastructure Management Plan strategy that will be applied across all countryside sites, this approach has been commenced in Castle Meadows Abergavenny & Caldicot

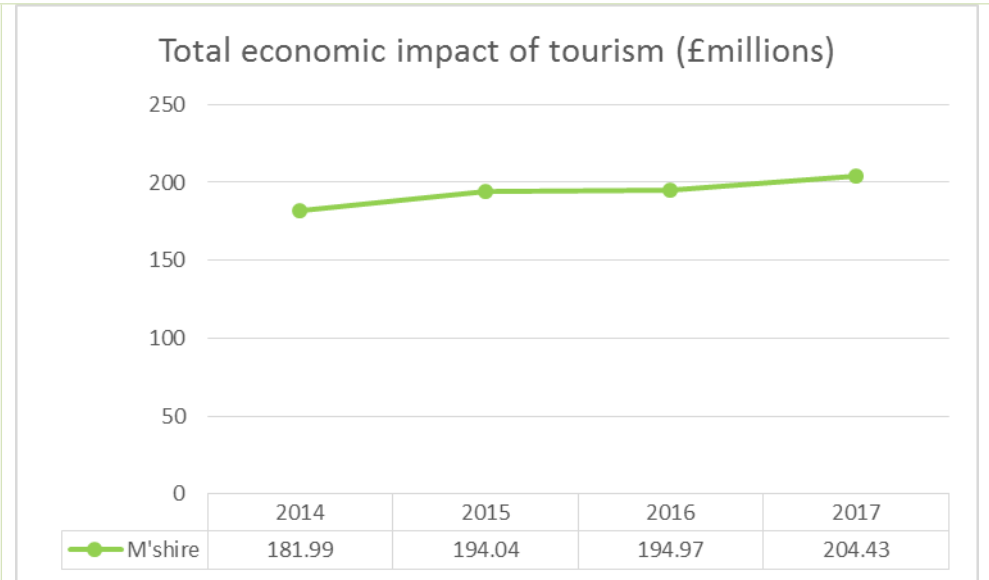
|   |  |
|---|--|
|   | <p>Castle Country Park. Working with partners, we completed the submission of the stage 2 bid to the Heritage Lottery Fund for the Living Levels Landscape Partnership scheme. The Landscape Conservation Action Plan was submitted in late August and the Heritage Lottery Fund confirmed the stage 2 grant of £2.54M in December 2017.</p>   |
| Maximising the benefits from Green Infrastructure | <p>Green infrastructure (GI) is a term used to refer to high quality natural and semi-natural areas, which together make a living network of green spaces, water and other environmental features in both urban and rural areas. The Council has utilised the concept of GI in recent years, recognising the major contribution it can make towards solving a range of social, environmental and economic issues which is well established in Wales. In 2017/18 progress made includes securing GI Capital grant from Welsh Government to support practical work at Caldicot Castle Country Park and enable GI corridor improvements in Caldicot and the production of a County wide GI Strategy into 2018/19.</p>   |
| Improving access to the countryside               | <p>The Rights of Way Improvement Plan (RoWIP) is currently being reviewed and is the means by which Monmouthshire County Council identifies, prioritises and plans for improvements to the access available in the County.</p> <p>Significant changes have occurred since the publication of the current RoWIP, in terms of the way in which they are managed, funded and in legislation. There is now an even greater need to have clear, evidence-based and prioritised plan to target resources whilst giving the greatest public benefit by delivering across multiple policy areas and integrating with other services and partners.</p> <p>The scope of the new Improvement Plan should therefore encompass countryside access in its widest sense. Doing so will produce a holistic plan that is not only able to address the rights of way network, but also access to the natural environment, health benefits, biodiversity &amp; green infrastructure, sustainable transport (link to active travel plan), tourism and contribute to the Council's wellbeing objectives and wider links. The assessment stage of the review is being completed.</p> <p>Practical improvements completed in 2017/18 include along the Usk Valley Walk, Wales Coast Path &amp; Offa's Dyke National Trail and securing funding to improve visitor facilities at the Clydach Ironworks which will contribute to better access to the Clydach Gorge during 2018/19.</p> |
| Promoting tourism                                 | <p>In January 2018 cabinet approved a revised Destination Management Plan (DMP) for Monmouthshire. The DMP establishes a clear framework for public, private and voluntary sector partnership working to address identified priorities and deliver year round sustainable tourism growth to maximise the economic, social, environmental and cultural benefits of tourism across all parts of the county.</p>  |

|  |  |
|--|--|
|  | <p>The DMP has been developed in consultation with stakeholders and is based on a review of development and marketing priorities to ensure they are fit for purpose and reflect the needs of Monmouthshire's businesses and communities, identifying the optimal areas on which to focus activity over the next three years</p> <p>The revised DMP aims to grow tourism revenue in the county by 10% in real terms value (from 2015 base) across the year, across all parts of the County, based on high quality visitor experiences. To achieve this a number of objectives are identified including consolidating Food Capital of Wales status for Monmouthshire and Encouraging investment in the serviced accommodation sector.</p> <p>Latest figures from STEAM 2017, show in Monmouthshire there were a total of 2.3 million tourist visitors in 2017, an increase of 1.1% from 2016. The total economic impact of tourism in Monmouthshire in 2017 was £204.43 million, an increase of nearly 5% from 2016.</p> |
| Renewables & Energy efficiency   | <p>The Council has developed a Solar farm on council-owned land in Crick which has the capacity to generate enough electricity to power around 1,400 homes it will also save over 2,000 tonnes per year of CO2e by generating clean, renewable energy. During 2017/18 the solar farm generated 4,508 MWh despite unscheduled shut downs due to distribution network and other maintenance issues.</p> <p>Through its operation the Council remains committed to reducing its carbon footprint. In 2017/18 1,585 tonnes of CO2 emissions were avoided through the solar farm electricity generation, offsetting approximately 42% of the Council's emissions from electricity use, with further reductions achieved through other renewable energy installations and energy consumption reduction.</p>  |
| <b>Future generations act Well-being goal our action has contributed to</b>  |  |
| <p>A prosperous Wales<br/> A resilient Wales<br/> A healthier Wales<br/> A Wales of cohesive communities<br/> A Wales of vibrant culture and thriving Welsh language<br/> A globally responsible Wales</p> |  |

**Performance Indicators progress**

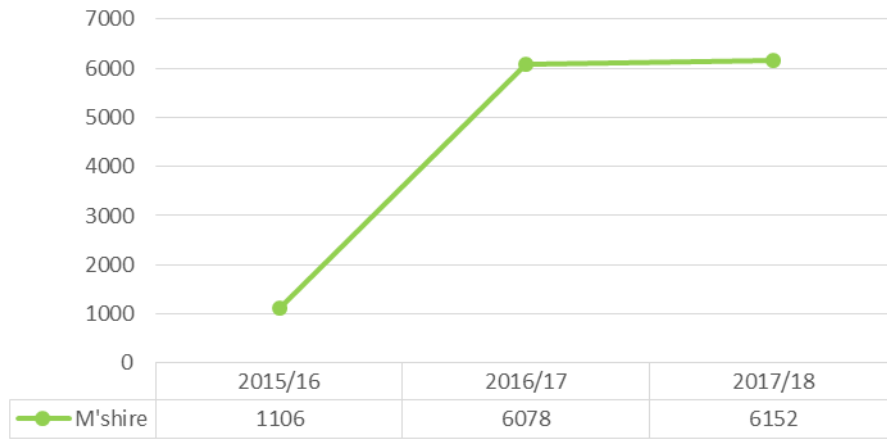


The graph shows the recent years trend in total tourist visitor numbers in Monmouthshire



The graph shows the recent years trend in the total economic impact of tourism in Monmouthshire, Indexed to 2017.

Capacity of renewable energy in the county driven by the council (kW)



The graph shows the trend in the capacity of renewable energy in the county driven by the council. The large increase in 2016/17 is due to the completion of the solar farm.

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

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

#### **Maximise the Potential of the natural and built environment**

- 11) the council develops & delivers a sustainable plan for enhancing the local environment
- 12) the council produces 'green and clean' energy
- 14) the council enhances local heritage through community ownership and development of arts and cultural services.



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

| Ref      | Measure  | 2014/15   | 2015/16 | 2016/17 | 2017/18 | 2017/18 Target | Progress against target | Trend | 2016/17 Quartile | Comments  |
|----------|--|---|---------|---------|---------|----------------|-------------------------|-------|------------------|---|
| PAM /001 | Number of working days lost to sickness absence per employee | 9.8   | 11.6    | 11.5    | 10.9    | 10.8           | x                       | ↑     | Bottom           | Work in priority areas for attendance management has continued to be progressed. Active management of Long Term Sickness and better recording of sickness absence dates has contributed to a reduction in Long Term sickness absence. There has been an increase in Short Term sickness absence days. Focused work on improving accuracy of sickness recording and establishment records continues.   |
|          | N  | Number of working days lost to sickness absence   | 25,931  | 29,753  | 28,784  | 27,330         |                         |       |                  |   |
|          | D  | Average number of employees                       | 2,637   | 2,568   | 2,513   | 2,513          |                         |       |                  |   |
| PAM /002 | Percentage of streets that are clean                         | 99.4  | 99.1    | 99.2    | 97.7    | 95             | ✓                       | ↓     | Top              | Street cleanliness is being maintained in line with the target, there has been a slight decrease (8 streets) in the number of streets being graded as a high or acceptable standard of cleanliness.   |
|          | N  | Number of streets that are clean                  | 525     | 523     | 524     | 516            |                         |       |                  |   |
|          | D  | Number of inspections                             | 528     | 528     | 528     | 528            |                         |       |                  |   |
| PAM /011 | Percentage of fly tipping incidents cleared in 5 days        | 97.71   | 96.68   | 98.28   | 93.81   | 98.5           | x                       | ↓     | Top              | The reduction in fly tipping incidents cleared in 5 days, is attributable to: A new mobile technology system introduced at the end of the 2017/18 period, that caused some technical issues which despite testing prior to deployment, caused problems with both task allocation and electronic submission. Adverse weather conditions in the early part of 2018 resulted in staff being redirected to support gritting and household waste collection and blockage of roads made collection impossible during the adverse weather. |
|          | N  | Number of fly tipping incidents cleared in 5 days | 299     | 291     | 400     | 394            |                         |       |                  |   |
|          | D  | Number of fly tipping incidents recorded          | 306     | 301     | 407     | 420            |                         |       |                  |   |

| Ref      | Measure                                       | 2014/15                                 | 2015/16 | 2016/17 | 2017/18 | 2017/18 Target | Progress against target | Trend | 2016/17 Quartile | Comments   |
|----------|---|---|---------|---------|---------|----------------|-------------------------|-------|------------------|--|
| PAM /016 | Number of library visits per 1,000 population | 7,434                                   | 7,478   | 7,262   | 6,016   | 7,216          | x                       | ↓     | Top              | During 2017/18 the library web pages have been refreshed to make them more user friendly and during the first 6 months of the year the service has also switched to an all wales Library Management System. This has impacted on the availability of virtual visitor data for the last 6 months of 2017/18, reducing the visitor count. Stock was affected during 2017 following introduction of the management system, which meant stock was outdated and holds weren't available so customers weren't visiting libraries to collect, decreasing actual visits. |
|          | N   | Number of library visits                | 684,640 | 690,470 | 671,533 | 561,192        |                         |       |                  |  |
| P<br>D   | Total population                              | 92,100                                  | 92,336  | 92,476  | 93,276  |                |                         |       |                  |  |
|          |   |   |         |         |         |                |                         |       |                  |  |
| PAM /020 | Percentage of A roads in poor condition       | 2.6                                     | 2.3     | 2.1     | 2.4     | 3              | ✓                       | ↓     | Top              | A significant length of part of the A road network could not be surveyed in 2016/17 due to maintenance works being undertaken, as this is calculated based on 2 years worth of survey data this impacts the 2017/18 result. Targets are set based on the highway maintenance programme being delivered by prioritising schemes on the basis of need, with A & B roads likely to be higher priority. The target is to maintain roads so that the percentage of A roads classified as in poor condition is below 3%.   |
|          | N   | Kilometres of A roads in poor condition | 3       | 3       | 2       | 2              |                         |       |                  |  |
| D        | Kilometres of A roads surveyed                | 109                                     | 109     | 95      | 94      |                |                         |       |                  |  |
| PAM /021 | Percentage of B roads in poor condition       | 5.3                                     | 5.1     | 4.3     | 4.9     | 5              | ✓                       | ↓     | Lower Middle     | B road condition remains broadly unchanged. The target is to maintain roads so that the percentage of B roads classified as in poor condition is below 5%.   |

| Ref                      | Measure  | 2014/15                        | 2015/16 | 2016/17 | 2017/18 | 2017/18 Target | Progress against target | Trend | 2016/17 Quartile | Comments  |
|--------------------------|--|--------------------------------|---------|---------|---------|----------------|-------------------------|-------|------------------|---|
| N                        | Kilometres of B roads in poor condition                            | 16                             | 15      | 13      | 15      |                |                         |       |                  |   |
| D                        | Kilometres of B roads surveyed                                     | 293                            | 296     | 296     | 297     |                |                         |       |                  |   |
| PAM /022<br>Page 29<br>N | Percentage of C roads in poor condition                            | 13.4                           | 12.3    | 8       | 7.7     | 15             | ✓                       | ↑     | Upper Middle     | C roads have seen a big improvement in condition in 2016/17 this is due to a combination of improvement in data collation providing more accurate data and road improvements. Targets are set based on the highway maintenance programme being delivered by prioritising schemes on the basis of need, with A & B roads likely to be higher priority. Following improvements in data collation, the target for the condition of C roads will now be reviewed. These performance indicators do not report on the unclassified network which makes up a large proportion of the network in Monmouthshire. Therefore the figures provided do not reflect overall carriageway condition throughout the authority. |
|                          | Kilometres of C roads in poor condition                            | 76                             | 81.5    | 47      | 45      |                |                         |       |                  |   |
|                          | D  | Kilometres of C roads surveyed | 567     | 665     | 584     | 584            |                         |       |                  |   |
| PAM /023<br>N            | Percentage of food establishments that meet food hygiene standards | 93.9                           | 93.8    | 95.12   | 97.05   | 95.5           | ✓                       | ↑     | Upper Middle     | There has been an increase in the percentage of food establishments which are 'broadly compliant' with food hygiene standards, with performance being above target. This is based on the number of food establishments that are registered in Monmouthshire   |
| N                        | Number of food establishments that meet food hygiene standards     | 962                            | 964     | 974     | 1019    |                |                         |       |                  |   |
| D                        | Number of food establishments                                      | 1024                           | 1028    | 1024    | 1050    |                |                         |       |                  |   |

| Ref                      | Measure   | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2017/18 Target | Progress against target | Trend | 2016/17 Quartile | Comments   |
|--------------------------|---|---------|---------|---------|---------|----------------|-------------------------|-------|------------------|--|
| PAM /030<br>N<br>D       | Percentage of waste reused, recycled or composted | 63.21   | 61.87   | 68.72   | 65.77   | 64             | ✓                       | ↓     | Top              | 2017/18 data is provisional. The recycling rate increased in 2016/17 due to a few factors including energy recovery of all of Monmouthshire's residual household waste at an energy-from-waste plant. Residents continue to cooperate with recycling. Amendments to the classification of wood recycling for 2017/18 has impacted on the Council's recycling performance, the target was set to reflect this potential decrease. |
|                          | Tonnage of waste reused, recycled or composted    | 31,025  | 30,925  | 33,596  | 31,528  |                |                         |       |                  |  |
|                          | Tonnage of waste collected                        | 49,084  | 50,096  | 48,884  | 47,938  |                |                         |       |                  |  |
| PAM<br>Page 30<br>N<br>D | Percentage of waste sent to landfill              | 18.06   | 13.15   | 0.85    | 0.32    | 2              | ✓                       | ↑     | Top              | 2017/18 data is provisional. The landfill rate has continued to decrease due to the continued use of energy from waste. In 2017/18 provisional data shows 33.91% of waste was used for heat and power.   |
|                          | Tonnage of waste sent to landfill                 | 8,867   | 6,582   | 416     | 154     |                |                         |       |                  |  |
|                          | Tonnage of waste collected                        | 49,084  | 50,096  | 48,884  | 47,938  |                |                         |       |                  |  |

|                                     |   |
|-------------------------------------|---|
| <b>SUBJECT</b>                      | <b>REVENUE &amp; CAPITAL MONITORING 2017/18<br/>OUTTURN STATEMENT</b> |
| <b>DIRECTORATE</b>                  | <b>Resources</b>  |
| <b>MEETING</b>                      | <b>Strong Communities Select Committee</b>                            |
| <b>DATE</b>                         | <b>12<sup>th</sup> July 2018</b>                                      |
| <b>DIVISIONS/<br/>WARD AFFECTED</b> | <b>All Authority</b>  |

### 1. PURPOSE

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

### 2. RECOMMENDATIONS PROPOSED TO CABINET

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

### 3. MONITORING ANALYSIS

#### 3.1 Revenue Position

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

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

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

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

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

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

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

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

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

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

### 3.2.1 Redundancy costs

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

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



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

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

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

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

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

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

- Chief Executives Unit (£592k overspend)

**Legal division** exhibited a **£23k surplus**, due to professional and specialist fee savings.

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

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

- Resources Directorate (£400k underspend)

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

- Corporate (£547k underspend)

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

- Appropriations (£854k underspend)

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

- Financing (£481k underspend)

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

## **RESOURCES DIRECTOR CONTEXT & COMMENTARY**

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

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

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

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

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

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

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

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

- Enterprise Directorate (£275k net overspend)

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

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

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

- Social Care & Health (£58k underspend)

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

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

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

- Social Care & Health

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

In summary they are as follows,

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

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

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

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

### 3.4.5 Stronger Communities Select Portfolio

Resources Directorate

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

Chief Executive's Office

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

### 3.4.6 Economy & Development Select Portfolio

Enterprise (ENT) Directorate

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

### **3.4.7 Adult Select Portfolio**

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

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

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

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

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



### 3.5 Capital Position

3.5.1 The summary Capital position at Outturn is as follows

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

#### Revisions to the programme in year

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

#### Slippage to 2018-19

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

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

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

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

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

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

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

### **Capital Outturn**

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

3.5.9 The main sources of this underspend are

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

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

### 3.6 Capital Financing and Receipts

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

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

## Useable Capital Receipts Available

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

Movement in Available Useable Capital Receipts Forecast

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

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

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

### 3.7 Reserves

#### Slippage on Earmarked Reserve funded projects

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

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

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

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

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

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

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

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

## Schools Reserves

3.7.6 Each of the Authority's Schools is directly governed by a Board of Governors, which is responsible for managing the school's finances. However, the Authority also holds a key responsibility for monitoring the overall financial performance of schools. The net effect of an individual school's annual surplus or deficit is shown in a ring-fence reserve for the particular school.

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

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

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

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

On the basis that

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

That report went on to reassure Cabinet that,

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

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

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

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

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

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

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

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

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

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

## **4 REASONS**

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

## **5 RESOURCE IMPLICATIONS**

5.1 As contained in the report.

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

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

## **7 CONSULTEES**

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



## **8 BACKGROUND PAPERS**

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

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

## **9 AUTHOR**

Mark Howcroft – Assistant Head of Finance

Dave Jarrett – Senior Accountant Business Support

## **10 CONTACT DETAILS**

Tel. 01633 644740

e-mail. [markhowcroft@monmouthshire.gov.uk](mailto:markhowcroft@monmouthshire.gov.uk)









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

Appendix 1 Mandated Savings Progress Report












Appendix 2 School Reserves

**Appendix 1 – Savings Matrix**






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











| Ref     | Children & Young People   | 2017/18 Budgeted Savings | Value of Saving forecast at Month 2 | Value of Saving forecast at Month 7 | Value of Saving achieved at Outturn | Delayed Savings | Savings deemed Unachievable | Traffic Light based Risk Assessment   |
|---------|---|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------|-----------------------------|---|
|         |   | £000                     | £000                                | £000                                | £000                                | £000            | £000                        | £000  |
| B20     | ALN   | (150)                    | (150)                               | (150)                               | (150)                               |                 |                             |  |
|         | <b>Resources</b> - Removal of training budget   | (8)                      | (8)                                 | (8)                                 | (8)                                 |                 |                             |  |
|         | <b>Resources</b> - Loss of 3 posts within support services  | (70)                     | (70)                                | (70)                                | (70)                                |                 |                             |  |
|         | <b>Resources</b> - Removal of professional fees for the directorate   | (8)                      | (8)                                 | (8)                                 | (8)                                 |                 |                             |  |
|         | <b>Early Years</b> - To remove the funding provided to childcare voluntary organisations - Wales PPA, Mudiad Meithrin & Clybiau Plant Cymru Kids' Club. | (15)                     | (15)                                | (15)                                | (15)                                |                 |                             |  |
| Page 53 | <b>ALN</b> - Reduce the Independent Special School Budget   | (50)                     | (50)                                | (50)                                | (50)                                |                 |                             |  |
|         | <b>Other</b> - Reduction in pupil numbers   | (81)                     | (81)                                | (81)                                | (81)                                |                 |                             |  |
|         | <b>Other</b> - Reduction in contribution required by EAS  | (14)                     | (14)                                | (14)                                | (14)                                |                 |                             |  |
|         | <b>CHILDREN &amp; YOUNG PEOPLE Budgeted Savings Total</b>   | <b>(395)</b>             | <b>(395)</b>                        | <b>(395)</b>                        | <b>(395)</b>                        | 0               | 0                           |   |

| Ref     | Social Care & Health  | 2017/18 Budgeted Savings | Value of Saving forecast at Month 2 | Value of Saving forecast at Month 7 | Value of Saving achieved at Outturn | Delayed Savings | Savings deemed Unachievable | Traffic Light based Risk Assessment |
|---------|---|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------|-----------------------------|-------------------------------------|
|         |   | £000                     | £000                                | £000                                | £000                                | £000            | £000                        | £000                                |
| 34      | Adult Social Care Service Transformation  | (200)                    | (200)                               | (200)                               | (200)                               |                 |                             |                                     |
|         | <b>Adults</b> - Parity on pricing structure between day service and community meals   | (25)                     | (25)                                | (25)                                | (25)                                |                 |                             |                                     |
|         | <b>Adults</b> - Development of café at Mardy park and establish private and business partnerships to develop catering services                                      | (2)                      | (2)                                 | (2)                                 | (2)                                 |                 |                             |                                     |
|         | <b>Adults</b> - Hire of Mardy Park outside or core hours  | (1)                      | (1)                                 | (1)                                 | (1)                                 |                 |                             |                                     |
| Page 54 | <b>Adults</b> - Restructure finance and benefits advice team to replace 2 posts on lower grades   | (16)                     | (16)                                | (16)                                | (16)                                |                 |                             |                                     |
|         | <b>Adults</b> - Reduce IT Development budget  | (10)                     | (10)                                | (10)                                | (10)                                |                 |                             |                                     |
|         | <b>Adults</b> - alignment of welfare benefits information, advice and assistance services   | (13)                     | (13)                                | (13)                                | (13)                                |                 |                             |                                     |
|         | <b>Adults</b> - Detailed Contract Review  | (56)                     | (56)                                | (56)                                | (56)                                |                 |                             |                                     |
|         | <b>Adults</b> - Terminate room rental in Abergavenny  | (4)                      | (4)                                 | (4)                                 | (4)                                 |                 |                             |                                     |
|         | <b>Adults</b> - Changing transport practice. two types of transport savings:- mileage incurred by staff to transport service users, and cost of providing transport | (27)                     | (27)                                | (27)                                | (27)                                |                 |                             |                                     |
|         | <b>Adults</b> - Review of transport policy to support people who can transport themselves   | (32)                     | (32)                                | (32)                                | (32)                                |                 |                             |                                     |
|         | <b>Adults</b> - explore live in carer rather than hourly cost via care agency   | (47)                     | (47)                                | (47)                                | (47)                                |                 |                             |                                     |
|         | <b>Adults</b> - income generation from MDMY   | (3)                      | (3)                                 | (3)                                 | (3)                                 |                 |                             |                                     |
|         | <b>Public Protection</b> - training provided during core time rather than over time   | (7)                      | (7)                                 | (7)                                 | (7)                                 |                 |                             |                                     |











| <b>Disinvestment by Directorate 2017-18</b>            |  | 2017/18 Budgeted Savings | Value of Saving forecast at Month 2 | Value of Saving forecast at Month 7 | Value of Saving achieved at Outturn | Delayed Savings | Savings deemed Unachievable YTD | Traffic Light based Risk Assessment   |
|--|--|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------|---------------------------------|---|
| REVENUE MONITORING 2017-18                             |  | £000                     | £000                                | £000                                | £000                                | £000            | £000                            | £000  |
|  | <b>Public Protection</b> - FSA Grant for food safety management work                         | (7)                      | (7)                                 | (7)                                 | (7)                                 |                 |                                 |    |
|  | <b>Public Protection</b> - Start charging for health export certificates                     | (3)                      | (3)                                 | (3)                                 | (3)                                 |                 |                                 |    |
|  | <b>Public Protection</b> - food standards sampling grant                                     | (1)                      | (1)                                 | (1)                                 | (1)                                 |                 |                                 |    |
|  | <b>Public Protection</b> - Implement "buy with confidence" trader approval scheme            | (3)                      | (3)                                 | (3)                                 | (3)                                 |                 |                                 |    |
|  | <b>Public Protection</b> - Regional Animal Health Coordination                               | (3)                      | (3)                                 | (3)                                 | (3)                                 |                 |                                 |    |
|  | <b>Public Protection</b> - WHoTS Coordination - recharge                                     | (3)                      | (3)                                 | (3)                                 | (3)                                 |                 |                                 |    |
| Page 55  | <b>Public Protection</b> - Set up Primary Authority Partnership scheme for TS proactive work | (2)                      | (2)                                 | (2)                                 | (2)                                 |                 |                                 |    |
|  | <b>Public Protection</b> - Restructure of licensing team                                     | (6)                      | (6)                                 | (6)                                 | (6)                                 |                 |                                 |    |
|  | <b>Public Protection</b> - Increase charge for marriages at Old Parlour Usk                  | (1)                      | (1)                                 | (1)                                 | (1)                                 |                 |                                 |    |
|  | <b>Public Protection</b> - Increase cost of certificates of "priority certificates"          | (6)                      | (6)                                 | (6)                                 | (6)                                 |                 |                                 |   |
|  | Social Services income charge rise   | (150)                    | (150)                               | (150)                               | (150)                               |                 |                                 |  |
| <b>SOCIAL CARE &amp; HEALTH Budgeted Savings Total</b> |  | <b>(627)</b>             | <b>(627)</b>                        | <b>(627)</b>                        | <b>(627)</b>                        | 0               | 0                               |   |









| Ref     | Enterprise  | 2017/18 Budgeted Savings | Value of Saving forecast at Month 2 | Value of Saving forecast at Month 7 | Value of Saving achieved at Outturn | Delayed Savings | Savings deemed Unachievable | Traffic Light based Risk Assessment |
|---------|---|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------|-----------------------------|-------------------------------------|
|         |   | £000                     | £000                                | £000                                | £000                                | £000            | £000                        | £000                                |
|         | <b>Development Plans</b> - Reduce 'Premises' budget li  | (2)                      | (2)                                 | (2)                                 | (2)                                 |                 |                             |                                     |
|         | <b>Development Plans</b> - End membership of Severn I   | (3)                      | (3)                                 | (3)                                 | (3)                                 |                 |                             |                                     |
|         | <b>Development Plans</b> - Reduce 'Photocopying' budg   | (2)                      | (2)                                 | (2)                                 | (2)                                 |                 |                             |                                     |
|         | <b>Development Plans</b> - Reduce 'Postage' budget lin  | (1)                      | (1)                                 | (1)                                 | (1)                                 |                 |                             |                                     |
|         | <b>Development Plans</b> - Reduce 'Advertising' budget  | (1)                      | (1)                                 | (1)                                 | (1)                                 |                 |                             |                                     |
|         | <b>Development Plans</b> - Reduce 'Professional Fees' k   | (8)                      | (8)                                 | (8)                                 | (8)                                 |                 |                             |                                     |
| Page 56 | <b>Development Management</b> - Additional fee income from pre-application advice fee charges   | (5)                      | (5)                                 | (5)                                 | (5)                                 |                 |                             |                                     |
|         | <b>Development Management</b> - Move towards paperless planning files and consultations; reduction in copying and printing and postage                                      | (5)                      | (5)                                 | (5)                                 | (5)                                 |                 |                             |                                     |
|         | <b>Development Management</b> - Additional fee income from i) a new Fast Track pre-application advice service and ii) a new Fast Track applications service for householder | (2)                      | (2)                                 | (2)                                 | (2)                                 |                 |                             |                                     |
|         | <b>Development Management</b> - Fee income from a new Completion certificates service for developers or solicitors/ householders buying and selling their home              | (2)                      | (2)                                 | (2)                                 | (2)                                 |                 |                             |                                     |
|         | <b>Development Management</b> - Reduce Professional & Specialist Fees budget (D080)   | (9)                      | (9)                                 | (9)                                 | (9)                                 |                 |                             |                                     |

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

| Ref     | Chief Executive's Unit   | 2017/18 Budgeted Savings | Value of Saving forecast at Month 2 | Value of Saving forecast at Month 7 | Value of Saving achieved at Outturn | Delayed Savings | Savings deemed Unachievable | Traffic Light based Risk Assessment   |
|---------|--|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------|-----------------------------|---|
|         |  | £000                     | £000                                | £000                                | £000                                | £000            | £000                        | £000  |
|         | <b>Garden waste income</b>   | (50)                     | (50)                                | (50)                                | (50)                                |                 |                             |    |
|         | <b>Communities, Hubs, Libraries</b> - Re-structure of management level of Community hubs and SLS   | (52)                     | (52)                                | (52)                                | (52)                                |                 |                             |    |
|         | <b>Communities, Hubs, Libraries</b> - Cease the purchase and rental of DVD's   | (4)                      | (4)                                 | (4)                                 | (4)                                 |                 |                             |    |
|         | <b>Communities, Hubs, Libraries</b> - Amalgamation of SLS supporting posts from 2 into 1   | (34)                     | (34)                                | (34)                                | (34)                                |                 |                             |    |
| Page 58 | <b>Contact Centres</b> - Reduction of staff (Information Officer) by half a post   | (14)                     | 0                                   | 0                                   | 0                                   | (14)            |                             |    |
|         | <b>Legal</b> - Colleague reducing days   | (31)                     | (31)                                | (31)                                | (31)                                |                 |                             |    |
|         | <b>Policy</b> - Reduce capacity of team by deleting some posts and replacing them with posts with reduced responsibilities and working hours                     | (13)                     | (13)                                | (13)                                | (13)                                |                 |                             |    |
|         | <b>Community Safety</b> - Reduce the purchase and maintenance capability for CCTV equipment and repairs to existing system.                                      | (2)                      | (2)                                 | (2)                                 | (2)                                 |                 |                             |   |
|         | <b>Partnerships</b> - £5,900 non staff costs can be made through removal of professional fees and licenses   | (6)                      | (6)                                 | (6)                                 | (6)                                 |                 |                             |  |
|         | <b>Communications</b> - Reducing the budget for a post to a budget of £8,841 (this post is currently being filled by contractors on a day rate of £250 per day). | (18)                     | (18)                                | (18)                                | (18)                                |                 |                             |  |
|         |  |                          |                                     |                                     |                                     |                 |                             |   |



| <b>Disinvestment by Directorate 2017-18</b> |  | 2017/18 Budgeted Savings | Value of Saving forecast at Month 2 | Value of Saving forecast at Month 7 | Value of Saving achieved at Outturn | Delayed Savings | Savings deemed Unachievable YTD | Traffic Light based Risk Assessment   |
|---|--|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------|---------------------------------|---|
| REVENUE MONITORING 2017-18                  |  | £000                     | £000                                | £000                                | £000                                | £000            | £000                            | £000  |
|   | <b>Fleet</b> - To withdraw from renting Severn Bridge Social Club car park, Bulwark.   | (9)                      | (9)                                 | (9)                                 | (9)                                 |                 |                                 |    |
|   | <b>Fleet</b> - To decrease general contracts maintenance budget  | (5)                      | (5)                                 | (5)                                 | (5)                                 |                 |                                 |    |
|   | <b>Fleet</b> - Proactively market the scheme with a view to increase numbers.  | (7)                      | (7)                                 | (7)                                 | (7)                                 |                 |                                 |    |
|   | <b>Fleet</b> - Restructure/redesign within the Transport Section (posts)   | (9)                      | (9)                                 | (9)                                 | (9)                                 |                 |                                 |    |
|   | <b>Fleet</b> - Savings on spare parts  | (12)                     | (12)                                | (12)                                | (12)                                |                 |                                 |    |
| Page 59                                     | <b>Fleet</b> - Savings on consumables & outside contract work  | (21)                     | (21)                                | (21)                                | (21)                                |                 |                                 |    |
|   | <b>Waste</b> - Charge schools for the full cost of their waste collections and disposal  | (30)                     | 0                                   | 0                                   | 0                                   |                 | (30)                            |    |
|   | <b>Waste</b> - Reduce scheduled cuts and maintenance of Monmouth sports grounds to level of original lease agreement             | (15)                     | 0                                   | 0                                   | 0                                   | (15)            |                                 |  |
|   | <b>Waste</b> - Project Gwyrdd annuity payment from WG for 17-18  | (70)                     | (70)                                | (70)                                | (70)                                |                 |                                 |  |
|   | <b>Waste</b> - Increase bulky waste collection charges by 50% (£12 to £18) and reduce our contribution to Homemakers accordingly | (10)                     | (10)                                | (10)                                | (10)                                |                 |                                 |  |

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

| <b>Disinvestment by Directorate 2017-18</b> |  | 2017/18 Budgeted Savings | Value of Saving forecast at Month 2 | Value of Saving forecast at Month 7 | Value of Saving achieved at Outturn | Delayed Savings | Savings deemed Unachievable YTD | Traffic Light based Risk Assessment |
|---|--|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------|---------------------------------|-------------------------------------|
| REVENUE MONITORING 2017-18                  |  | £000                     | £000                                | £000                                | £000                                | £000            | £000                            | £000                                |
|   | <b>Highways</b> - review all wales tenders : subject to 2nd layer of reducing cost                               | (2)                      | (2)                                 | (2)                                 | (2)                                 |                 |                                 |                                     |
|   | <b>Highways</b> - cross hire within ops : use in house kit before hire   | (1)                      | (1)                                 | (1)                                 | (1)                                 |                 |                                 |                                     |
|   | <b>Highways</b> - external hire  | (2)                      | (2)                                 | (2)                                 | (2)                                 |                 |                                 |                                     |
|   | <b>Highways</b> - fill structure : release additional hours being worked   | (3)                      | (3)                                 | (3)                                 | (3)                                 |                 |                                 |                                     |
|   | <b>Highways</b> - reduce the amount of scrim investigations undertaken each year.                                | (3)                      | (3)                                 | (3)                                 | (3)                                 |                 |                                 |                                     |
| Page 61                                     | <b>Highways</b> - reduce the amount of revenue structures maintenance undertaken each year.                      | (41)                     | (41)                                | (41)                                | (41)                                |                 |                                 |                                     |
|   | <b>Highways</b> - to increase road closure charges by 50% and recover costs against appropriate capital scheme   | (20)                     | (20)                                | (20)                                | (20)                                |                 |                                 |                                     |
|   | <b>Highways</b> - to increase skips, scaffolding licences and street name & numbering fee by 50% in 2016/ 2017   | (10)                     | (10)                                | (10)                                | (10)                                |                 |                                 |                                     |
|   | <b>Highways</b> - to extend charges to other services (to be identified by working group)                        | (7)                      | (7)                                 | (7)                                 | (7)                                 |                 |                                 |                                     |
|   | <b>Property Services</b> - Train existing staff to carry out risk assessments                                    | (25)                     | (25)                                | (25)                                | (25)                                |                 |                                 |                                     |
|   | <b>Property Services</b> - To withdraw the 60% of the Corporate Procurement Training budget.                     | (6)                      | (6)                                 | (6)                                 | (6)                                 |                 |                                 |                                     |
|   | <b>Property Services</b> - Non replacement of Shared Facilities Manager, following resignation. (£11,500 saving) | (7)                      | (7)                                 | (7)                                 | (7)                                 |                 |                                 |                                     |

# Disinvestment by Directorate 2017-18

REVENUE MONITORING 2017-18

2017/18  
Budgeted  
Savings

£000

Value of  
Saving  
forecast at  
Month 2

£000

Value of  
Saving  
forecast at  
Month 7

£000

Value of  
Saving  
achieved at  
Outturn

£000

Delayed  
Savings














£000












Savings deemed  
Unachievable  
YTD








£000

Traffic Light based Risk  
Assessment

£000

|         |   |                |              |              |              |             |              |   |
|---------|---|----------------|--------------|--------------|--------------|-------------|--------------|---|
|         | <b>Property Services</b> - Mouton House Restructure   | (19)           | (19)         | (19)         | (19)         |             |              |     |
|         | <b>Property Services</b> - Increase School meal price from £2.00 to £2.10 (5p already in MTFP)  | (21)           | (21)         | (21)         | (21)         |             |              |    |
|         | <b>Property Services</b> - flexible retirement, reduced 5 days to 3   | (11)           | (11)         | (11)         | (11)         |             |              |    |
|         | <b>Property Services</b> - Vehicles – reduction in leasing costs for courier vehicles   | (2)            | (2)          | (2)          | (2)          |             |              |    |
|         | <b>Property Services</b> - Press Notices – cease advertising Bank Holiday office closures in the Press  | (3)            | (3)          | (3)          | (3)          |             |              |    |
|         | <b>Property Services</b> - Refreshment provision – cease providing refreshment supplies   | (1)            | (1)          | (1)          | (1)          |             |              |    |
| Page 63 | <b>Property Services</b> - Increase the time between risk assessments for Legionella, Asbestos, Fire & Glazing from the current 2/3 years to minimum of 5 years | (10)           | (10)         | (10)         | (10)         |             |              |    |
|         | <b>Property Services</b> - 10% reduction in corporate building maintenance reactive budget  | (54)           | (54)         | (54)         | (54)         |             |              |    |
|         | <b>Property Services</b> - Realignment of budget for previous efficiencies achieved   | (15)           | (15)         | (15)         | (15)         |             |              |    |
|         | Recycling Plant   | (70)           | (70)         | (70)         | (70)         |             |              |  |
|         | Whole Place   | (100)          | 0            | (35)         | (35)         | 0           | (65)         |  |
|         | Pension Contribution Savings  | (160)          | (160)        | (160)        | (160)        |             |              |  |
|         | Procurement Savings   | (100)          | 0            | 0            | 0            |             | (100)        |  |
|         | <b>CHIEF EXECUTIVES' UNIT Budgeted Savings Total</b>  | <b>(1,224)</b> | <b>(955)</b> | <b>(991)</b> | <b>(935)</b> | <b>(53)</b> | <b>(235)</b> |   |

| Ref     | Resources   | 2017/18 Budgeted Savings | Value of Saving forecast at Month 2 | Value of Saving forecast at Month 7 | Value of Saving achieved at Outturn | Delayed Savings | Savings deemed Unachievable | Traffic Light based Risk Assessment   |
|---------|---|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------|-----------------------------|---|
|         |   | £000                     | £000                                | £000                                | £000                                | £000            | £000                        | £000  |
|         | <b>Finance</b> - Delete two part time vacant posts from structure (Cashiers & Systems)  | (31)                     | (31)                                | (31)                                | (31)                                |                 |                             |    |
|         | <b>Finance</b> - Revise and reduce the structure of the Benefits Shared service thereby reducing MCC's annual contribution                        | (20)                     | (20)                                | (20)                                | (20)                                |                 |                             |    |
|         | <b>Finance</b> - Reduce the Sections budget for postage costs to reflect the planned shift to automation, email and self service through the web  | (6)                      | (6)                                 | (6)                                 | (6)                                 |                 |                             |    |
|         | <b>Finance</b> - Release savings from Security Carrier tender evaluation  | (10)                     | (10)                                | (10)                                | (10)                                |                 |                             |    |
| Page 64 | <b>Finance</b> - Cancel contract for folding machine maintenance to reflect reduced mail in 5.3 and planned moved to outsourcing of mail to Canon | (4)                      | (4)                                 | (4)                                 | (4)                                 |                 |                             |    |
|         | <b>Finance</b> - Savings in insurance fees and studies  | (30)                     | (30)                                | (30)                                | (30)                                |                 |                             |    |
|         | <b>Finance</b> - Cut the budget for consultancy across the Division   | (22)                     | (22)                                | (22)                                | (22)                                |                 |                             |   |
|         | <b>Finance</b> - Reduce the number of cases referred to external Enforcement Agents   | (5)                      | (5)                                 | (5)                                 | (5)                                 |                 |                             |  |
|         | <b>Finance</b> - Training budget internal audit   | (7)                      | (7)                                 | (7)                                 | (7)                                 |                 |                             |  |
|         | <b>Digital</b> - Reduction in Enterprise Agreement  | (13)                     | (13)                                | (13)                                | (13)                                |                 |                             |  |
|         | <b>Digital</b> - General reduction in laptop replacement budget   | (30)                     | (30)                                | (30)                                | (30)                                |                 |                             |  |

| <b>Disinvestment by Directorate 2017-18</b> |   | 2017/18 Budgeted Savings | Value of Saving forecast at Month 2 | Value of Saving forecast at Month 7 | Value of Saving achieved at Outturn | Delayed Savings | Savings deemed Unachievable YTD | Traffic Light based Risk Assessment   |
|---|---|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------|---------------------------------|---|
| REVENUE MONITORING 2017-18                  |   | £000                     | £000                                | £000                                | £000                                | £000            | £000                            | £000  |
|   | <b>Digital</b> - Specific Server virtual management software no longer required, using existing software to remove cost | (23)                     | (23)                                | (23)                                | (23)                                |                 |                                 |  |
|   | <b>Estates</b> - Removal of Assistant Markets Officer Post  | (23)                     | (18)                                |                                     | (23)                                | 0               |                                 |  |
|   | <b>Estates</b> - Community Development Officer - 3 to 2 days  | (7)                      | (3.5)                               |                                     | (7)                                 | 0.0             |                                 |  |
|   | <b>Estates</b> - Facilities Officer reduced hours   | (16)                     | (16)                                | (16)                                | (16)                                |                 |                                 |  |
|   | <b>Estates</b> - Savings from Solar Farm  | (9)                      | (9)                                 | (9)                                 | (9)                                 |                 |                                 |  |
| Page 65                                     | <b>People, HR</b> - Generate income from selling training   | (5)                      | (5)                                 | (5)                                 | (5)                                 |                 |                                 |  |
|   | <b>People, HR</b> - Stop producing paper payslips for schools and move to electronic payslips                           | (5)                      | (5)                                 | (5)                                 | (5)                                 |                 |                                 |  |
| <b>RESOURCES Budgeted Savings Total</b>     |   | <b>(266)</b>             | <b>(257)</b>                        | <b>(236)</b>                        | <b>(266)</b>                        | <b>0</b>        | <b>0</b>                        |   |

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

| Ref     | Appropriations                               | 2017/18 Budgeted Savings<br>£000 | Value of Saving forecast at Month 2<br>£000 | Value of Saving forecast at Month 7<br>£000 | Value of Saving achieved at Outturn<br>£000 | Delayed Savings<br>£000 | Savings deemed Unachievable<br>£000 | Traffic Light based Risk Assessment<br>£000 |
|---------|--|----------------------------------|---|---|---|-------------------------|-------------------------------------|---|
| Page 66 | MRP Supported borrowing                      | (1,536)                          | (1,536)                                     | (1,536)                                     | (1,536)                                     |                         |                                     |   |
|         | Headroom in appropriations                   | (12)                             | (12)  | (12)  | (12)  |                         |                                     |   |
|         | Solar Farm income                            | (160)                            | (160)                                       | (100)                                       | (100)                                       |                         | (60)                                |   |
|         | <b>APPROPRIATIONS Budgeted Savings Total</b> | <b>(1,708)</b>                   | <b>(1,708)</b>                              | <b>(1,648)</b>                              | <b>(1,648)</b>                              | <b>0</b>                | <b>(60)</b>                         |   |

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



**Appendix 2 – Individual Schools Reserves**

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

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

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

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

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

### Appendix 3 – Capital Slippage Analysis

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

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

Page 7 of 7

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



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

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

*Monmouthshire's Scrutiny Forward Work Programme 2018*

| <b>Strong Communities Select Committee</b> |  |   |  |                         |
|--|--|---|--|-------------------------|
| <b>Meeting Date</b>                        | <b>Subject</b>                               | <b>Purpose of Scrutiny</b>  | <b>Responsibility</b>                    | <b>Type of Scrutiny</b> |
| 12 <sup>th</sup> July 2018                 | <b>Public Open Forum Item</b>                | Discussion on a concern raised by a member of the public in advance of the Select Committee meeting,  | Chair and relevant Officer Roger Hoggins | Public Forum            |
|  | <b>Annual Performance reports 2017/18</b>    | Scrutiny of progress against the Council's well-being objectives set for 2017/18 and the monitoring of performance against national performance indicators. | Richard Jones                            | Performance Monitoring  |
|  | <b>Budget Monitoring Outturn Report</b>      | To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).                    | Mark Howcroft                            | Budget Monitoring       |
| 13 <sup>th</sup> September 2018            | <b>Heavy Goods Vehicles on country lanes</b> | To consider the implications of restricting HGV's with a view to developing a future policy.  | Paul Keeble/Roger Hoggins                | Policy Development      |
|  |  |   |  |                         |
| October 2018<br>TBC                        | <b>Traffic &amp; Road Safety</b>             | To present a strategy for dealing with traffic and road safety  | Paul Keeble                              | Policy Development      |
|  |  | To present the Speeding Management Process being worked upon by the Strong Communities Task and Finish Group) ~ following a public workshop.                | Roger Hoggins                            |                         |
| 15 <sup>th</sup> November 2018             |  |   |  |                         |

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

### Future Agreed Work Programme Items: Dates to be determined

- × **Highways Management Plan** ~ Paul Keeble
- × **Open Space Review** ~ review of open spaces and the prioritisation and management of highways ~ strategic review rather than operational.
- × **Gwent Refugees and Asylum Seekers** ~ progress report ~ Joint scrutiny with CYP Select
- × **Modern Day Slavery and Human Trafficking** ~ topic raised by the chair for in-depth scrutiny.
- × **Cremations and Burials**

**Emerging issues/topics to be raised with the committee before inclusion ~ some reports to be received by email for comment rather than in-depth scrutiny.**

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

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

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

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

|         |            |  |   |                           |            |            |
|---------|------------|--|---|---------------------------|------------|------------|
| Cabinet | 26/07/2018 | Chief Officer Annual Report  |   | Claire Marchant           |            |            |
| ICMD    | 25/07/2018 | Private Sector Housing Loan Schemes - Change of Terms  |   | Steve Griffiths           | 21/06/2018 |            |
| Cabinet | 25/07/2018 | Youth Enterprise   |   |                           | 20/06/2018 |            |
| Cabinet | 25/07/2018 | Borough Theatre  |   |                           | 20/06/2018 |            |
| Cabinet | 25/07/2018 | Events   |   |                           | 20/06/2018 |            |
| Cabinet | 25/07/2018 | Month 2 Budget Report  |   |                           | 20/06/2018 |            |
| Cabinet | 25/07/2018 | Care Home Fees   |   | Claire Marchant           | 14/06/2018 |            |
| ICMD    | 25/07/2018 | Care Homes Fees – Fair Rate for Care Exercise  | Cllr P Jones  | Nicola Venus- Balgobin    |            |            |
| ICMD    | 25/07/2018 | Housing Renewal Policy   |   | Ian Bakewell              | 17/05/2018 |            |
| ICMD    | 25/07/2018 | B&B Policy   |   | Ian Bakewell              | 17/05/2018 |            |
| ICMD    | 25/07/2018 | 'Disposal of land adjacent to A40 at Monmouth for highway improvements'  | DEFERRED from June  | Gareth King/Cllr P Murphy | 03/05/2018 | 13/06/2018 |
| Cabinet | 25/07/2018 | Budget Monitoring report - Month 2 (period 1)  | The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2018/19 financial year. | Joy Robson/Mark Howcroft  | 17/04/2018 |            |
| Cabinet | 25/07/2018 | The delivery of budget savings for 2018/19.  | To provide Cabinet with a level of comfort and reassurance around the delivery of Budget savings for 2108/19  | Peter Davies              | 15/04/2018 |            |
| ICMD    | 11/07/2018 | FLOOD and Water Management Act 2010 -  |   | Paul Keeble               | 22/06/2018 |            |
| ICMD    | 11/07/2018 | RECRUITMENT OF BSSG ADMIN OFFICER  |   | Christian Schmidt         | 22/06/2018 |            |
| ICMD    | 11/07/2018 | Workforce Update Report - Children's Services  | DEFERRED  | Claire Robins             | 07/06/2018 |            |
| Cabinet | 04/07/2018 | Disposal of Land between Llanishen and Trellech  | To declare approx 36 acres of land between  | Gareth King               | 15/06/2018 |            |
| Cabinet | 04/07/2018 | Care Leavers Report  |   | Ruth Donovan              | 07/06/2018 |            |
| Cabinet | 04/07/2018 | Restructure of attractions services in TLCY  |   | Tracey Thomas             | 07/06/2018 |            |
| Cabinet | 04/07/2018 | Review of ALN & Inclusion Services   | Cabinet to consider the results of the statutory consultation   | Debbie Morgan             | 25/05/2018 |            |
| Cabinet | 04/07/2018 | School Meal Debt Management  |   | Roger Hoggins             | 17/05/2018 |            |
| Cabinet | 04/07/2018 | Draft NEET Reduction Strategy  |   | Hannah Jones              | 08/05/2018 |            |
| Cabinet | 04/07/2018 | Inspire Programmes (Inspire2Achieve and Inspire2Work)  | DEFERRED  | Hannah Jones              | 08/05/2018 |            |
| Cabinet | 04/07/2018 | Welsh Church Fund Working Group  | The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2018/19, meeting 3 held on the 21st June 2018                            | Dave Jarrett              | 17/04/2018 |            |
| Cabinet | 04/07/2018 | Crick Road Business Case   | ITEM DEFERRED   | Colin Richings            |            |            |
| Cabinet | 04/07/2018 | The Knoll, Section 106 funding, Abergavenny  | DEFERRED from June  | Mike Moran                |            | 07/03/2018 |
| Cabinet | 04/07/2018 | Chippenham Mead Play Area  | DEFERRED from 6/6/18  | Mike Moran                |            |            |
| ICMD    | 27/06/2018 | REALLOCATION OF SECTION 106 FUNDING, MONMOUTH  |   | Mike Moran                | 08/06/2018 |            |
| ICMD    | 27/06/2018 | Definitive Map Modification Order Section 53 (C) (i) Wildlife & Countryside Act 1981 Restricted Byway (53-16) Great Panta Devauden |   | Paul Keeble/Cllr B Jones  | 31/05/2018 |            |

|         |            |   |   |                                |            |                                    |
|---------|------------|---|---|--------------------------------|------------|------------------------------------|
| ICMD    | 27/06/2018 | Planning advice charges for LDP candidate sites.  |   | Mark Hand                      | 24/05/2018 | Report deleted from Planner 7/6/18 |
| ICMD    | 27/06/2018 | Early help Duty and Assessment – Hierarchy Update – Service Manager                         |   | Claire Robins                  | 24/05/2018 |                                    |
| Council | 21/06/2018 | Corporate Parenting Strategy  |   | Claire Marchant                | 07/06/2018 |                                    |
| Council | 21/06/2018 | Plastic Free County   |   | Hazel Clatworthy               | 24/05/2018 |                                    |
| Council | 21/06/2018 | Joint Scrutiny of the City Deal   |   | Hazel Ilett                    | 30/04/2018 |                                    |
| Council | 21/06/2018 | Safeguarding Evaluative Report  |   | Claire Marchant                |            |                                    |
| ICMD    | 13/06/2018 | Housing Restructure   |   | Ian Bakewell                   | 17/05/2018 |                                    |
| ICMD    | 13/06/2018 | Re-fit Cymru programme  | To seek approval to enter into a contract with Local Partnerships to utilise their framework to access energy efficient technologies. | Deb Hill Howells/Phil Murphy   | 10/05/2018 |                                    |
| ICMD    | 13/06/2018 | Supporting People contract procurement  |   | Chris Robinson                 | 10/04/2018 |                                    |
| ICMD    | 13/06/2018 | Children with Disability - Hierarchy Update   |   | Claire Robins                  | 05/03/2018 | 15/02/2018 Report                  |
| Cabinet | 06/06/2018 | <a href="#">Twr Mihangel Section 106 Funding</a>  |   | Mike Moran                     | 18/05/2018 |                                    |
| Cabinet | 06/06/2018 | <a href="#">Section 106 Off-Site Play Contributions</a>                                     |   | Mike Moran                     | 18/05/2018 |                                    |
| Cabinet | 06/06/2018 | ADM Update  |   | Tracey Thomas                  | 18/05/2018 |                                    |
| Cabinet | 06/06/2018 | Proposed 25 year lease of Former Park Primary , Abergavenny, to Abergavenny Community Trust |   | Nicola Howells                 | 15/05/2018 |                                    |
| Cabinet | 06/06/2018 | Council Response to the LGR Green Paper   |   | Matt Gatehouse                 | 14/05/2018 |                                    |
| Cabinet | 06/06/2018 | Revenue and Capital Monitoring 2017/18 Outturn Forecast Statement                           | To provide Members with information on the outturn position of the Authority for the 2017/18 year.                                    | Mark Howcroft                  | 17/04/2018 | 09/03/2018                         |
| Cabinet | 06/06/2018 | Welsh Church Fund Working Group   | The purpose of this combined report is to make recommendations to Cabinet on the Schedule of  | Dave Jarrett                   | 17/04/2018 |                                    |
| Cabinet | 06/06/2018 | Corporate Parenting Strategy  |   | Jane Rodgers                   | 22/03/2018 |                                    |
| Cabinet | 06/06/2018 | Welsh Language Monitoring Report  | Moved to Strong Communities Select  | Alan Burkitt                   |            | 07/03/2018                         |
| Cabinet | 06/06/2018 | Kerbcraft Update  | DEFERRED from May   |                                |            |                                    |
| ICMD    | 23/05/2018 | Creation of an Asset Officer Post, Estates  |   | Deb Hill Howells/Cllr P Murphy | 03/05/2018 |                                    |
| ICMD    | 23/05/2018 | Letting of Penarth Farm, Llanishen  |   | Gareth King/Cllr P Murphy      | 03/05/2018 |                                    |
| ICMD    | 23/05/2018 | High Street Rate Relief Scheme for 2018/19  | To adopt the scheme of 2018/19 in accordance with Welsh Government Guidance   | Ruth Donovan                   | 26/04/2018 | 07/03/2018                         |
| ICMD    | 23/05/2018 | Proposed 30mph Speed Limit, Llandeenny Road, Llandeenny, Mill                               |   | Paul Keeble/Cllr B Jones       | 25/04/2018 |                                    |
| ICMD    | 23/05/2018 | Transfer to Torfaen - Assessment of free school meal entitlement for MCC                    |   | Nikki Wellington/Cllr Murphy   | 10/04/2018 |                                    |
| Council | 10/05/2018 | Strategic Asset Management Plan   |   | Peter Davies                   | 23/04/2018 |                                    |
| Council | 10/05/2018 | To agree update on the Safeguarding Policy  |   | Cath Sheen                     | 16/04/2018 |                                    |
| Council | 10/05/2018 | Local Development Plan Delivery Agreement   |   | Mark Hand                      | 11/04/2018 |                                    |
| Council | 10/05/2018 | Boundary Review   |   | John Pearson                   |            |                                    |
| ICMD    | 09/05/2018 | Rural Programmes Team – ICT and Finance Apprentice Post                                     |   | Michael Powell                 | 23/04/2018 |                                    |
| ICMD    | 09/05/2018 | GDPR Data Protection Policy   |   | Rachel Trusler                 | 20/04/2018 |                                    |
| ICMD    | 09/05/2018 | Trellech Speed Limits   |   | Paul Keeble                    | 18/04/2018 |                                    |
| ICMD    | 09/05/2018 | Civil Parking Enforcements  | Moved from Cabinet 11/04/18   | Paul Keeble                    | 13/04/2018 |                                    |



|         |            |  |   |                           |            |            |
|---------|------------|--|---|---------------------------|------------|------------|
| ICMD    | 09/05/2018 | PROHIBITION OF WAITING AT ANY TIME (CHAPEL ROAD, STANHOPE STREET, CANTREF ROAD, AVENUE ROAD, HAROLD ROAD) ABERGAVENNY            |   | Paul Keeble/Cllr B Jones  | 13/04/2018 |            |
| ICMD    | 09/05/2018 | Creation of fixed term Senior Planning Policy Officer Post for 3.5 years   |   | Mark Hand/Cllr Greenland  | 12/04/2018 |            |
| ICMD    | 09/05/2018 | Amendment to existing fixed term Senior Landscape and Urban Design Officer post to make it a permanent post.                     |   | Mark Hand/Cllr Greenland  | 12/04/2018 |            |
| ICMD    | 09/05/2018 | Creation of fixed term Apprentice Planner post (exact job title tbc)   |   | Mark Hand/Cllr Greenland  | 12/04/2018 |            |
| ICMD    | 09/05/2018 | Re-evaluation of Post of Lead - Community Improvement Supervisor   |   | Nigel Leaworthy           | 10/04/2018 |            |
| ICMD    | 09/05/2018 | Supporting People contract procurement   | DEFERRED TO 13 JUNE   | Chris Robinson            | 15/02/2018 |            |
| ICMD    | 09/05/2018 | Adoption of highway management plan including appointment of Highway Asset inspector and changes to Asset Planning Officer posts |   | Paul Keeble               |            | 09/03/2018 |
| Cabinet | 02/05/2018 | Adoption of Road Safety Strategy   |   | Paul Keeble               |            |            |
| Cabinet | 02/05/2018 | Social Justice Strategy  |   | Cath Fallon               |            |            |
| Council | 19/04/2018 | Bryn Y Cwm Change of name  |   | Matt Gatehouse            | 21/03/2018 |            |
| Council | 19/04/2018 | Council Diary 2018/19  |   | John Pearson              | 12/03/2018 | 12/03/2018 |
| Council | 19/04/2018 | Sale of old County Hall Site   |   | Roger Hoggins             | 16/02/2018 |            |
| Council | 19/04/2018 | Chief Officer Report CYP   |   | Will Mclean               | 25/01/2018 |            |
| ICMD    | 18/04/2018 | Communities for Work   |   | Hannah Jones              | 22/03/2018 |            |
| ICMD    | 18/04/2018 | Disposal of easement at Wonastow Road  |   | Ben Winstanley            | 14/03/2018 |            |
| Cabinet | 11/04/2018 | Tree Policy  |   | Roger Hoggins             | 19/02/2018 |            |
| Cabinet | 11/04/2018 | VAWDASV  |   | Joe Skidmore              | 08/02/2018 |            |
| Cabinet | 11/04/2018 | Disposal of County Hall  |   | Roger Hoggins             |            |            |
| Cabinet | 11/04/2018 | Welsh Church Fund Working Group  | The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 6 held on the 22nd February 2018.   | Dave Jarrett              |            |            |
| ICMD    | 28/03/2018 | Property Maintenance Framework Agreement   |   | Phil Kenney/P Murphy      | 06/03/2018 |            |
| ICMD    | 28/03/2018 | Children's Services Business Support Team - Hierachy Update  |   | Claire Robins             | 05/03/2018 |            |
| ICMD    | 28/03/2018 | Social Care & Health - Business Support Post   |   | Claire Robins             | 05/03/2018 |            |
| ICMD    | 28/03/2018 | Staffing Restructure of SCH Workforce Development Team   |   | Sian Sexton               | 05/03/2018 |            |
| ICMD    | 28/03/2018 | Operational Changes to Trading Standards   |   | Gareth Walters/Sara Jones | 27/02/2018 |            |
| ICMD    | 28/03/2018 | Section 106 Major Maintenance Capital for the repairs to the footbridge over the Gavenny at Penval.                              |   | Nigel Leaworthy           |            |            |
| Council | 19/03/2018 | City Deal Business Plan  |   | Paul Matthews             |            |            |
| Council | 19/03/2018 | LDP  |   | Mark Hand                 |            |            |
| ICMD    | 14/03/2018 | Future of Melin Private Leasing Scheme   |   | Ian Bakewell              | 15/02/2018 |            |
| ICMD    | 14/03/2018 | 2nd Phase Families Support Review  |   | Claire Marchant           |            |            |
| ICMD    | 14/03/2018 | Award Garden Waste Contract  |   | Carl Touhig               |            |            |
| ICMD    | 14/03/2018 | S106 Transport Projects  |   | Richard Cope              |            |            |
| Cabinet | 07/03/2018 | 2018/19 Education and Welsh Church Trust Funds Investment and Fund strategies  | To present to Cabinet for approval the 2018/19 Investment Fund Strategy for Trust Funds for which the authority acts as sole or custodian trustee for adoption and to approve the 2017/18 grant allocation to LA beneficiaries of the Welsh Church Fund | Dave Jarrett              |            |            |
| Cabinet | 07/03/2018 | Corporate Parenting Strategy   |   | Claire Marchant           |            |            |
| Cabinet | 07/03/2018 | EAS Business Plan  |   | Will Mclean               |            |            |

|         |            |   |  |                              |            |            |
|---------|------------|---|--|------------------------------|------------|------------|
| Cabinet | 07/03/2018 | Proposed changes to the schools mfunding formulafor the funding of building maintenance costs | To seek approval to reduce the funding of building maintenance costs for our new schools   | Nikki Wellington             |            |            |
| Cabinet | 07/03/2018 | Replacement document management system for revenues   |  | Ruth Donovan                 |            |            |
| Cabinet | 07/03/2018 | Review of Additional Learning Needs and inclusion services                                    | To seek cabinet approval to commence the statutory consultation process associated with proposed changes to ALN and Inclusion Services | Matthew Jones                |            |            |
| Cabinet | 07/03/2018 | Turning the World Upside Down   | DEFERRED   | Claire Marchant              |            |            |
| Cabinet | 07/03/2018 | Whole Authority Risk Assessment   |  | Richard Jones                |            |            |
| Council | 01/03/2018 | Treasury Strategy   |  | Peter Davies                 | 08/02/2018 |            |
| Council | 01/03/2018 | Approval of public service board well-being plan  |  | Matt Gatehouse               |            |            |
| Council | 01/03/2018 | Area Plan - Population Needs Assessment   |  | Claire Marchant              |            |            |
| Council | 01/03/2018 | Council Tax Resolution 2018/19  |  | Ruth Donovan                 |            |            |
| Council | 01/03/2018 | Pooled fund for care homes  |  | Claire Marchant              |            |            |
| Council | 01/03/2018 | Social Justice Policy   | ITEM DEFERRED  | Cath Fallon                  |            |            |
| Cabinet | 28/02/2018 | Borough Theatre   |  | Tracey Thomas                | 19/02/2018 |            |
| ICMD    | 28/02/2018 | Recruitment for Maternity Cover: Development Management Team                                  |  | Phil Thomas                  | 08/02/2018 |            |
| ICMD    | 28/02/2018 | Restructure of Mental health Social Work Staffing   |  | John Woods                   | 08/02/2018 |            |
| ICMD    | 28/02/2018 | Staffing Restructure of Adult Disability Service  |  | John Woods                   | 08/02/2018 |            |
| Cabinet | 28/02/2018 | Final Budget Proposals  |  | Peter Davies                 |            |            |
| ICMD    | 28/02/2018 | Charges in relation to the delivery of the auths private water supply responsibilities        |  | Huw Owen                     |            |            |
| ICMD    | 28/02/2018 | Fixed Penalty Notice charges for fly tipping offences   |  | Huw Owen/Sara Jones          |            |            |
| ICMD    | 28/02/2018 | Gypsy and Traveller Pitch allocation policy report  |  | Steve Griffiths              |            |            |
| ICMD    | 28/02/2018 | Re-designation of Shared Housing  |  | Ian Bakewell/Greenland       |            |            |
| ICMD    | 28/02/2018 | Removal of under 18 burial charges  |  | Deb Hill Howells             |            |            |
| Council | 15/02/2018 | Active Travel Plan and Civil Parking Enforcement  |  | Roger Hoggins                |            |            |
| Council | 15/02/2018 | Corporate Plan  |  | Kellie Beirne                |            |            |
| Council | 15/02/2018 | Pay Policy  |  | Sally Thomas                 |            |            |
| ICMD    | 14/02/2018 | All Wales Play opportunities grant  |  | Matthew Lewis/Cllr Greenland |            |            |
| ICMD    | 14/02/2018 | Development Management Enhanced Services proposals  |  | Phil Thomas                  |            |            |
| ICMD    | 14/02/2018 | Loan to Foster Carers   |  | Jane Rodgers                 |            |            |
| ICMD    | 14/02/2018 | Personal Transport Budgets  |  | Roger Hoggins                |            |            |
| ICMD    | 14/02/2018 | Public Health Wales Act - Intimate Piercing   |  | David Jones                  |            |            |
| ICMD    | 14/02/2018 | Residents only parking permit scheme Usk View, Merthyr Road, Abergavenny                      |  | Paul Keeble                  |            |            |
| ICMD    | 14/02/2018 | Usk in Bloom  |  | Cath Fallon                  |            |            |
| ICMD    | 08/02/2018 | Fixed Penalty Notice charges for fly tipping offences   |  | Huw Owen                     |            | 03/01/2018 |
| ICMD    | 31/01/2018 | Seasonal Garden Waste Collections   |  | Carl Touhig                  |            |            |
| ICMD    | 31/01/2018 | Staffing changes in Policy and Governance   |  | Matt Gatehouse               |            |            |
| Cabinet | 29/01/2018 | ADM   |  | Kellie Beirne                |            |            |
| Cabinet | 29/01/2018 | Corporate Plan  |  | Kellie Beirne                |            |            |
| Council | 18/01/2018 | Council Tax Reduction Scheme 2018/19  |  | Ruth Donovan                 |            |            |
| Council | 18/01/2018 | Response to Older Adults Mental Health Consultation   |  | Claire Marchant              |            |            |
| ICMD    | 17/01/2018 | Local Government (Wales) Act 1994 The Local Authorities (Precepts) Regulations 1995           |  | Joy Robson/Mark Howcroft     |            |            |
| ICMD    | 17/01/2018 | Supporting People Programme Grant Spendplan 2018-19   |  | Chris Robinson               |            | 03/01/2018 |
| ICMD    | 17/01/2018 | Trainee Accountant Regrade  |  | Tyrone Stokes                |            |            |

|         |            |  |  |                          |  |  |
|---------|------------|--|--|--------------------------|--|--|
| Cabinet | 10/01/2018 | 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 | 10/01/2018 | Chepstow Cluster - proposed distribution of Section 106 monies | To agree the distribution of section 106 to the cluster  | Nikki Wellington         |  |  |
| Cabinet | 10/01/2018 | Re-Use Shop at Ilanfoist Household Recycling Centre            |  | Roger Hoggins            |  |  |
| Cabinet | 10/01/2018 | Management of obstructions in the public highway               |  | Roger Hoggins            |  |  |
| Cabinet | 10/01/2018 | Welsh Church Fund Working Group                                | The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 5 held on the 14th December 2017                       | Dave Jarrett             |  |  |
|         |            |  |  |                          |  |  |
|         |            |  |  |                          |  |  |
|         |            |  |  |                          |  |  |
|         |            |  |  |                          |  |  |
|         |            |  |  |                          |  |  |
|         |            |  |  |                          |  |  |
|         |            |  |  |                          |  |  |
|         |            |  |  |                          |  |  |

This page is intentionally left blank