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Neuadd y Sir
Y Rhadyr
Brynbuga
NP15 1GA

Dydd Mercher, 3 Ionawr 2018

Hysbysiad o gyfarfod

Pwyllgor Craffu Cwmunedau Cryf

Dydd Iau, 11eg Ionawr, 2018 at 10.00 am
Neuadd Y Sir, Y Rhadyr, Brynbuga, NP15 1GA

AGENDA

**BYDD CYFARFOD CYN I AELODAU'R PWYLLGOR 30 COFNODION CYN I'R
CYCHWYN Y CYFARFOD**

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1.	Ymddiheuriadau am absenoldeb	
2.	Datganiadau o Fuddiant	
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6.	Adroddiad perfformiad-chwarter 2	9 - 14
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9.	Gwahardd y wasg a'r cyhoedd o'r cyfarfod yn ystod yr ystyriaeth o eitemau busnes a ganlyn ar y sail y maent yn cynnwys tebygol o ddatgelu gwybodaeth sydd wedi'i heithrio	201 - 202
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13.	Cadarnhau dyddiad ac amser y cyfarfod nesaf	

Paul Matthews

Prif Weithredwr

CYNGOR SIR FYNWY

MAE CYFANSODDIAD Y PWYLLGOR FEL SY'N DILYN:

Cynghorwyr Sir:

J.Pratt
A. Webb
A.Davies
L.Dymock
L.Jones
R.Roden
L. Guppy
V. Smith
A. Easson
S. Jones
S.B. Jones

Gwybodaeth Gyhoeddus

Mynediad i gopïau papur o agendâu ac adroddiadau

Gellir darparu copi o'r agenda hwn ac adroddiadau perthnasol i aelodau'r cyhoedd sy'n mynychu cyfarfod drwy ofyn am gopi gan Gwasanaethau Democrataidd ar 01633 644219. Dylid nodi fod yn rhaid i ni dderbyn 24 awr o hysbysiad cyn y cyfarfod er mwyn darparu copi caled o'r agenda hwn i chi.

Edrych ar y cyfarfod ar-lein

Gellir gweld y cyfarfod ar-lein yn fyw neu'n dilyn y cyfarfod drwy fynd i www.monmouthshire.gov.uk neu drwy ymweld â'n tudalen Youtube drwy chwilio am MonmouthshireCC. Drwy fynd i mewn i'r ystafell gyfarfod, fel aelod o'r cyhoedd neu i gymryd rhan yn y cyfarfod, rydych yn caniatáu i gael eich ffilmio ac i ddefnydd posibl y delweddau a'r recordiadau sain hynny gan y Cyngor.

Y Gymraeg

Mae'r Cyngor yn croesawu cyfraniadau gan aelodau'r cyhoedd drwy gyfrwng y Gymraeg neu'r Saesneg. Gofynnwn gyda dyledus barch i chi roi 5 diwrnod o hysbysiad cyn y cyfarfod os dymunwch siarad yn Gymraeg fel y gallwn ddarparu ar gyfer eich anghenion.

Nodau a Gwerthoedd Cyngor Sir Fynwy

Cymunedau Cynaliadwy a Chryf

Canlyniadau y gweithiwn i'w cyflawni

Neb yn cael ei adael ar ôl

- Gall pobl hŷn fyw bywyd da
- Pobl â mynediad i dai addas a fforddiadwy
- Pobl â mynediad a symudedd da

Pobl yn hyderus, galluog ac yn cymryd rhan

- Camddefnyddio alcohol a chyffuriau ddim yn effeithio ar fywydau pobl
- Teuluoedd yn cael eu cefnogi
- Pobl yn teimlo'n ddiogel

Ein sir yn ffynnu

- Busnes a menter
- Pobl â mynediad i ddysgu ymarferol a hyblyg
- Pobl yn diogelu ac yn cyfoethogi'r amgylchedd

Ein blaenoriaethau

- Ysgolion
- Diogelu pobl agored i niwed
- Cefnogi busnes a chreu swyddi
- Cynnal gwasanaethau sy'n hygyrch yn lleol

Ein gwerthoedd

- **Bod yn agored:** anelwn fod yn agored ac onest i ddatblygu perthnasoedd ymddiriedus
- **Tegwch:** anelwn ddarparu dewis teg, cyfleoedd a phrofiadau a dod yn sefydliad a adeiladwyd ar barch un at y llall.
- **Hyblygrwydd:** anelwn fod yn hyblyg yn ein syniadau a'n gweithredoedd i ddod yn sefydliad effeithlon ac effeithiol.
- **Gwaith tîm:** anelwn gydweithio i rannu ein llwyddiannau a'n methiannau drwy adeiladu ar ein cryfderau a chefnogi ein gilydd i gyflawni ein nodau.

Public Document Pack **Agenda Item 4**

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of Strong Communities Select Committee held
at on Thursday, 16th November, 2017 at 10.00 am**

PRESENT: County Councillor J.Pratt (Chairman)

County Councillors: A.Davies, L.Dymock, L.Jones, R.Roden,
L. Guppy, V. Smith and A. Easson

OFFICERS IN ATTENDANCE:

Roger Hoggins	Head of Operations
Mark Cleaver	Environmental Officer
Susan Parkinson	Education And Awareness Officer
Rebecca Blount	Education And Awareness Officer
Mark Howcroft	Assistant Head of Finance
Paula Harris	Scrutiny/Democratic Services Officer

1. Apologies for absence

County Councillor A. Webb and Hazel Ilett.

2. Declarations of Interest

County Councillor A. Davies declared a personal, non-prejudicial interest in respect of item 7 and the petition Church Road High Risk Traffic Chaos – Church Road, Caldicot.

3. Open Public Forum

There were no members of the public present to address the committee.

4. To confirm minutes of the previous meeting held on the 28th September 2017

The minutes of the Committee were confirmed and signed by the Chairman.

5. Action list

County Councillor V. Smith raised concerns regarding the answers provided by People Services and asked as the questions were raised at a public meeting, the answers should be made available to the public, not just via email to County Councillors only.

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It was asked how a Member could contribute to the setting of the Council budget and we were advised that Mark Howcroft would be happy to meet with Elected Members to discuss ideas and concerns.

County Councillor A. Easson requested that funeral and burials were added to the work programme. In answer to this the Head of Operations advised the Committee he will ask the Head of Service to prepare a paper on this.

6. Re-use Scheme at Civic Amenity Sites

Context:

To update members of the Select Committee on the progress towards the establishment of a Re-use shop at Llanfoist HWRC and the proposed operational management model.

Key Issues:

3.1 Waste and Street Services carry out bi-annual satisfaction surveys of waste services and consult with residents on areas they would like to see improvements.

3.2 A specific resident's survey* was undertaken at Llanfoist HWRC in 2015.
98% of residents interviewed believed that a re-use shop was a good idea.
90% said that they had seen items in the skips that could have been re-used.
96% of residents said they would have items to donate to a re-use shop.
78% said they would occasionally buy items from a re-use shop. (*50 interviewed)

A successful re-use shop will establish the idea that HWRCs are no longer tips and dumps but places where re-use and recycling are the primary focus.

With procurement underway for the Transfer Stations and HWRCs, an onsite Re-use shop will be an additional and complimentary facility that can be achieved in tandem with the new contract.

Re-use shops on HWRCs are well established throughout the UK and the scale of operation and structure varies dramatically. Some shops are operated directly by the same council or contractors that manage the HWRC sites, whilst others are operated by SMEs, charities and community organisations.

Regardless of operational structure, they all have a common goal which is to turn waste into a valuable resource. Preventing good re-usable items from being disposed of. Returning items back into the economy - to be used again. Re-use shops can create new wealth and are a very tangible element of the circular economy. With a collaborative approach, they can be innovative and supporting of a diverse community, providing paid and volunteer career opportunities.

Appendix 1 describes in greater detail some of the operating models both locally and nationally and the proposed management structure for consideration.

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Member Scrutiny:

Members applauded the scheme and appreciated the service offered but asked if there was any profit being made for Monmouthshire County Council.

In respect of resources, a Member asked about the Environmental Sustainable Development Grant, we were told that it is currently used to fund recycling and special projects including dog fouling and the reuse shop.

A Member welcomed the scheme and despaired of perfectly good items currently being thrown away.

In regard to publicising the scheme Members recommended Officers used all means at their disposal to ensure its success.

The Homemakers criteria was questioned as it was felt that their current criteria was not open enough to those in need. We were advised that the reuse shop would be completely separate to Homemakers current work.

Members asked if a delivery/collection scheme would be available to residents who cannot drive.

A Member spoke of a post war year when people were more reluctant to throw things away, it was felt there has been a change of culture and today's throwaway society was much too wasteful.

It was asked if we were in a position to sell items which required PAT testing and were advised at this time there are no plans to reuse electrical items.

A local Member for Caldicot suggested using one of the empty shops in Caldicot town centre to run a pop up shop selling reused items with Caldicot Town Team support.

The Members pointed out that it was essential that Viridor staff working at the recycling centres were trained in approaching residents for items for the shops and that there is a clear procedure in place for staff to follow.

A Member spoke of residents support for this scheme and hoped that the residents of Monmouthshire will use it.

A point was made by a Member that it is not necessarily about profit, but ensuring items are used again and not taken to landfill.

A Members spoke of a visit made to a landfill site which shocked her with the sheer volume of waste of items which could be reused.

It was felt that people facing hardship and those on low incomes would be able to benefit from the items on sell in the shop.

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Committee's Conclusion:

Members applauded the scheme and support the further development of the business model. Members were keen to see serviceable items reused rather than sent to landfill. As part of our wellbeing strategy for our future generations, the responsibility lies with Monmouthshire County Council to be proactive with waste.

The Committee asked to receive regular 3 or 6 monthly updates on the scheme, with the results of the one year trial coming back to the Committee in Autumn 2018 along with plans to further develop the scheme.

7. Tree Maintenance Approach

Context:

To present to the Select Committee a draft of a new Monmouthshire County Council Tree Policy

Key Issues:

Over the past few years, a range of factors has led to the County Council response to managing its tree stock to become out of date and not fit for purpose. Factors include;

- Cuts to funding - changes in staff and structures has led to a fragmentation in responsibilities for trees decision-making process.
- Cuts to funding - Proactive inspections and maintenance has all but gone leading to an increase in risk and potential future workloads and costs.
- Lack of written process/policies - changes in structures and job roles and natural turnover in staff has meant that historic knowledge of council operations and behaviours has been partially lost and without clarity or process and policies, decisions are not consistent.
- The introduction of the My Council Services CRM system has made it easier for residents to contact us regarding all issues including those related to trees. This has led to an increased workload.
- Changes in our understanding of the value of trees in our rural and urban environments and the benefits they bring to our society and economy prompts us to think differently about how we care for our trees.
- New legislation relating to the natural environment and the wellbeing of future generations requires us to re-appraise our management of our natural assets.

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Given the above, it is clearly time for a policy refresh to ensure that we provide up to date, fair and consistent service to our residents. To ensure that our service response to residents is efficient and that our decisions and actions are transparent and can be held to account, it is also necessary to update our outward facing documentation that explains how and why we are managing our trees and what the level of service they can expect when issues/concerns are raised.

With respect to how we approach this review, in an ideal world we would start with a wider review of our open spaces and natural assets as, in the same way our understanding of trees has improved, so has our wider understanding and approach to managing open spaces and natural assets of which trees are a part. A new tree policy would then, therefore, nest under, and align to, a broader Green Infrastructure Strategy. However, given the lack of clarity and consistency in our current service provision relating to tree safety, it is expedient to deal with the tree policy with regard to our reactive tree management in the first instance and give due regard to potential forthcoming views on the wider environment. Therefore, it is proposed that the tree policy be approached in three stages:

1. Production of a Tree Policy outlining our level of service with regard to the reactive management of trees.
 2. Production of a proactive strategy for managing trees to ensure that potential tree related risks and future costs are mitigated
 3. Incorporation of wider tree related issues in a new Green Infrastructure Strategy
- The Tree Policy outlines our actions in response to residents' concerns about trees and therefore requires the support and agreement from members.

The tree Policy has been produced in consultation between Waste and Street Services (responsible for the parks, gardens and verges) Highways, (responsible for Highways related tree enquiries) Leisure (responsible for trees in country parks and rights of way), Estates (responsible for trees in cemeteries and other areas of the county land holding). Comments have also been taken from Health and Safety, Legal Services and Insurance Section. The policy has been benchmarked against other Welsh

Member Scrutiny:

A Member raised concerns about the section of the report regarding 'works not undertaken by Monmouthshire County Council' and spoke of the impact trees can have on mental wellbeing which can be adversely affected by light removal due to tree growth. The Member felt that there should be some flexibility in this area if residents are willing to pay privately for pollarding.

The wish to preserve our trees for future generations was welcomed by the Committee and praised Officers for their excellent and prompt service in their ward.

The increase in demand was commented upon with Members of the Committee questioning if this was sustainable without additional resources.

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A Member questioned how often landowners were served with demands to maintain their hedges and verges and were told that a written response would be provided.

(ACTION RH)

It was asked if Monmouthshire County Council would provide a service for residents willing to pay for our services privately and were told that we would not be willing to do so.

In regard to the right to light, a Member quoted the Right to Light Act 1959 which states if a property has received uninterrupted light for twenty years, the resident does have recourse if the right to light is lost.

A Member asked for a training booklet to help them to direct residents to the correct department.

A Member commented on the report stating there are no resource implications and asked if this is a true statement given the volume of work which needs to be carried out.

Committee's Conclusion:

Members noted the report and Provided Officers with comments on the proposals for the Tree Policy prior presentation to Cabinet for approval.

It was felt that trees are an invaluable asset to our County and that we should do all we can to avoid losing trees. Members also commented that wherever possible the impact of the trees must make a positive impact on people's wellbeing.

8. Receive 2 Petitions

The committee received two petitions;

1. Church Road High Risk Traffic Chaos – Church Road, Caldicot

County Councillor Alan Davies initiated the petition and has grave concerns for the safety of residents, especially the children that attend the local school.

There has been instances of the road being gridlocked with Police attending on a regular basis.

In response the Head of Operations told the committee that they have looked at this issue previously to attempt to reduce the level of traffic. Previous options have not been progressed to date.

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He advised that he will ask his team to look at the issue again and will report back to the local Elected Member with a response.

2. Petition for road safety measures on A40 Raglan bypass

This petition has been presented to the County Council, however it is a trunk road and the Head of Operations will write to Welsh Government to advise them of the petition, reinforced by the local and Cabinet Member. **(ACTION RH)**

Members were in agreement that this letter should be sent as a priority and asked that a copy of the letter is distributed to the committee.

9. To exclude the press and public from the meeting during the consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information

10. Partnerships in Waste: Anaerobic Digestion

Context:

The Committee received a report from the Head of Operations regarding the HoV Food Waste Procurement – Evaluation of Invitation to Submit Initial Tenders & Identification of Preferred Bidder

Key Issues:

These were outlined by Officers.

Member Scrutiny:

Members scrutinised the report.

Committee's Conclusion:

Members commended Officers for their work and supported the recommendations in the report although some concerns regarding the tender process which will be followed up by Officers.

11. Strong Communities forward work programme

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Members noted the work programme and asked that cemeteries and burials was added for a future meeting.

12. Cabinet & Council forward work programme

Members noted the Cabinet & Council forward planner.

13. Confirm the date and time of next meeting 4th January 2017

The meeting ended at 12.30pm

SUBJECT: Performance report 2017/18

MEETING: Strong Communities Select Committee

DATE: 11th January 2018

DIVISIONS/WARDS AFFECTED: All

1. PURPOSE

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

2. RECOMMENDATIONS

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

3. KEY ISSUES

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

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

4. REASONS:

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

5 RESOURCE IMPLICATIONS

5.1 None

6 EQUALITY, SUSTAINABLE DEVELOPMENT AND CORPORATE PARENTING IMPLICATIONS

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

7. AUTHORS:

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Telephone: 01633 740733

Appendix 1 - National Performance Indicators 2017/18

Ref	Measure	2013/14	2014/15	2015/16	2016/17	2017/18 Six Months	2017/18 Target	Progress against target	2016/17 Quartile	Trend	Comments
PAM/001	Number of working days lost to sickness absence per employee	N/A	9.8	11.6	11.5	9.2	10.8	✓	Bottom	↑	This is a projected rate for the year based on data in the first six months of 2017/18. Work in priority areas for attendance management has continued to be progressed. In 2016/17 the sickness rate saw a minor decrease with an average of 11.5 working days/shifts per full-time equivalent (FTE) employee lost due to sickness absence. At Q2 2017/18 the projected rate for the year is 9.18 (at Q2 last year the rate was projected at 10.02) trends indicate the rate is likely to increase during the winter months. Work continues to ensure accurate and timely reporting of sickness information which may also increase the annual sickness rate.
N D	Number of working days lost to sickness absence Average number of employees	N/A N/A	25,931 2,637	29,753 2,568	28,784 2,513	22,918 2,498					
PAM/002	Percentage of people that agree their local council provides high quality services	63	57	Not Completed	51	Annual	Not set	n/a	n/a	n/a	This is based on data collected as part of the National Survey for Wales annually. The survey was revised for 2016/17, although it has been highlighted that performance should still be comparable over time. The survey covers a range of subject areas including people's views of public services and wellbeing in their local area. The sample size can impact on the precision of the results when broken down to local areas. For example 2016/17 Monmouthshire data is based on a margin of error that is "least precise".
PAM/010	Percentage of streets that are clean	99.4	99.4	99.1	99.2	97.5	95	✓	Top	↓	The high level of cleanliness is being maintained in line with the target
N D	Number of streets that are clean Number of inspections	477 480	525 528	523 528	524 528	234 240					
PAM/011	Percentage of fly tipping incidents cleared in 5 days	95.98	97.71	96.68	98.28	97.78	98.5	✘	Top	↓	Performance on fly tipping clearance has been maintained.
N D	Number of fly tipping incidents cleared in 5 days Number of fly tipping incidents recorded	406 423	299 306	291 301	400 407	219 224					

Ref	Measure	2013/14	2014/15	2015/16	2016/17	2017/18 Six Months	2017/18 Target	Progress against target	2016/17 Quartile	Trend	Comments
PAM/016	Number of library visits per 1,000 population	7,270	7,434	7,478	7,262	3,012	7,216	n/a	Top	n/a	Six Month data 2017/18 is provisional as further digital visitor data is still being collated, this is therefore lowering visitor numbers at this stage. Since the launch of the hubs physical visits continue to increase, in 2016/17 virtual visits dropped. The trend in switching to digital approaches to meet customer service needs suggests an increase in digital use would be expected. During 2017/18 web pages have been refreshed to make them more user friendly. A further review will take place at the end of the year to analyse the impact of this. During the first 6 months of the year the service has also switched to an all wales Library Management System.
N	Number of library visits	666,316	684,640	690,470	671,533	279,668					
D	Total population	91,659	92,100	92,336	92,476	92,843					
PAM/020	Percentage of A roads in poor condition	3	2.6	2.3	2.1	Annual	3	n/a	Top	n/a	A significant length of part of the A road network could not be surveyed in 2016/17 due to maintenance works being undertaken. 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	3	2						
D	Kilometres of A roads surveyed	108	109	109	95						
PAM/021	Percentage of B roads in poor condition	5.3	5.3	5.1	4.3	Annual	5	n/a	Lower Middle	n/a	B roads have had some resurfacing undertaken on them which would contribute to the improvement in condition. 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 B roads classified as in poor condition is below 5%.
N	Kilometres of B roads in poor condition	16	16	15	13						
D	Kilometres of B roads surveyed	293	293	296	296						

Ref	Measure	2013/14	2014/15	2015/16	2016/17	2017/18 Six Months	2017/18 Target	Progress against target	2016/17 Quartile	Trend	Comments
PAM/022	Percentage of C roads in poor condition	14.2	13.4	12.3	8	Annual	15 (to be reviewed)	n/a	Upper Middle	n/a	C roads have seen the biggest 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 once further data is validated. 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
N	Kilometres of C roads in poor condition	65	76	81.5	47						
D	Kilometres of C roads surveyed	458	567	665	584						
PAM/023	Percentage of food establishments that meet food hygiene standards	91.2	93.9	93.8	95.12	96.3	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	922	962	964	974	1013					
D	Number of food establishments	1011	1024	1028	1024	1051					
PAM/030	Percentage of waste reused, recycled or composted	62.94	63.21	61.87	68.72	68.03	64	✓	Top	↓	Q2 2017/18 data is provisional. The recycling rate increased in 2016/17 largely due to the continued cooperation of residents along with a few other factors including energy recovery of all of Monmouthshire's residual household waste at an energy-from-waste plant. Amendments to the classification of wood recycling for 2017/18 is likely to impact on the Council's recycling performance, the target has been set to reflect this potential decrease. It should also be noted that the annual recycling percentage is likely to decrease in the last six months of the year because the collection of compostable garden waste reduces during the winter.
N	Tonnage of waste reused, recycled or composted	29,827	31,025	30,925	33,596	17,852					
D	Tonnage of waste collected	45,962	49,084	50,096	48,884	26,241					
PAM/031	Percentage of waste sent to landfill	34.23	18.06	13.15	0.85	0.40	2	✓	Top	↑	Q2 2017/18 data is provisional. The landfill rate has continued to decrease due to the continued use of energy from waste. At quarter 2, 31% of waste was used for heat and power.
N	Tonnage of waste sent to landfill	15,735	8,867	6,582	416	104					
D	Tonnage of waste collected	45,962	49,084	50,096	48,884	26,241					

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REPORT

SUBJECT: SEASONAL GARDEN WASTE COLLECTION

MEETING: Strong Communities Select Committee

DATE: 11th January 2018

DIVISION/WARDS AFFECTED: Countywide (but limited to customer base of 12,000 households)

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1. PURPOSE

This report seeks approval to alter the garden waste collection service from 12 months to 9 months from April 2018. This will take into account the seasonal nature of garden waste and align the costs of collection to income generated.

2. RECOMMENDATIONS

2.1 To approve the move to seasonal garden waste collections March 1st to November 30th.

2.2 To agree the £40,000 budget saving in 2018/19.

2.3 To agree to maintain the current price of £18 per permit.

3. KEY ISSUES

The collection of garden waste is non-statutory duty and the Council have made a charge for this service since 2013. The Council is able to recover the full costs of collection and administration of the service but not treatment and disposal.

Garden waste is co-collected with food waste at present but changes in contractual arrangements for treatment for food and garden waste mean that this can no longer continue. From April 2018 the garden waste trucks will only pass customers houses and will no longer need to drive door to door. This standalone service allows us to accurately predict costs of delivering the service based on the existing customers and will also allow us to offer a seasonal service.

The charges for the provision of the service have risen from £8 to £18 over the last five years. The proposed charge for 2018/19 agreed through Fees and Charges Report is £18.45.

The increased cost for 2017/18 saw the largest number of complaints and biggest reduction in service uptake since the scheme began. Many customers suggested a seasonal service would be better than the 28% increase in costs and that any future increases should be in line with standard council indexation.

There is a substantial drop in usage of the service during the winter months and anecdotal evidence suggests this could be as low as 10% weekly set out rate from December to March. Torfaen and Newport operate a seasonal collection service for garden waste and report no additional issues of flytipping or increased usage of household waste recycling centres during this period.

A programme of work was designed with systems, contact centre, hub staff and customers in mind so that we can alleviate the pressure of trying to renew or register circa 12000 customers. Last year the contact centre had restricted leave during the renewal period, average handling times of 8 minutes, (maximum was 58 minutes) and approximately 200 calls per day to try and manage. Two additional agency staff were paid for from Waste and Street Services budget over the busiest period.

This year our aim is to contact existing customers in batches from the end of January which allows us 2 weeks per batch, ahead of April new permit period. We have reduced the agency staff requirement based on the plans to batch renew customers and are only looking for one additional agency staff and are working closely with contact centre and hubs to try and manage the demand. We have both listened to customer feedback, and made changes to try and alleviate the pressures that sending 12,000 renewals out at one time have caused in previous years.

4. REASONS

A seasonal garden waste collection service not only offers budget savings but allows for full cost recovery of the service without substantially increasing the costs to customers.

Usage of the service drops in winter and is less likely to affect the customer base than increasing costs.

The environmental and carbon benefits from composting would be negatively offset by operating a collection service when there is little or no garden waste being collected.

5. RESOURCE IMPLICATIONS:

Table 1 shows difference in costs between 12 months and 9 months service. Table 2 shows the projected income difference between a 12 month and 9 month service.

Table 1

Full Year 2018/19	26t	van	Seasonal 18/19	26t	van
Vehicle hire	£93,600	£5,200	Vehicle hire	£70,200	£5,200
Agency driver	£52,172	£22,798	Agency driver	£39,129	£17,099
Agency loaders (driver+2 9mths- driver+1 3mths)	£79,793		Agency loaders (driver+2)	£68,394	
Fuel	£60,902	£7,020	Fuel	£45,676	£5,265
Permits	£30,000		Permits	£30,000	
Bags	£20,000		Bags	£20,000	
Administration	£42,000		Administration	£42,000	
total	£413,485			£342,963	
Difference	£70,522				

Table 2.

Full Year Income 18/19			Seasonal Income 18/19	
19,700 permits @ £18.45	£363,465		18,500 permits @ £18	£333,000

As can be seen from the tables above there is a potential saving of £70,522 in delivering a seasonal garden waste service but this is partly offset by £30,465 reduction in income, giving a cashable saving of £40,057.

To recover full service costs and maintain a 12 month service (allowing for the same drop in customer numbers) the cost per permit would need to be £22.35.

This shows that there would need to be an increase of 24% in permit price (or a perceived reduction of 25% in service provision) to obtain full cost recovery.

There is still a small subsidy to provide the service of £9,963 but this may be reduced slightly if the drop in customer base is less than anticipated.

6. OPTIONS APPRAISAL AND EVALUATION PROCESS:

Due to the short timescale of producing alternative budget proposals the options appraisal and evaluation process was limited to 4 options.

Do nothing –

Increasing the costs for permits to £18.45 does not provide any budget savings or offer the opportunity to recover full costs for provision of service.

Recover full costs for 12 month service –

Tables 1 and 2 show that to recover full service costs and maintain a 12 month service (allowing for the same drop in customer numbers as 2017/18) the cost per permit would need to be £22.35. This shows that there would need to be an

increase of 24% in permit price. Given the number of customers that did not renew after the 2017/18 increase in costs of 28% this option was not taken forward.

Reduce service to 8 months and reduce permit cost to £17–

A reduction of service to 8 months (March to October) with a slight reduction in permit cost would recover full costs of service but does not reflect the longer growing season and leaf fall that occurs in November. As such this option was not progressed.

Wheeled bins –

Fortnightly collections using wheeled bins could offer the greatest number of benefits in service efficiency both in costs and Health and Safety but needs careful planning and consultation with residents, Members and staff. This option will be modelled during 2018/19 and brought back through Strong Communities if it shows substantial savings and stakeholder buy-in

7. FUTURE GENERATIONS and EQUALITY ASSESSMENT:

Well-being and Future Generations Assessment




<p>Name of the Officer Carl Touhig, (Interim) Head of Waste & Street Services Phone no: 07580362121/ 01633 644135 E-mail: carltouhig@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal Seasonal garden waste collections</p>
<p>Name of Service Waste & Street Services</p>	<p>Date Future Generations Evaluation October 2018</p>



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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Provides jobs, generates income for the Council and reduces costs for the public purse	Continue to review service delivery to ensure it meets the needs of the customers. Budget savings of £40,000 are likely to be achievable in 1 st year but this will reduce in subsequent years as opportunity to offload hire vehicles may not be available.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Large scale composting through collections services provide high quality compost and reduces individual journeys to Household waste recycling centres	Ensure future seasonal variations reflect the changing growing season
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	n/a	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Collecting garden waste and providing a low cost helps reduce flytipping of garden waste	Continue to monitor communities for flytipping
A globally responsible Wales Taking account of impact on global wellbeing when considering local social, economic and environmental wellbeing	The proposal is strongly linked to Wales global goals of becoming a circular economy nation where resources are maximized and our global footprint is reduced	Continue to look for opportunities to reduce our global footprint
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	n/a	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Provides jobs and allows residents the opportunity to dispose of waste more responsibly. Only makes charges for people who use the service and reduces pressure on public purse for education and	Continue to provide a service for those that require it and charge accordingly to recover direct costs only.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	social care	

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term for the future</p> <p>Balancing short term need with long term and planning</p>	Collection of garden waste provides jobs, delivers high quality soil improver, reduces carbon from individual journeys.	The collections vehicles will no longer pass every property and will only travel between customers in a more direct route.
 <p>Collaboration objectives</p> <p>Working together with other partners to deliver</p>	Continue working with local farmer for processing material.	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	Discussions with stakeholders going forward to ensure the service meets customer needs and reflects the changes in growing season	

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>This whole change is about making things better and creating a fairer and more equitable world where resources are maximized</p>	
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Providing sustainable jobs in the service. Treating waste to reducing the environmental impact and produce high quality soil improver Generation of income from waste on a fair and equitable basis – only making a charge for residents that require the service.</p>	<p>Reduces carbon impact of operating service all year when there is little or no waste to be collected</p>

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	There are no protected characteristic impacts with this proposal.		
Disability			
Gender reassignment			
Marriage or civil partnership			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	The proposals do not affect individuals and thereby do not affect or impact on the Council's corporate parenting and safeguarding duties.		
Corporate Parenting			

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

Review of costings of service provision. Benchmarking with neighbour authorities that provide seasonal services

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

Options were reviewed as part of this process, a review by Strong Communities will inform future development of this proposal

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
If proposal is accepted we will engage with customer base and fully explain decisions and process	February 2018	WSS	Retained customer base is reported through SIP

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

The impacts of this proposal will be evaluated on:	Continue to monitor customer retention and flytipping of garden waste if applicable
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SAFEGUARDING ASSESSMENT:

There are no safeguarding implications associated with the recommendations within this report.

7. CONSULTEES:

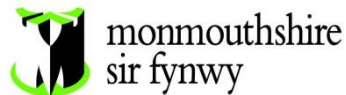
Cllr Bryan Jones Cabinet Member.

8. BACKGROUND PAPERS:

9. AUTHOR

Carl Touhig (Interim) Head of Waste and Street Services

CONTACT DETAILS: cartouhig@monmouthshire.gov.uk



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

MEETING: STRONGER COMMUNITIIES SELECT

DATE: 4th January 2018

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

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

2. RECOMMENDATION (to be undertaken by Select Committee):

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

2 RECOMMENDATIONS: (presented to Cabinet 22nd Nov)

- 2.2 That the budget assumptions outlined in paragraphs 3.11 to 3.16 in the report are agreed and updated during the budget process should better information become available.
- 2.3 That Cabinet acknowledges the draft response to the Welsh Government on the provisional settlement (Appendix 3).
- 2.4 That Cabinet approves that the consultation period and opportunity to present alternative proposals ends on 31st January 2018.
- 2.5 That the budget process (as outlined in paragraphs 3.6 onwards) is adopted including member budget scrutiny and consultation conducted with select Committees and consultation with JAG, schools budget forum and other relevant fora
- 2.6 That Cabinet approves the release of the draft budget savings proposals for 2018/19 for consultation purposes.

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

3. KEY ISSUES:

Background

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

challenges and risks it faces. Reserves should not be used to plug the funding gap and fund on going expenditure, they are needed to help with one off costs to invest and transform services so that they can operate within a reduced financial envelop. Having clearer protocols and responsibility assigned can help to ensure the return from the use of reserves in the future is maximised.

Medium Term Financial Plan Context - Budget Assumptions

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

Inflation Indicators

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

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

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

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

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

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

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

3.16 What is clearly shown in the table above is that there will be a significant gap in the MTFP to find. It should be noted that this is the gap at this moment in time and as further information comes to light, this will be taken into account and may alter the figures. At the moment £14 million will be a working target until more information becomes available.

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

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

Links to Vision and Priorities

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

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

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

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

Proposal	Link to Priority Areas	Link to Whole Authority Risk assessment
Schools budgets continue to have regard for cash flat line considerations	During the initial modelling it was noted that £288k pressure has been acknowledged in addressing new ALN responsibilities and school exam pressures. There are conversely £487k savings, resulting in a net saving from CYP of £199k. Cabinet have requested that MTFP modelling includes the effect of schools pay award (1%) with an anticipated cost of £387k, to model investments exceeding savings.	Budget proposals are mindful of the risk in the register around children not achieving their full potential

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

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

Purpose	Building Sustainable and Resilient Communities	
Our aspiration is to:	Reduce inequalities between communities and within communities Support and protect vulnerable people Consider our impact on the environment	
Our Well-being Objectives are:	<i>People / Citizens</i>	<i>Place / Communities</i>
	Provide children and young people with the best possible start in life	Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change
	Respond to the challenges associated with demographic change	Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.

Provisional settlement

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

3.26 Currently, summary identified pressures within the MTFP include,

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

Further detail is supplied in Appendix 4.

- 3.27 Other potential pressures which have not yet been factored in are currently being assessed. The budget is being prepared on an incremental basis, so it doesn't automatically presume continued funding of any initiative after its reserve funding has expired, or any new additions, so for instance currently it doesn't include any allowance yet for any net costs resulting from member consideration of Leisure, Culture and Tourism outsourcing proposals, any tranche B Future schools financing assumptions, or any borrowing presumption to continue to supplement capital DFG budget or afford waste services vehicle replacement, that in the main will be subject to separate reports of much greater detail. Other pressures can manifest themselves through introduction of new legislation. The above list includes statute introduced pressures known to date. Grant reductions are another common volatility during the budget process. If specific grants cease, it is expected that the activity will cease. Continuance of an activity following grant funding ceasing, would require a business case to assess each case on its merits.
- 3.28 Welsh Government has, subsequent to the provisional settlement, provided emerging details of the anticipated grants available nationally. Current national details are supplied in Appendix 1. Of note, are the significant reductions in Educational Improvement spending and Single Revenue Grant. The single Revenue Grant contains the funding that was traditionally supplied as the Sustainable Waste management Grant, part of that funding is anticipated to fall instead with RSG settlement figures, however the net decline in grant is greater than already anticipated within pressure forecasts. Also of note, Councils still do not have a comprehensive grant position regarding particular notable grants. Of particular interest to MCC, bus subsidy, concessionary fares and post 16 funding is unlikely to be available before December which continues to introduce an unfortunate element of volatility to the budget setting process.

Savings Proposals for 2018/19

- 3.29 Across the board, all service areas were asked to consider how their services would look within a range of reductions available to them, whilst simultaneously, looking ahead and ensuring wherever possible, proposals support the medium term direction of travel. To in-

build an additional element of review, all proposals have been considered and tested through an initial process of independent challenge by SLT and Cabinet members

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

Extent of Summary Savings Identified to Date

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

Further detail is supplied in Appendix 5.

Treasury Impact

3.31 The Capital MTFP will be considered as a separate report but for the purposes of establishing the revenue impact of the capital MTFP, the current assumptions presume that the 2017/18 capital programme will be incurred in full other than an anticipated slippage of £6million to Future Schools spend, that should have no effect on 2018/19 Treasury budget as the funding source remains capital receipts rather than borrowing.

3.32 Last year Members subscribed to £500k Treasury Headroom to assist with 5 likely schemes that did not have cost certainty during the budget setting process. Whilst there is still uncertainty around elements of tendered costs for these schemes, the following cost predictions have been presumed in relationship to these schemes.

- £300k was added to DFG's as a one off contribution in 2017/18 to reduce backlog. The Executive would like a continuance of this £300k extra resource to be modelled in the Capital MTFP for 2018/19. Its revenue consequence will need to be added to the MTFP during the budget process.
- Monmouthshire leisure centre cost circa £7.3m. After Future schools funding, section 106 usage and the service providing the majority of prudential borrowing from additional income, the core Treasury budget will absorb the remaining annualised effect of £835k worth of funding afforded by unsupported borrowing (MRP starting 19/20).

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

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

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

Council Tax

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

Summary position

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

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

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

Reserves strategy

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

Next Steps

- 3.40 The information contained in this report constitutes the budget proposals that are now made available for formal consultation. Cabinet are interested in consultation views on the proposals and how the remaining gap may be closed. This is the opportunity for Members, the public and community groups to consider the budget proposals and make comments on them. Cabinet will not however, be prepared to recommend anything to Council that has not been subject to a Future Generations Assessment and Equality Impact Assessment and therefore a deadline to receive alternative proposals has been set as 31st January 2018.
- 3.41 Public consultation (to include the formal requirement to consult businesses) and Select Committee Scrutiny of Budget proposals, will take place between the 1st December 2017 and the 31st January 2018. In the past four years we have undertaken extensive community engagement around the budget and the impact of any potential changes under the banner of #MonmouthshireEngages. The budget proposals contained within this report are extensions of previously agreed changes and in addition there has not been any substantive or material service developments; on this basis we will not be conducting another large scale public engagement. There will be opportunity for the community to provide consultation responses via public meetings to be held in Usk, meetings of the Schools budget forum, JAG, and other relevant fora and via the website and social media where details of the proposals will be published and a short film will be available.
- 3.42 The scrutiny of the budget proposals are key areas of this part of the budget process. The following dates have been set for Select committees:

Economy and Development – 30th November 2017
Children and Young People – 7th December 2017

- 3.43 Deadline for the receipt of Community Council precepts is 31st January 2018
- 3.44 Consequently final budget proposals following consultation and receipt of the final settlement will go to a special Cabinet in mid Feb 2018 and Council Tax and budget setting will then take place at Full council on 1st March 2018.

4 REASONS:

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

5. RESOURCE IMPLICATIONS:

- 5.1 As identified in the report and appendices

6. FUTURE GENERATIONS AND EQUALITY IMPLICATIONS:

- 6.1 The Wellbeing of Future Generations initial evaluation for the emerging 18-19 budget proposals has been developed in narrative form in appendix 6, ahead of formalisation of proposals and the completion of the official assessment framework. This enables setting out of the backdrop to the emerging proposals, commentary on how the process has been developed; its various iterations and the picture it paints as a whole for the county of Monmouthshire. Presenting in this way at this stage provides an opportunity to demonstrate the dynamic and real-time nature of the approach. In addition, it helps to highlight application of continual learning and improvement.
- 6.2 In the past and notwithstanding the council's strong record on financial planning and delivery, achieving the goal of keeping frontline services going and strengthening commitments to sustainability and resilience, the budget has tended to be developed through the setting of targets, directorate-led approaches and a relatively uneven smattering of proposals. Whilst under this budget round, individual directorate's have still put forward proposals – this process has been more in keeping with our Future Monmouthshire programme and the design principles that guide how we keep our county 'going' and 'growing'. It signals very clearly, that money should follow purpose and priorities and not precede them.
- 6.3 It must be borne in mind that this WFG evaluation is an early one, applying to budget *proposals* only at this pre-consultation, pre-decision stage. The aim of the narrative in appendix 6 is thus, to demonstrate the 'live' nature of the process and the application of robust and ongoing scrutiny and challenge as the proposals continue to be shaped and honed in line with what matters.
- 6.4 The emerging budget proposals for 18-19 are more than a standalone one-year budget. As a contributor to our wider Future Monmouthshire work, they help build a bridge between the present we have and the future we wish to see. With a blend of ongoing sustainable efficiencies; continued income generation and a focus on investing in areas such as education and social care – where returns in terms of service outcomes and financial benefits are starting to pay early dividends – the platform is building for the development of more targeted 'big ticket' interventions. We are not kicking the 'too difficult' problems into the long grass. As well as keep the Council 'going' – work is underway to keep it 'growing' – as these proposals clearly demonstrate. Proposals to review the development

plan, as a means of addressing demographic and economic pressures is underway. Exploration of targeted procurement opportunities that save money and create local markets is taking shape. A 'challenge-driven' approach to tackling rural transport issues is being developed. Exploration of machine learning, artificial intelligence and automation are contributing to the ways in which we must re-imagine services and the positive impact they can have on the lives of people and communities in Monmouthshire - now and in the future.

- 6.5 Further to the narrative provided in appendix 6 the wellbeing of future generations impacts of the saving proposals have been initially identified per Directorate in Appendix 4. As the impact on services has been kept to a minimum, no significant negative impact has been identified. Further consultation requirements have been identified and are on going. As stated above further assessment of the total impact of the all the proposals will be undertaken for the final budget report.

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

7. CONSULTEES:

SLT
Cabinet
Head of Legal Services

8. BACKGROUND PAPERS:

Appendix 1: Welsh Government Provisional Settlement – National grant notification
Appendix 2: Welsh Government Provisional Settlement – Aggregate External Funding
Appendix 3: Proposed letter in response
Appendix 4: Details of pressures
Appendix 5: Details of savings proposals
Appendix 6: Future Generations Evaluation

9. AUTHOR:

Mark Howcroft
Assistant Head of Finance

10. CONTACT DETAILS:

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E-mail: markhowcroft@monmouthshire.gov.uk

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

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

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

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

Education

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

Environment and Rural Affairs

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

Finance and Local Government

Cardiff Capital City Deal	20.000	10.000
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Lifelong Learning and Welsh Language

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

Social Services and Public Health

Welsh Independent Living Grant	27.000	RSG
--------------------------------	--------	-----

Substance Misuse Action Fund	22.663	22.663
------------------------------	--------	--------

Social Care Workforce Grant	19.000	RSG
-----------------------------	--------	-----

Expanding Edge of Care Services	5.000	RSG
---------------------------------	-------	-----

Carer's Respite Care Grant	3.000	RSG
----------------------------	-------	-----

Support for Care Leavers	1.650	RSG
--------------------------	-------	-----

Reflect Project	0.850	RSG
-----------------	-------	-----

Secure Estates	0.412	RSG
----------------	-------	-----

National Framework for Fostering	0.400	RSG
----------------------------------	-------	-----

Development of Adoption Support Services in Wales	0.215	0.090
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All Grants	900.454	584.424
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All Grants excluding NA (for like-for like comparison)	606.861	584.424
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1 The information shown above details the total amount of each grant. Some grants may be split between local authorities and other bodies

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

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

NA = figures not available at time of publication

RSG = funding transferring to Revenue Support Grant

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

Provisional

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

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

* Based upon 2014-based, 2018 population projections

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

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

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

Dear Mr. Edwards,

Re: Provisional Local Government Settlement 2018/19

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

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

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

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

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

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

As a rural authority Monmouthshire is confronted by particular challenges in offering services like social care, waste collection, transport and highways across a wide area. Indeed, the council has recognised these difficulties by prioritising the maintenance of locally accessible services to combat rural isolation. Monmouthshire calls on the government to base funding on

a fairer system, acknowledging the problems rural counties face when providing services. There are also a range of preventative services that will not survive unless the Welsh Government has a long hard look at the way it allocates money across the totality of public services.

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

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

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

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

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

Yours sincerely,

Councillor Philip Murphy – Cabinet Member

Appendix 4 – Pressures Proformas

Pressure	2018/19	2019/20	2020/21	2021/22	Page Reference
	£000	£000	£000	£000	
OPS P1 Passenger Transport	47	72	75	62	22
OPS P2 Passenger Transport - Reduction of 18-19 pressure. Duffryn transport	(22)				22
OPS P3 Waste Grant pressure	110				28
RES P1 10% reduction in Housing Benefit Grant	26				32
RES P1 Summons income reduction	20				32
RES P1 Merchant Card Fee costs	10				32
RES P2 SRS Enhanced security (75k) & enterprise agreement (£30k)	105				39
CORP P1 Living Wage Foundation increase	142	29			51
CORP P2 Insurance Renewal Premia Cost Increase	124				52
CORP P3 Redundancy strain cost	20				62
Unidentified Pressures	392	2,145	2,276	2,368	

Pressure Mandate Proposal Number :OPS P1

Pressure Mandate Title : Passenger Transport Unit (revision to previously disclosed figure)

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

Mandate Completed by	<i>Richard Cope</i>
Date	<i>1st November 2017</i>

Why is this pressure required?
This is a previous pressure reported in 2015/16 for transport to the new welsh school in Duffryn Newport. This was part of another mandate which included other elements. This is to report a reduction in pressure mandate costs for 18/19 as we have collaborated with Newport CC on some of the routes and also the uptake in numbers is not as great as first expected. We cannot at present forecast future years pressures as we don't know how many pupils will be taking up the offer of places at this time.
How much pressure is there and over what period?
£47k 18/19 Reduce to £25K(Saving £22K) £72k 19/20 £75k 20/21 £62k 21/22
Directorate & Service Area responsible
Chief Executive –Operations
Mandate lead(s)

Richard Cope

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?

Name	Organisation/ department	Date
Roger Hoggins	Head Of Operations	2015/16b

Has the specific budget pressure been consulted on?

Function	Date	Details of any changes made?
Department Management Team	2015/16	
Other Service Contributing to / impacted	2015/16	
Senior leadership team	2015/16	
Select Committee	2015/16	
Public or other stakeholders	N/a	
Cabinet (sign off to proceed)	2015/16	

Will any further consultation be needed?

Name	Organisation/ department	Date

Final pressure approved by Cabinet

Date:

1 Vision and Outcomes of the Pressure Mandate

Give a business context for the budget pressure. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key

priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the pressure mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

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What are the outcomes of investing in the identified pressure?
A reduction in budget required to implement the extra services required.
Expected positive impacts
Less resource required to implement contracts
Expected negative impacts

1. Pressure proposed

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

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

	Numbers were taken from current intake of primary welsh schools that are in the catchment for this new secondary school.							
Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year				Total pressure proposed
				17/18	18/19	19/20	20/21	

2. Actions to required to minimise the pressure

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

Action	Officer/ Service responsible	Timescale

3. Additional skills/ business needs

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

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

4. Measuring performance on the mandate

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

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

5. Key Risks and Issues

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

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

6. Assumptions

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

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

7. Options

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

Options	Reason why Option was not progressed	Decision Maker

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8. Monitoring the pressure mandate

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

WASTE GRANT PRESSURE (OPS P3) EXPLANATION

The forward potential for declining awards was highlighted nationally earlier this year

Sent: 20 July 2017 10:24

Subject: Waste grant into RSG 18/19

Please see the email from WLGA below which indicates how the “Waste” element of the Single Revenue Grant will be distributed from 2018/19. Not ideal, but I’ve been part of the process and it is better than where we were a few weeks ago.

Total value of the SRG from WG to LAs is about £75m in 2017/18. Of this £58m is made up from the Waste MEG within WG. WG waste colleagues have made a commitment to reduce the Waste Element by £2m each year as their contribution to corporate savings therefore the total value that has been up for discussion is £56m.

What does this mean for MCC?

The total amount of SRG coming to MCC in 2017/18 is £ £ 1,840,259 and it is distributed:

Local Environment Quality	£110,000
Natural Resource Management	£148,000
Waste & Resource Efficiency	£1,582,259

We do not know the WG total plans for the SRG at this stage, but in terms of a cash reduction just off the waste element it amounts to 6% or £1,729,843 **which is a £110,416 reduction.**

Since then the provisional grant settlement has been released and the following email from WLGA representative indicates a worse position than anticipated, which hasn't yet been added to pressures, but indicatively is double the level of pressure previously presumed i.e. a further £110k..

From: WLGA Representative

Sent: 25 October 2017 13:00

Subject: Waste / SRG funding 2018-19

To: Directors of Environment

.cc CSS LA reps

Please see below the grant details released by WG in their budget announcement yesterday. In particular, see the Single Revenue Grant line (highlighted). This shows £20.793m in the SRG for 2018/19, down from £61.790m in 2017/18. The transfer of £35m into RSG accounts for some of this change but is still leaves a gap of £5,997m (£61,790-[35,000+20,793]). We were expecting a cut of c£2m as part of the planned gradual reduction in the grant year on year - not the figure of nearly £6m. We think that the planned £2m top slice been taken out, so the actual cut is £4m - **but this is still a cut of £2m more than expected.**

We have raised this with Welsh Government and expressed our concern. We have a meeting with them tomorrow and will highlight the impact this (if confirmed) will have not only on the current task and finish group work but also on planned meetings to discuss the SRG for next year. We will update you after the meeting.

The position is proposed to be updated in conjunction with final settlement figures in December

Pressure Mandate Proposal Number :RES P1
 Pressure Mandate Title : Revenues Sub Division Pressures

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

Mandate Completed by	Ruth Donovan
Date	1 st November 2017

Why is this pressure required?
This is required to fund known pressures within the Revenues, Systems & Exchequer budget and should be read in conjunction with the savings proforma. The pressures reflect current and anticipated service activity plus planned grant cuts from the Department of Works & Pensions.
How much pressure is there and over what period?
Pressures of £56,000 have been identified for the 2018/19 financial year. Given the nature of these pressures there is the potential that some will continue through to future financial years (although the details are currently unclear).
Directorate & Service Area responsible
Resources: Revenues, Systems & Exchequer
Mandate lead(s)
Ruth Donovan

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Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?		
Name	Organisation/ department	Date
Joy Robson & Peter Davies	Monmouthshire County Council	5 th October 2017

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

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

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

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

equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What are the outcomes of investing in the identified pressure?

Three pressures make up the £56,000 and these are listed in section 2 below.

The Authority's digital strategy focuses on customers doing more for themselves on line, including paying for their services and taxes. These online payments are normally made using a debit or credit card, both of which incur a transaction processing fee from our merchant provider. The number of card payments is increasing year on year and we have seen a corresponding increase in our Merchant acquiring fees. It is anticipated that these fees will increase further once the new cash receipting system is introduced next year and the Authority's online payment offer is extended further.

Monmouthshire has one of the best in year collection rates for council tax collection, which is improving year on year. With improved collection comes the requirement to send fewer summonses and hence a corresponding reduction in income from summons fees.

The Westminster Government's decision to introduce Universal Credit shifts the administration of certain benefits away from Local Authority Housing Benefit departments. This planned introduction is also linked with a reduction in the Administration Grant each council annually receives from the Department of Works and Pensions.

Expected positive impacts

Ability to manage the service within its budget envelope.

Expected negative impacts

None identified in this investment

2. Pressure proposed

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

What is the evidence for the pressure? How has it been estimated?								
The estimated pressures are based on: <ul style="list-style-type: none"> known policy decisions actual activity known future developments 								
Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year				Total pressure proposed
				17/18	18/19	19/20	20/21	
Reduction in Housing Benefit Administration Grant	239,482	26,000	0					26,000
Reduction in summons income	145,945	20,000	0					20,000
Merchant card fees	76,000	10,000	0					10,000

3 Actions required to minimise the pressure

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

Action	Officer/ Service responsible	Timescale
As noted in section 1 above, these are largely outside our control		

4 Additional skills/ business needs

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

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

5 Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Budget forecast in line with the annual budget set	n/a	n/a	n/a	n/a	n/a	n/a
Customer	Take up of online payment service	n/a	n/a	n/a	n/a	n/a	n/a

6 Key Risks and Issues

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

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

7 Assumptions

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

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

8 Options

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

Options	Reason why Option was not progressed	Decision Maker
Linked to savings mandate for service		

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9 Monitoring the pressure mandate

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

Pressure Mandate Proposal Number : RES P2

Pressure Mandate Title : Information Technology budget pressures

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

Mandate Completed by	<i>Sian Hayward</i>
Date	<i>14/11/17</i>

Why is this pressure required?
<p>The Enterprise agreement is renewed every 3 years and is due for renewal on 1st January 2018. Monmouthshire has taken a decision to upgrade to O365 from the current 'On Premise' provision. This releases enhanced functionality and efficiencies is in line with the Cloud First strategy of the SRS.</p> <p>Provisionally this means a net increase of £30k in the upgraded licence fee for a decision to upgrade to O365 from the standard On Premise version, offset by the release of two contracts for security and archiving.</p> <p>Additionally, an agreement has been made to enter into an advanced internet and e-mail security system at a cost of £75k</p>

<p>There are additional pressures that have been revealed during the budget setting process as follows -</p> <ol style="list-style-type: none"> 1. An increase in the Enterprise price due to the dollar exchange rate from the 1st January 2018 2. An increase in protection for Mobile Device Management protection as required by GDPR and PSN accreditors to come into force when SharePoint online becomes available in 		
Directorate & Service Area responsible		
Mandate lead(s)		

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

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

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

Final pressure approved by Cabinet

Date:

1 Vision and Outcomes of the Pressure Mandate

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

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What are the outcomes of investing in the identified pressure?

Expected positive impacts

Expected negative impacts

2 Pressure proposed

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

What is the evidence for the pressure? How has it been estimated?
There are pressures against this budget of £105k next year for the following agreed items -

- £75k for enhanced email and internet security to mitigate cybercrime or attacks
- Increase in licencing for the O365 cloud enhancement, with an additional gross cost of £50k, offset by savings on The Vault e-mail archiving system (£13k) and VPN savings of £7k which are no longer required when we have O365. This makes a net pressure of £30k

During the budget pressure identification process we have received information on the effect of price increases to the Enterprise Agreement reflecting the following -

- Increase in the EA licencing for additional users and devices in the areas of Social Care and Operations £40,000
- Increase in the overall Enterprise Agreement pricing due to the dollar exchange rate £56,000
- Increase in Mobile Device Management charges to comply with GDPR and PSN requirements for all mobile users from 2018/19 £46,000
- £9k Event Management software that alerts for any fraudulent cyber activity – this is also requirement of PSN accreditation

These latter considerations will be discussed with Director and SLT prior to any inclusion in MTFP

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year			Total pressure proposed
				15/16	17/18	18/19	
Security Enhancements (SRS partner cost)					75,000		
Enterprise agreement (SRS partner cost)					30,000		

3 Actions to required to minimise the pressure

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

Action	Officer/ Service responsible	Timescale
The price increase for the dollar exchange rate cannot be minimised		
Every action will be taken to identify any offsetting reductions in systems or efficiency savings that can be realised as a result of upgrading to O365. This will involve identifying opportunities to replace existing legacy systems with products already included within		

the O365 suite and 'sweat' the modules and functionality of the Enterprise Agreement.		

4 Additional skills/ business needs

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

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Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
None		

5 Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Target 2016/17	Target 2017/18	Target 2018/19

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6 Key Risks and Issues

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

Barrier or Risk	Strategic/	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based	Mitigating Actions

	Operational		on a score assessing the probability & impact	
Security enhancement	Strategic	The authorities risk register identifies that cyber security and crime represents a significant risk to the authority		This expenditure of £75k per annum has been agreed as an appropriate solution to mitigate risks.
MDM management	Operational and strategic	It is critical that cyber-crime and security is reduced, and that information governance is maintained. Mobile devices are increasingly becoming the norm for flexible and community based working, and there is a requirement of our PSN accreditation that devices have appropriate security.		

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7 Assumptions

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

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

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8 Options

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

Options	Reason why Option was not progressed	Decision Maker

9 Monitoring the pressure mandate

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

LIVING WAGE PRESSURE (CORP P1) EXPLANATION

The Government Living Wage accelerator looked to move living wage from £7.20 per hour at April 2016 to £9.00 per hour by April 2020. The Council has previously embraced the “Foundation” Living Wage annually through the budget setting process, such that it will achieve Government Living wage a year earlier than required.

An examination of payroll records indicated 267 individuals potentially affected by this accelerated pay award. These individuals commonly tend to work less than standard 37 hours a week. As an indication of this, these 267 individuals translate into 66 full time equivalents.

The pressure reflects the difference between salary paid and £8.40 per hour in 2018/19, which equates commonly to £0.31 per hour. In 2019/20 the difference is £0.60 per hour, being the difference between £8.40 per hour and £9.00 per hour.

The anticipated consequence of this is £58k in 2018/19 and £112k in 2019/20.

Should the Council more formally adopt the Foundation Living Wage as a financial planning assumption, the hourly rate applicable for 2018/19 is £8.75 per hour, rather than £8.40. In applying 2.5% inflation to £8.75, gives a 2019/20 indicative rate of £8.97, which harmonises closely with Government rate. Consequently adopting the Foundation Living wage is anticipated simply to bring forward a pressure from 2019/20, the additional effect of £0.35 per hour in 2018/19 is anticipated to cost £83.5k, with a corresponding decrease to 2019/20 pressure.

Pressure Mandate Proposal Number :CORP P2/RES S9
 Pressure Mandate Title Insurance Premium Uplift and Staff Saving :

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

Mandate Completed by	<i>Mark Howcroft</i>
Date	<i>3/11/17</i>

Why is this pressure required?
Two causes, annual premiums are based on a review of insurance activity, review of cover and extent of building/vehicles/contracts to apply. As examples, the solar farm and one of two secondary schools have come onstream, and the proposal reflects the anticipated Monmouth Leisure Centre contract. National terror attacks have heightened security aspects for public entities. Motor insurance activity has unfortunately been more significant than is usual. The premiums also attract insurance premium tax, and that was increased from 10% to 12% in June 17.
How much pressure is there and over what period?
Our renewals run October to September, so in reality the budget will bear 6 months increase from recent changes and 6 months in relation to next October renewal. However we won't know with certainty next year's activity or potential for tax rises, so for the purposes of financial modelling the pressure for next year's budget has been equated to 12 months cost increase introduced October 17, i.e. £124k.pa.
Directorate & Service Area responsible
Resources – Accountancy

Mandate lead(s)
Mark Howcroft

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?		
Name	Organisation/ department	Date
Joy Robson	Head of Finance	Sept 17
SLT		Oct 17

Has the specific budget pressure been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team	Oct 17	None, although have checked what level excesses would need to increase to, to keep costs at 2017/18 premia levels. It is anticipated the excess for our own vehicles being circa £6k, which wouldn't be cost effective, and would introduce additional volatility to the costs incurred
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

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

Final pressure approved by Cabinet	Date: Nov 17
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1. Vision and Outcomes of the Pressure Mandate

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

What are the outcomes of investing in the identified pressure?
Risk and volatility removed
Expected positive impacts
Peace of mind and certainty of protection
Expected negative impacts
Increased Cost

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2. Pressure proposed

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

	What is the evidence for the pressure? How has it been estimated?
	<p>The previous year's insurance costs are circa £699k per annum, the latest renewal details forecast a cost of £823k, an uplift of £124k</p> <p>Details of specific costs per policy are attached overleaf.</p>

LOT NO:	CODE:	TITLE:	NET ANT:	IPT AMT:	GROSS AMT:	COMPANY:
Lot 1	I002	Property	261,696.41	31,403.57	293,099.98	RMP / AIG – GB
Lot 1A	I002	Contract Works	4,328.00	519.36	4,847.36	RMP / HSB – GB
Lot 2	I018	Computer	2,192.40	263.09	2,455.49	RSA
Lot 3	I001	Public Liability	116,969.00	14,036.28	131,005.28	Aspen
Lot 3A	I001	Claims Handling	(included above)	0.00	0.00	B4 Legal
Lot 4	I005	Motor	263,585.00	31,630.20	295,215.20	Maven / Amlin
Lot 4A	I005	ULR	1,838.45	367.69	2,206.14	OPUS
Lot 5	I012	Fidelity	15,000.00	1,800.00	16,800.00	Maven
Lot 6	I022	Engineering	7,208.78	865.05	8,073.83	ZM
Lot 6A	I022	Inspections	21,939.01	4,387.80	26,326.81	ZM / CRIMSON
Lot 7	I023	Travel	14,208.21	1,704.99	15,913.20	RSA
Lot 8	I024	Fine Art	3,841.55	460.99	4,302.54	AXA
Lot 9	I008	Terrorism	17,252.00	2,070.24	19,322.24	AUM Terrorism

	Lot 10	I025	Councillors	1,397.37	167.68	1,565.05	ZM / DAS	
	Lot 11	I009	Aviation	1,000.00	100.00	1,100.00	Lloyds	
	Lot 12	I021	MBC/MDC Run-off	800.00	80.00	880.00	Municipal Mutual	
			TOTALS:	733,256.18	89,856.94	823,113.12		
Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year				Total pressure proposed
				17/18	18/19	19/20	20/21	
Insurance Premia	£699k	£124k		£124k				£124k
Saving in freezing insurance staff vacancy position 1fte (effect included in savings table)	Establishment 3.7 fte, salary budget with oncost circa £115k	(£26k)						(26k)
Net		£98k						£98k

3. Actions to required to minimise the pressure

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

Action	Officer/ Service responsible	Timescale
Freezing of insurance staff vacancy	Mark Howcroft	Oct 17
Reflection on whether excess levels could rise instead of premia e.g. self insure	Mark Howcroft	June 18
Adequate driver training when introducing new/unfamiliar vehicles	Corporate	Ongoing
Passport risk responsibility on new developments to contractors	Corporate	Ongoing

4 Additional skills/ business needs

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
None		

5 Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2017/18	Target 2018/19	Target 2019/20
Insurance Team	Next year's renewal and activity data, lower cost than £734k (excl Insurance Premia tax)	734k				<734k	

6 Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Activities and practices of Council colleagues	Operational	Significant cost involved in annual insurance premia	Medium, big impact but limited effect of isolated improved activity	

7 Assumptions

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

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

8 Options

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

Options	Reason why Option was not progressed	Decision Maker
Review of excesses	Would result in disproportionate volatility and less value in securing insurance cover given the volume of activity involved. Example, motor excess for our vehicles is £1k, it would have to rise fivefold to £5k before premia could be contained at existing levels. The Council would incur greater cost based on last 12 months activity on its own vehicles against the saving in premia. Plus it wouldn't mitigate the liability to third parties which is the predominant cost driver.	Mark Howcroft

9 Monitoring the pressure mandate

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

REDUNDANCY STRAIN COSTS (CORP P3) EXPLANATION

The pressure is the consequence of redundancies taking place after the last MTFP was approved which result in a requirement to further top up the pension fund for the additional strain cost. At the time the budget is prepared, whilst service re-engineering is known, the effect on particular individuals cannot easily be presumed, as commonly the process may involve a competitive interview process, individuals may be redeployed, and the costs involved are affected by the individual's circumstances e.g. their earnings and their length of service.

Strain costs are incurred where the employee is allowed to retire before their normal retirement age without any actuarial reduction to their pension. This means the pension fund will assume that the employee's benefits will be paid over a longer period and also because employee and employer contributions will not have been paid on for as long as anticipated. Therefore the pension fund require the Authority to top up the fund via the "Strain cost", and £20k reflects the amount communicated by Pension Fund administrators in relation to last year's redundancy decisions.

Appendix 5 – Savings Proposals

Ref	Saving Proposal	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Page Reference
OPS S2	Car Parks Net 7.5% increase in charges above 2.5% RPI (10% in total)	(100)				65
OPS S3	Car Parks 10% increase in permits	(10)				65
OPS S4	Car Parks Increase resident permits from £40-£60	(3)				65
OPS S5	Car Parks Penalties increase to £70 discounted £35	(9)				65
OPS S6	Grounds/waste - Close CA sites Usk and troy 2 days a week	(27)				71
OPS S7	Grounds/waste - Reduce grass cutting across authority	(60)				76
OPS S8	Grounds/waste - Stop Bailey park bowls maintenance	(10)				83
OPS S9	Grounds/waste - Rationalise shrub bed maintenance	(35)				87
OPS S10	Grounds/waste - Reduce 1 mini sweeper.	(50)				91
OPS S11	Grounds/waste - 1 year freeze of Head of waste post	(40)	40			96
RES S1	Property - School meals Price Increase (net after 2.5% RPI)	(23)				116
RES S2	Property income - External Fees (net after 2.5% RPI)	(19)				121
RES S3	Property - Council wide Postage savings	(5)				121
OPS S12	Highways - Road Traffic Incident recovery of costs	(15)				100
OPS S13	Highways - Improved Plant utilisation/recovery	(40)				102
OPS S14	Passenger Transport - Route changes	(51)				104&108
OPS S15	Passenger Transport - CPC Staff Training	(9)				112
CYP S2/RES S4	Term time only payments (Payroll identify £203k as full year effect where as CYP identifies £95k as 7 month effect)	(23)				125
RES S5	Schools based Revenues SLA (to reflect actual)	(39)				127
RES S5	Comino system change	(10)				127
RES S5	Housing Benefit team savings	(8)				127
RES S6	IT Equipment budget saving	(30)				132
RES S7	SRS saving (5% of 17-18 budget £2.134 unestablished)	(107)				137

RES S8	Public Sector Broadband Agreement PSBA saving (£155k-£22k)	(133)				137
CORP P2/RES S9	Insurance staff saving	(26)				52
APP1	Interest Receivable (net effect)	186	76	(1)	1	Not required
APP1	Interest Payable (net effect)	(533)	140	53	(67)	Not required
APP1	MRP (net effect)	51	(153)	61	(20)	Not required
FIN1	Council Tax Increase from Base changes (net of CTRS)	(530)				Not required
TOTAL SAVINGS		3,005	645	76	275	

CHIEF EXECUTIVES & OPERATIONS PROPOSALS

Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

Form completed by	D Jackson
Date	02/11/2017
Reference Number	OPS S2-OPS S5

Service area	Transport & Car Parks
Directorate	Operations
Savings targets (based on 17/18 budget)	
2018/19	5%
2019/20	
2020/21	
2021/22	

Project lead & Key project team members	Debbie Jackson, Amanda Perrin, Sara Edwards, Geoff Price, Shaun White, Michael Ford.
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1 Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

What does the project propose to do?

1. To increase Car Parking Charges by 10%.
2. To increase season permits by 10% in line with proposed tariff increase (2).
3. To increase residents permits from £40 - £60.
4. To increase parking penalties to £70 discounted to £35.

Expected impact of the project?

1. Increasing the car parking pay and display charges by 10%, - The short term impact could potentially reduce usage in the car parks. The last increase in car parking charges were introduced November 2014. There is a need to increase car parking charges to compensate for the significant increase in the non-domestic car park rates.
2. Increase season parking permits by 10%. At present the parking permit charges are £390 per year, £200 half yearly, £100 quarterly. The increase to be in line with the proposed 10% charge increase. Season permits are the most cost effective payment solution for the customer, however, the impact being if they don't purchase the season permit then we have increased income into the car parks pay and display machines.
3. Increase residents permits charges from £40 - £60. We are seeing an increase in demand from residents for parking permits, and are currently at full allocation. An increase in costs could potentially impact towards additional residents parking allocations. (The authority has not statutory obligation to provide residents with parking.)
4. Increase Parking Penalties to £70 discounted to £35. At present the penalties for non-pay and display are £60 discounted to £30. These penalty figures are in line with neighbouring authorities. Impact hopefully will encourage drivers to pay and display and park appropriately when using the council's car parks.

2 Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?

Year	Proposed Savings (£)	Proposed income generation (£)
2018		£133K – (10% increase in car parking charges)
2018		£13k – (10% increase in season parking permits)
2018		£3500K – (increase in residents parking permits)

2018		£12500 – (Increase in penalties charges)

3 Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

Option 1

- Increase in Car Parking charges.
- Increase in season permits.
- Increase in residents permits charge.
- Increase in car parking fines.
- The introduction of charging for Blue Badge Holders.

Reason why not progressed/progressed?

Proposed income generation needed in order to meet substantial increase in non-domestic rate charges for car parks, on-going car park maintenance requirements, and in line with inflationary budget increases.

Option 2

Reason why not progressed/progressed?

4 Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Consult with members regarding the impact on proposed changes	01/2018

If the proposals are agreed for the increase in charges, permits and fines, notices advertising the increases would be displayed for 28 days in the parking locations and on line, this notices will also be advertised in the local press, advising of the new charges and the implementation date. Appropriate amendment to all signage will be made prior to implementation of the new charges.	01/2018

5 Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
No additional resources required	

6 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk matrix)
Complaints	Increase in complaints from all users of car parks. (Increase in fees, introduction of new charges.)	Medium

7 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Increase in the number of complaints	Current Data
Increase or decrease in penalties issued	Current Data/previous data

Evaluation Date	Quarterly.
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8 Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

9 Next steps for budget projects

- i. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.
- ii. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated
- iii. In addition the project should be incorporated within service plan arrangements to monitor the progress and impact of the project on the service.

Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

Form completed by	Dewi Lane
Date	
Reference Number	OPS S6

Service area	Waste and Street Services
Directorate	Operations
Savings targets (based on 17/18 budget)	
2018/19	5%
2019/20	
2020/21	
2021/22	

Project lead & Key project team members	Carl Touhig
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1 Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

What does the project propose to do?
Close Mitchel Troy and Usk HWRC's for two days per week. Usk – Tuesday and Wednesday

Mitchel Troy – Thursday and Friday

Expected impact of the project?

By closing the HWRC's for two days a week a cost saving will be made, this will be achieved by a reduction in staffing costs operating the site. The sites would close on two days mid-week, weekend opening would not be affected minimising resident impact as far as possible.

2 Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?

Year	Proposed Savings (£)	Proposed income generation (£)
2017-2018	£26,900	£0

3 Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

Option 1

Close Mitchel Troy and Usk HWRC for two days per week.

Reason why not progressed/progressed?

This is the preferred option to preserve the valuable HWRC resource in these areas. There is a reduction in the opening times, rather than closure.

Option 2

Close Mitchel Troy and Usk HWRC permanently.

Reason why not progressed/progressed?

This option will save more financially but will cause significantly more risks such as increased fly tipping and potential reduction in recycling rate. Residents will be hugely dissatisfied with the closure within the Monmouth, Usk and surrounding areas.

4 Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Communications program to be implemented to inform all residents of the changes proposed to the opening times	03/18
Consultation period with 3 rd party contractor (Viridor) for them to implement changes to their staff work pattern	12/17

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5 Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
No additional business needs or resource	N/A

6 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk matrix)
Reduction of recycling rate from waste not passing through the site being disposed of elsewhere	The closure of the site will reduce the opportunity to dispose of waste correctly	Low
Increased fly-tipping	Residents who cannot dispose of their waste correctly due to the site being closed may turn to fly tipping to dispose of their waste	Medium
Resident anger and increased complaints	The closure will mean it is more difficult for residents to dispose of waste, when the site is open it will be busier to compensate for the days closed, leading to anger and complaints	High
Increased demand at Contact Centre	Residents may want to contact the Council to: <ul style="list-style-type: none"> a) find out why the sites opening hours are being reduced b) complain about the changes c) find out when the site will be opened This will increase call volumes and therefore demands placed on staff. WSS will work with the team to determine if additional support will be required.	High

7 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Decrease in recycling rate	Current waste data figures
Increased complaints	Complaint figures held in department
Increased fly-tipping	Current fly tipping figures

Evaluation Date	04/19
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8 Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

9 Next steps for budget projects

- iv. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.
- v. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated
- vi. In addition the project should be incorporated within service plan arrangements to monitor the progress and impact of the project on the service.

Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

Form completed by	Rachel Jowitt & Nigel Leaworthy
Date	27 th September 2017
Reference Number	OPS S7

Service area	Waste & Street Services
Directorate	Operations
Savings targets (based on 17/18 budget)	
2018/19	5%
2019/20	
2020/21	
2021/22	

Project lead & Key project team members	Nigel Leaworthy, Nick Bennett, Johnathan Wassal – all depots and frontline grounds colleagues
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1 Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

What does the project propose to do?

Reduce grass cutting on Council maintained land.

Background

MCC currently cuts open spaces 14 times a year, beginning in March and ending in October. The grass cutting teams work to a fortnightly schedule. The cuts are aligned to the MHA grass cutting contract to give synergies for local environmental quality and also for efficiency purposes.

The Proposal

In its simplest form the schedule will change to a three weekly cycle and cuts reduced from 14-11. The areas to be affected are MCC owned land and are shown on Appendix 1 (to be inserted).

Key areas that will be affected:

- MCC owned public land
- Parks
- Social services facilities such as Mardy Park
- Castles

The areas that will NOT be affected:

- Town and Community Council land we maintain on their behalf
- Schools
- Sport pitches which require a specialist form of maintenance
- Cemeteries

The way the work is organised will be changed to a three weekly cycle

Expected impact of the project?

Grass growth will be longer. The height of cut will be raised which allows existing flora to flower thereby encouraging biodiversity and pollination. This will have a visual impact on local communities and also their perception of their open space. Some will like it others will not. However for environmental performance it is far better to have fewer cuts and to allow the grass to grow.

This proposal does have a negative impact on staff with 3 posts being released from the establishment. Over the last few years manning levels in grounds have been slowly reduced as the service tries to do more with less. This latest proposal will deliver against the financial target set, but will be felt at the frontline and will have an impact on morale which could affect quality standards being achieved elsewhere in the service.

The base budget will be reduced as a consequence by £75,000 (3 posts @ £25k each (incl on costs)).

2 Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2018-19	£60,000	

3 Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

Option 1
Maintain status quo
Reason why not progressed/progressed?
No saving realised
Option 2
Reducing cuts even further
Reason why not progressed/progressed?
Aesthetic impact on the County Additional investment would be required in new machinery to cope with longer length of grass, would take longer and therefore saving might not be realised.

4 Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Engage with MHA as they need to agree to reduce their frequencies by the same amount	Oct 2017
Engage with staff to make them aware of proposals and seek their input into how the new rounds would work	Oct 2017
Engage with relevant departments (e.g. leisure etc.) so make them aware of the proposals	Oct 2017
Engage with Town and Community Councils once proposal published to make them aware of the changes	Jan 2018

5 Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?

6 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level
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		(High, Medium or Low – see risk matrix)
Impact on staff morale	Frontline staff numbers have been hit over the last few years and they are feeling the pressure of sustaining standards whilst numbers are reduced.	High
Lack of alignment with MHA timescales	The grass cutting teams cut MCC and MHA land at the same time for efficiency. To make the saving MHA needs to move on its contract requirement and reduce its number of cuts to 11. MHA appear amenable to the suggestion but have to engage with residents before finalising numbers.	Medium
Reduced MHA income	Currently MCC is paid for 16 cuts and this has a profit margin built in. With a reduction to 11 profit will also reduce therefore putting a pressure on the budget. It is intended to manage this pressure from within the service, but needs to be flagged up as a risk	Medium
Sports club impact on parks	The parks are used for sports activities e.g by football clubs. There is the risk that they request additional reactive cuts for their activities which the service may not be able to respond to due to reduced staffing numbers. Also reactive works are inefficient. This may have the unintended consequence of reducing activity in the parks and therefore having a detrimental impact on the Council's aspirations for increased activity.	high
Increased litter/dog fouling in longer grass	There is the risk that with longer grass we see an increase with litter and dog fouling as people will lose pride in their area. This will have a negative impact on the visual impact on the area, reduce people's pride in the area and increase the reactive maintenance of the sites	Medium

7 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Staff saving	
11 cuts completed Mar-Oct	

Evaluation Date	Oct 2018
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8 Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

9 Next steps for budget projects

- vii. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.
- viii. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated

- ix. In addition the project should be incorporated within service plan arrangements to monitor the progress and impact of the project on the service.

Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

Form completed by	Rachel Jowitt & Nigel Leaworthy
Date	27 th September 2017
Reference Number	OPS S8

Service area	Waste & Street Services
Directorate	Operations
Savings targets (based on 17/18 budget)	
2018/19	5%
2019/20	
2020/21	
2021/22	

Project lead & Key project team members	Nigel Leaworthy, Nick Bennett, Johnathan Wassal – all depots and frontline grounds colleagues
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1 Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

What does the project propose to do?
Work with Bailey Park Bowls Green to remove the Council subsidised maintenance
Expected impact of the project?

Reduce expenditure on staff and materials. However there is the potential that the cut in base budget could be offset by income from the Club if MCC wins the maintenance work like has happened with other clubs within the County

2 Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2018-19	£10,000	

3 Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

Option 1
Carry on as now
Reason why not progressed/progressed?
There would be no financial saving and doesn't follow the strategy that has been applied to other bowls clubs
Option 2
Partnership model and phased implementation of saving
Reason why not progressed/progressed?
Full saving would not be realised.

4 Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Finalisation of internal data to confirm expenditure of staff and materials on Bailey Park Bowls club	Oct 2017
Engagement with the Bowls club to make them aware of the proposals	Dec 2017 once Members have been sighted

5 Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?

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6 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk matrix)
Bowling Club cannot afford to pick up maintenance costs and closes removing the ability for many people to play bowls and interact	The health of the club's finances are unknown at this stage	Medium
MCC doesn't win maintenance work	There are other providers in the market	high
Staff morale	Staff take pride in the work they do, can see the benefit and could feel this is targeted at the quality of their work rather than it being a purely financial proposal	Medium

7 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
££ budget saving	2017-18 expenditure

Evaluation Date	June 2018
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8 Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

9 Next steps for budget projects

- x. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.
- xi. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated

Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

Form completed by	Rachel Jowitt & Nigel Leaworthy
Date	27 th September 2017
Reference Number	OPS S9

Service area	Waste & Street Services
Directorate	Operations
Savings targets (based on 17/18 budget)	
2018/19	5%
2019/20	
2020/21	
2021/22	

Project lead & Key project team members	Nigel Leaworthy, Nick Bennett, Johnathan Wassal – all depots and frontline grounds colleagues
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1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

What does the project propose to do?
To undertake a trial on how shrub beds are managed and maintained
Expected impact of the project?

Reduced expenditure on shrub bed maintenance and improved environmental performance

1 Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2018-19	£12,000	

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2 Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

Option 1
Do nothing
Reason why not progressed/progressed?
Will see no change and potentially will not see an improvement in environmental performance we are proposing to test
Option 2
Remove all shrub beds
Reason why not progressed/progressed?
Aesthetical impact in local areas. Poor impact on the environment as would be replaced by concrete

3 Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Review current schedules and working practices for the 142 shrub beds within the Council	End Oct
Finalise proposals for a new maintenance regime	
Confirm number of shrub beds that will be included in the pilot	
Identify fully how the saving can be quantified and assessed	
Develop the measure for monitoring environmental improvements	
Engage with staff and undertake appropriate training on the changes being introduced	

4 Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
No additional resource needed	

5 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk matrix)

Very low risk process		

6 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Maintenance schedules and reduced work input on their management	
Environmental impact	
Evaluation Date	

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7 Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

8 Next steps for budget projects

- xii. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.
- xiii. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated
- xiv. In addition the project should be incorporated within service plan arrangements to monitor the progress and impact of the project on the service.

Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

Form completed by	Victoria Camp
Date	29/09/2017
Reference Number	OPS S10

Service area	Waste & Street Services
Directorate	County Operations
Savings targets (based on 17/18 budget)	
2018/19	5%
2019/20	
2020/21	
2021/22	

Project lead & Key project team members	Victoria Camp/Carl Touhig/Nigel Leaworthy
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1 Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

What does the project propose to do?
This project aims to rationalise the number of mechanical sweeper positions across the County to a total of 3 from the current total of 4. This will also result in the reduction of vehicle hire costs as a full year hire will no longer be required. There will be 1 mechanical sweeper running between Caldicot and Chepstow, whereas currently each town has their own.

Expected impact of the project?

The impact of the project will be the reduction of staff and vehicles which will result in an overall cost saving. We will be required to provide short term coverage during the autumn months to ensure the fallen leaves are swept. Impact will be a less desirable street scene across the south of the county.

2 Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?

Year	Proposed Savings (£)	Proposed income generation (£)
2018/2019	£52,956	0
	<p>Full cost of running a mechanical sweeper. £65k</p> <ul style="list-style-type: none">• hire £25k• insurance, fuel £15k• staff £26,086 (Band D rate) <p>Seasonal hire to ensure leaves are swept during summer and autumn months</p> <ul style="list-style-type: none">• 3 months hire @ £60 per day (92 days) £5520 – ACTUAL• 3 months of agency staff to backfill MCC substantive staff who would go onto sweeper $= (26096/12) \times 3$ £6,524	

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3 Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

Option 1
Do nothing
Reason why not progressed/progressed?
Savings proposals need to be made in order to meet budgets for 2018/2019.

Option 2
Try and cover existing operational costs with external income
Reason why not progressed/progressed?
Discussions have taken place previously with town councils and there has been an unwillingness and inability to find this level of resource.

4 Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Consult with members of affected areas regarding the impact	01/18
Reschedule sweeping across the county to try and maintain service levels	01/18
Staff consultation	10/17
Continual monitoring of cleanliness of streets to develop baseline to be to assess the impact of the reduction	

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5 Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
Contact centre	Additional resource may be required if the number of complaints increases
Impact assessment	Waste and Street Services will need to be reactive to complaints will increase demand when resources have been reduced

6 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk matrix)
Stress service in operations leading to an increase in sickness levels	As a result of static work load but with decreasing numbers of staff the pressure on operations will be higher than the current year. The more reactive the service has to become the more stress levels are increased amongst staff.	High
Complaints	If the service levels are not consistent with previous years residents, Cllrs and local business may complain	Medium
Stress in contact centre	If the number of calls increases as a result of the reduction in visits of sweepers?	Low
Decline in overall view of county	If the current standards are not able to be maintained then a reduced schedule will need to be offered – this will directly impact the overall view and cleanliness of the county	High
Discrepancy in overall view of the county	Town or Community Councils may decide to pay for this separately – this will mean certain parts of the county look better kept than others creating social injustice.	Medium
Reduction in performance indicator	MCC performs well on the PI for street cleanliness it is anticipated that standards will slip and performance will drop putting us out of the higher quartile	High
Alignment of tourism and economic strategies with reduction in service	We would be at risk of failing to enable the county to continue to be an area for investment and growth	Medium
Fear of crime	Cleanliness of streets is linked to fear of crime	Low

7 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Number of complaints?	Current baseline data
Current PI Performance?	2017 performance

Evaluation Date	October 2018 and April 2019
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8 Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using [Future Generations Evaluation](#).

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9 Next steps for budget projects

- xv. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.
- xvi. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated

In addition the project should be incorporated within service plan arrangements to monitor the progress and impact of the project on the service.

Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

Form completed by	Carl Touhig
Date	
Reference Number	OPS S11

Service area	Waste and Street Services
Directorate	Operations
Savings targets (based on 17/18 budget)	
2018/19	£40k
2019/20	
2020/21	
2021/22	

Project lead & Key project team members	Carl Touhig
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1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

What does the project propose to do?
Postpones refilling the Head of Waste and Street Services post.
Expected impact of the project?
Duties of Head of Service will be shared between Head of Operations and the Interim HoS WSS post created.

2 Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2018-2019	£40,000	£0

3 Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

Option 1
Fill the post of Head of Service
Reason why not progressed
Service area is in latter planning stage stage of recycling and grounds review and Interim HoS from existing management team offered the consistency and stability needed to successfully implement the reviews
Option 2
Create Interim post
Reason why not progressed/progressed?
Consistency and stability of service area during this crucial period of implementation. Saving of £40k towards MTFP for 2018/19.

4 Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Monitor with Head of Operations	6mth, 12mth, 18mth

5 Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
Create opportunities within WSS team for additional duties and honoraria where necessary	To ensure the full range of duties and the implementation of the reviews are resourced sufficiently.

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6 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk matrix)

7 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline

Evaluation Date	April 2018
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8 Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

9 Next steps for budget projects

- xvii. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.
- xviii. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated
- xix. In addition the project should be incorporated within service plan arrangements to monitor the progress and impact of the project on the service.

Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

Form completed by	Steve lane
Date	1/11/2017
Reference Number	OPS S12 Highways - Road Traffic Incident recovery of costs

Service area	Highways Operations
Directorate	Operations
Savings targets (based on 17/18 budget)	
2018/19	Up to £15k

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Project lead & Key project team members	Steve Lane, Andrew Welsh, Andrew Church
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1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

What does the project propose to do?
The proposal is to recover the expenditure, made by MCC Highways Operations, while undertaking emergency work that is directly attributable to third parties. E.g. RTI clear up, mud on road and fallen trees where they are traceable.
Expected impact of the project?
Impact will be noticeable for those who require our assistance, either requested by police or reported via stakeholders to remove hazards. These are powers under the Highway act 1980 for removal and charging in the event of third party costs being incurred by MCC.

2. Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2018/19		Up to £15k. This income requires technology within GPS and Smart phones which will help develop recovery and then peak at £15k.

Section 3 onwards left blank

Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

Form completed by	Steve lane
Date	1/11/2017
Reference Number	OPS S13 Highways - Improved Plant utilisation/recovery

Service area	Highways Operations
Directorate	Operations
Savings targets (based on 17/18 budget)	
2018/19	Up to £40k

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Project lead & Key project team members	Steve Lane, Mark Watkins, Nathan Freeman
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1 Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

What does the project propose to do?
MCC has identified equipment that neighbouring Authorities do not have. The equipment is also lacking in the local private sector. We have managed to gain interest in this equipment and propose to hire to other local authorities on a need basis. It has proven difficult in recent years to develop this, budget restraints across other all Authorities, but more of a push will see benefits.
Expected impact of the project?
No impact will be seen by the public.

2. Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2018/19		Up to £40k. This income requires others to engage with MCC to hire equipment. We will be able to offer lower charge rates than competitors. The proposal should be seen as favourable by other Authorities.

Section 3 onward left blank

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Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

Form completed by	Richard Cope
Date	1 st November 2017
Reference Number	OPS S14

Service area	Passenger Transport Unit
Directorate	Chief Executive –Operations
Savings targets (based on 17/18 budget)	
2018/19	25,000/10,000
2019/20	
2020/21	
2021/22	

Project lead & Key project team members	Huw Jones & Richard Cope
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1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

What does the project propose to do?

Removal or Changes to Public Service route 65. The proposal would take off the existing bus service 65 from Chepstow to Monmouth via Trellech and Devauden and replace with demand responsive Grass Routes service. Option 2 would be to remove the poorly supported last services from Chepstow and Monmouth which would reduce running costs on the service.

Expected impact of the project?

The impact would be a reduction in the current service and changing the service to be pre booked 24 hrs in advance rather than turn up and go. Option 2 would remove the last timetables services from Monmouth and Chepstow which would reduce the running costs of the service but reduce any access to public services after 4:45p.m.

2. Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2018/19	25,000/10,000	

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3. Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

Option 1
Remove the public bus service 65 and replace with a demand Responsive Grass Routes Service
Reason why not progressed/progressed?
This would remove access for citizens who are not frequent bus users and use the bus on an ad hoc or emergency basis with bookings being taken 24 hrs in advance. It would reduce access to tourism and services in both towns served. Passenger Data will be supplied
Option 2
Remove the last timetabled journeys from Monmouth and Chepstow
Reason why not progressed/progressed?
This would remove access to services after 4:45pm but these journeys are not well supported and are not sustainable with the numbers travelling. passenger data will be supplied.

Option 3
Reason why not progressed/progressed?

4. Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Stakeholder Consultation	December 17/January 18
Notice to Traffic Commissioner to reduce or cancel service	28 days

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5. Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
Advertising Consultation	To Consult with Stakeholders on proposals.

6. Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk matrix)

7. Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Access to services in towns will be reduced for citizens who rely on public transport	EQIA
Social Inclusion of citizens in rural areas	EQIA
Evaluation Date	January 18

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8. Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

9. Additional comments

Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

Form completed by	Richard Cope
Date	1 st November 2017
Reference Number	OPS S16

Service area	Passenger Transport Unit
Directorate	Chief Executive /Operations
Savings targets (based on 17/18 budget)	
2018/19	£26,000
2019/20	
2020/21	
2021/22	

Project lead & Key project team members	Richard Cope/Richard Cook
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1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

What does the project propose to do?

The removal of Sunday & Bank Holiday Bus Services to all areas of Monmouthshire.

Expected impact of the project?

The removal of these services would mean no access to services in towns and villages served by these services, the services affected would be the 83 Abergavenny to Monmouth 45 Abergavenny –Llwynu estate, 60 Newport to Monmouth, 74 Newport to Chepstow and 69 Chepstow to Monmouth. This will also effect the tourism trade in the wye valley and surrounding areas.

2 Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2018/19	26,000	

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3 Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

Option 1
To remove all Sunday and Bank Holiday bus services
Reason why not progressed/progressed?
This would leave all areas without any bus services on Sundays serving Monmouthshire Towns. Passenger Data will be supplied
Option 2
Partial removal of Sunday and Bank Holiday bus services.
Reason why not progressed/progressed?
This is another option but savings may not be achievable as these services are due to be retendered early in 2018 to be implemented from April 2018. The saving would depend on tender prices. Currently the services are linked removing some but not all services may not produce a saving as they won't all be linked. Passenger Data will be supplied
Option 3

Reason why not progressed/progressed?

4 Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Consultation with Stakeholders	January 2018
Possible retendering of service if option 2 is moved forward	February 2018
Withdrawal or award of contract/s	March 2018

Page 1 of 5

5 Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
Advertising Consultation	To inform stakeholders, may be done through budget consultation.

6 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level
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		(High, Medium or Low – see risk matrix)

7 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Access to services on Sundays and Bank Holidays will be removed for citizens reliant on public transport	EQIA
Connections to other services will be removed	EQIA

Evaluation Date	January 2018
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8 Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

9 Additional comments

Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

Form completed by	Richard Cope
Date	1 st November 2017
Reference Number	OPS S15

Service area	Passenger Transport Unit
Directorate	Chief Executive- Operations
Savings targets (based on 17/18 budget)	
2018/19	9,000
2019/20	12,000
2020/21	
2021/22	

Project lead & Key project team members	Huw Jones /Paul Diaper/Richard Cope
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1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

What does the project propose to do?

The Passenger Transport Unit is registered with JAUPPT as a CPC driver training agent. This is a mandatory training for PCV and HGV drivers. Five training modules need to be taken every five years and most PCV drivers will expire in 2018/19. The project proposal is to offer this to outside operators at a cost per driver for each module which will raise an income after costs of providing the training are taken into account.

Expected impact of the project?

The impact will be to offer PCV operators a competitive price per module for their drivers on courses that are tailored for school bus drivers and are mandatory without this training they cannot continue to hold a pcv licence.

2. Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2018/19		9,000
2019/20		12,000
2020/21		
2021/22		

3. Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

Option 1
Reason why not progressed/progressed?
Option 2
Reason why not progressed/progressed?
Option 3

Reason why not progressed/progressed?

4. Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale

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5. Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?

6. Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level
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		(High, Medium or Low – see risk matrix)

7. Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Evaluation Date	

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8. Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

9. Additional comments

RESOURCES PROPOSALS

Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

Form completed by	R Hoggins
Date	13 th November 2017
Reference Number	RES S1

Service area	Primary Schools Catering
Directorate	CEO/Operations
Savings targets (based on 17/18 budget)	
2018/19	5% - £23,000
2019/20	
2020/21	
2021/22	

Project lead & Key project team members	
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1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

What does the project propose to do?
An increase of 10p per meal rising from £2.10 to £2.20 in September to coincide with the start of the academic year.

This contributes to the recovery of costs (the service has a net cost to the authority of approx. £440k per annum and keeps abreast of budget modelling assumptions.

An increase to £2.20 places MCC primary sector meal costs at the average of Welsh school meal costs as at April 2017.

Expected impact of the project?

This increase falls upon parents and guardians (other than those entitled to free school meals). It is introduced at the start of the academic year (September) to ensure parents/guardians are well aware of the costs of the service during the school year rather than introduce to coincide with the financial year. There is a risk that meal numbers will drop temporarily as a result but experience suggests that this will recover as the increase seems a reasonable incremental approach.

2. Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?

Year	Proposed Savings (£)	Proposed income generation (£)
2018/19		£23,000 (net of 2.5% budget model assumption)

3. Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

Option 1

No increase

Reason why not progressed/progressed?

Unrealistic as food costs increase so no increase extends the net cost of the service and ignores eth budget modelling exacerbating the gap between actual cost and budget cost.

Option 2

Increase by 20p per meal or greater

Reason why not progressed/progressed?

20p per meal would constitute an increase of nearly 10% in cost. Given the general concern about cost increases there is a risk that such an increase would reduce custom for an extended period with a detrimental impact upon unit costs with a subsequent increased budget pressure.

4. Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Advise schools and parents leading from budget approval but particularly in the lead up to the start of the new academic year	April – Sept '18

5. Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
None at this time	

6. Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk matrix)
Loss of custom	Impact upon household budgets	Medium

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7. Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Custom levels and budget information	2017/18 data

Evaluation Date	quarterly
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8. Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

9. Next steps for budget projects

- xx. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.
- xxi. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated
- xxii. In addition the project should be incorporated within service plan arrangements to monitor the progress and impact of the project on the service.

Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

Form completed by	Debra Hill-Howells
Date	10 th November 2017
Reference Number	RES S2-S3
Service area	Property Services
Directorate	Resources
Savings targets (based on 17/18 budget)	
2018/19	£24,000
2019/20	
2020/21	
2021/22	

Project lead & Key project team members	Debra Hill-Howells Mike Long/Mark Jones
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1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

What does the project propose to do?

Generation of additional income through the provision of services to MCC clients and third parties. Exploratory discussions are underway with partner organisations to ascertain whether savings can be realised through the procurement of a new provider for mail services.

Expected impact of the project?

Will increase income targets against a small team. We currently rely on the support of neighbouring authorities to assist in the delivery of these projects due to lack of capacity and skill sets. We will need to review the resources required to support MCC priorities as part of the corporate landlord.

2. Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?

Year	Proposed Savings (£)	Proposed income generation (£)
2018/19		19,000
2018/19	5,000	

3. Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

Option 1
Reduce staffing resources to make a saving
Reason why not progressed/progressed?
Limits capacity and succession planning. Already relying on neighbouring authorities to assist in the delivery of MCC schemes due to a lack of internal resources
Option 2
Implement a corporate landlord model that aggregates building costs and budgets, has a prioritised plan of works and a resources plan.
Reason why not progressed/progressed?
Corporate landlord model in development with the teams. It is intended that the model will be ready for implementation early in the new financial year.
Option 3

4. Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Working with neighbours to ascertain whether there is sufficient appetite and aggregation to jointly procure a new mail provider and make sufficient savings to quantify cost of undertaking against benefits received	12 months
Review charging mechanisms with neighbouring authorities and collaboration partners	6 months

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5. Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?

6. Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk matrix)
Collaboration partner will not be prepared to accept uplifted costs and therefore arrangement may be terminated losing circa £400k in income	Charges to date have been on a cost recovery model, however original proposal was on the basis of design services being charged at a % ratio.	Medium
Costs of provision of support from neighbouring authorities is more expensive than recruiting directly, however this requires a guaranteed work programme	Recharges from neighbouring authorities are increasing and will be on a par to the costs being charged to collaboration partner eroding income streams	Medium
Not sufficient quantum to make the savings proposed for the mail service	At the initial stages of the project therefore no data to inform savings proposals or likely success factor	Medium

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7. Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Increased income	17/18 budget
Workload demand increasing (potential increase in sickness and stress levels)	17/18 project outputs and Sickness reporting

Evaluation Date	March 19
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8. Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

Term Time Only Payments (RES S4) – Tracey Harry

Payroll has provided the following forecast of annual overpayments to staff working term time hours. Historically the calculation has overstated the amounts due to these staff.

Band	# Number of People Potentially affected	Average Weekly Hours (as at 09/10/17)	Average Week Per Year 39 working Weeks; 6 weeks A/L & 2 weeks BH	Max SCP for Band	Value of Max SCP FTE	Average Existing Calculation Amount %	Avg Existing Gross Cost (with No OnCosts)	Average New Calculation Amount %	Avg New Gross Cost (with No OnCosts)	Difference between Average Costs per employee	Potential Average Saving based on new calc
Band A	109	14	47	SCP 9	£15,375.00	0.3419	£5,256.71	0.3354	£5,156.78	£99.94	£10,893.19
Band B	351	12	47	SCP13	£16,491.00	0.2931	£4,834.16	0.2875	£4,741.16	£93.00	£32,642.15
Band C	174	24	47	SCP17	£17,772.00	0.5863	£10,419.34	0.5749	£10,217.12	£202.22	£35,186.32
Band D	270	27	47	SCP21	£20,138.00	0.6596	£13,283.02	0.6468	£13,025.26	£257.77	£69,596.93
Band E	63	28	47	SCP25	£22,658.00	0.6839	£15,495.81	0.6708	£15,198.99	£296.82	£18,699.65
Band F	91	26	47	SCP29	£25,951.00	0.6351	£16,481.48	0.6229	£16,164.88	£316.60	£28,810.80
Band G	4	34	47	SCP33	£29,323.00	0.8305	£24,352.75	0.8145	£23,883.58	£469.17	£1,876.67
Band H	6	28	47	SCP37	£32,486.00	0.6839	£22,217.18	0.6708	£21,791.61	£425.57	£2,553.40
Band I	2	37	47	SCP41	£36,379.00	0.9038	£32,881.02	0.8864	£32,246.35	£634.67	£1,269.35
Modern Apprentices	4	27	47	PT	£14,470.00	0.6596	£9,544.41	0.6468	£9,359.20	£185.22	£740.86
Soulsbury	1	37	47	Soul 8	£42,321.00	0.9038	£38,249.72	0.8864	£37,513.33	£736.39	£736.39
Totals	1075										£203,005.70

This analysis is based on a 12 month projection of savings, but pragmatically should the situation be rectified financially, it would be most likely to take effect from the start of the new academic year (so 7/12 of amount i.e.£118,420). CYP

colleagues predict their proportion of this sum to be £95k (CYP S2), leaving a predicted £23k (RES S4) to relate to staff outside of the school budget that work term time only, e.g. catering staff, bus drivers, cleaners etc.

Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

Form completed by	Ruth Donovan
Date	1 st November 2017
Reference Number	RES S5

Service area	Revenues, Systems & Exchequer
Directorate	Resources
Savings targets (based on 17/18 budget)	
2018/19	£62,125
2019/20	
2020/21	
2021/22	

Project lead & Key project team members	Ruth Donovan, Richard Davies, Lisa Widenham, Sue Deacy & Wendy Woods
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1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

What does the project propose to do?
<ul style="list-style-type: none"> • Realign the service budget to reflect actual income received.

- Update the services DIP system
- Reduce MCC's contribution to the Shared Benefit Service to reflect a revised staffing establishment

Expected impact of the project?

- Improve how correspondence received from our tax payers is handled on a day to day basis, reduce the Authority's security risk and achieve value for money.

2. Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2018/19		£39,000
2018/19	£10,000	
2018/19	£8,000	

3. Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

Option 1 - £39,000 recharge income from MCC schools

The inclusion of this recharge income to the Financial Systems Support budget reflects the actual charge that schools paid for services in 2017/18. Combined with the existing recharge income budget this takes the total recharge figure for schools to £50,200.

Reason why not progressed/progressed?

Agreed to progress

Option 2 – Potential £10,000 reduction in system costs

Work to review and update the DIP system currently used by the Revenue Team has identified the potential to reduce future annual running costs.

Reason why not progressed/progressed?

Agreed to progress subject to being able to agree a suitable contract with the supplier.

Option 3 – £8,000 reduction in contribution to the Shared Benefits Service

This would be an employee saving, as a result of changes to a post within the Benefits Shared Service. The service is managed by Torfaen County Borough Council – this saving would be reflected in a reduction in the annual contribution that Monmouthshire County Council makes to the Shared Service. This change does not pose a risk to the service.

Reason why not progressed/progressed?

Agreed to progress subject to the Shared Service Manager providing full details and costings.

4. Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale
Option 1 – update the 2018/19 income budget to reflect the actual recharges and charge the schools.	April 2018
Option 2 – work with the system suppliers, SRS, Revenues Team and Shared Benefits Service to identify and implement a workable system solution	By September 2018
Option 3 – work with the Shared Benefits Service to identify achievable savings and to put the necessary arrangements in place	April 2018

5. Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?
To achieve option 2 we will require services from the SRS	This will be used to develop or implement the DIP system in line with our agreed course of action.

6. Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk matrix)
Option 1 – risk that schools decide not to purchase the service for 2018/19 onwards	Each year MCC schools have the option to decide which services they take from us.	Low
Option 2 – Early information provided by the SRS indicates that our preferred solution may not now be possible	Risk that we may be unable to release the savings identified due to system and contract restraints.	High

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7. Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Income budget target for the Financial System Support Team met	£50,200
DIP system operating and affordable	Budget envelope
Shared Benefit service operating to 2018/19 budget	On budget

Evaluation Date	September 2018
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8. Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

9. Additional comments

These savings will be managed internally in conjunction with the identified service pressures which are listed in a separate proforma. Pressures of £56,000 have been identified within this service, so even though savings delivering the 5% target have been identified these cannot be used to manage the budget gap.

In Summary:

5% savings identified £57,000

Pressures identified £56,000

Net Saving £1,000

Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

Form completed by	Sian Hayward
Date	29/09/17
Reference Number	RES S6

Service area	Digital Programme Office
Directorate	Resources
Savings targets (based on 17/18 budget)	
2018/19	10% £30,000
2019/20	
2020/21	
2021/22	

Project lead & Key project team members	
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1. Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

What does the project propose to do?
<ol style="list-style-type: none"> 1. Reduce the equipment budget by £30k Or 2. Reduce staffing by £16k and equipment for the balance

Expected impact of the project?

1. The impact on the equipment refresh budget can be managed as we have some equipment in stock from last year. Ongoing we will need to supplement the budget by charging service areas for any additional equipment they may need to procure.
2. A reduction on the impact of delivering the programme plan, and on the savings generated across the authority through digitisation and process change management. This isn't an option I would like to take as it has an impact elsewhere.

2 Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?

Year	Proposed Savings (£)	Proposed income generation (£)
2018/19	£30k	0

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3 Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

Option 1
Reason why not progressed/progressed?
Option 2
Reason why not progressed/progressed?

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4 Actions to deliver the project

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale

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5 Additional resource/ business needs

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?

6 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level
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		(High, Medium or Low – see risk matrix)

7 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline
Evaluation Date	

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8 Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

9 Next steps for budget projects

- xxiii. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.

xxiv. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated

xxv. In addition the project should be incorporated within service plan arrangements to monitor the progress and impact of the project on the service.

Budget Project Proposal 2018/19

This form should be completed in full for all proposals of £50,000 and over, and for proposals of less than where the impact will be felt directly by citizens. For proposals below this threshold you can complete questions 1 and 2 only and then use your service plan to capture your actions, measures and risks.

Form completed by	Sian Hayward
Date	29/09/17
Reference Number	RES S7 – S8

Service area	Digital Programme Office
Directorate	Resources
Savings targets (based on 17/18 budget)	
2018/19	5% £106,670 SRS plus net £133,000 net PSBA saving
2019/20	
2020/21	
2021/22	

Project lead & Key project team members	Sian Hayward, Matt Lewis
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1 Vision and outcomes of the project

Give a business context for the project. Include what the new / improved / reduced service will look like in the future. Consider the impact in the service area and on any other services provided by the Council. From the service user and service provider perspective.

What does the project propose to do?
<p>The project is to explore options for achieving £107k savings through -</p> <ul style="list-style-type: none"> • Reducing energy charges through out of hours use of SRS generators and reselling to the grid • Rationalising accommodation costs in Ty Cid 1 and 2 • Rationalisation of senior management staffing structures • Rationalisation of SRS partner suite of systems to identify collaboration opportunities or opportunities where Microsoft modules in the Enterprise Agreement can be used to replace systems.

- There are also savings of £155k on the core PSBA contract, but with increased costs as a result of changes to line requirements £22,000, net £133k saving.

There are pressures against this budget next year (discussed in more detail in RES P2)–

- **£9k Event Management software that alerts for any fraudulent cyber activity – this is a requirement of PSN accreditation**
- **Increase in the Enterprise Agreement pricing due to the dollar exchange rate £46,000**
- **Increase in the EA licencing for additional users and devices £40,000 Increase in price due to the O365 enhancement £40k (£60k offset by savings on The Vault e-mail archiving of £13k VPN savings of £7k which are no longer required when we have O365)**
- **£75k for enhanced email and internet security to mitigate cybercrime or attacks (There is potential for this to be reduced by 20 % as all partners are due to sign up to this software.**

Expected impact of the project?

The reduction in staff resources equates to 2 members of service delivery staff.

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2 Savings proposed

Show how project will deliver savings against the current service budget, will this be a saving or income generation. This must be profiled over each year implicated.

What savings are expected to be achieved?		
Year	Proposed Savings (£)	Proposed income generation (£)
2017		

3 Options appraisal

List all options that have/are being considered (further details on these may be required to inform scrutiny/decision making reports)

Option 1

Reason why not progressed/progressed?
Option 2
Reason why not progressed/progressed?

4 **Actions to deliver the project**

Describe the key activities that will be undertaken to deliver the project and the action holders. This provides a further breakdown of the actions that need to be taken, each project should also be included in the service plan action.

Action	Timescale

5 **Additional resource/ business needs**

Have you identified any resource / capacity required to carry out the project?

Area resource required	What will this be used for?

6 Key Risks and Issues

Are there any initial barriers or risks that have been identified at this early stage. Any actions to mitigate risk should be included in section 4 and any ongoing risks include in the main service plan risk register.

Risk	Reason why identified	Risk Level (High, Medium or Low – see risk matrix)

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7 Evaluation

How will you measure the impact of the proposal? What are the measures that you expect to see change as a result of what you're proposing. This could be positive or negative. When will you evaluate the change?

Metric	Baseline

Evaluation Date	
------------------------	--

8 Future Generations Evaluation

The project must be assessed from the start against the equality impact assessment and sustainable development impact assessment using the [Future Generations Evaluation](#).

9 Next steps for budget projects

- xxvi. The project form will be subject to internal review, as well as scrutiny through the political decision making process, at which point further information may need to be provided.
- xxvii. An evaluation timescale will need to be set out to detail how and when the progress and impact of the project will be evaluated
- xxviii. In addition the project should be incorporated within service plan arrangements to monitor the progress and impact of the project on the service.

Appendix 6 – Future Generations Assessment

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

Introduction

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

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

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

The process

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

- **Data driven approach.** Using data analytics, we have looked closely at the economy of our service provision as benchmarked against other councils. This has enabled the identification of areas where cost efficiency might be improved; where there is potential for knowledge transfer; and, how we might go about it. This has been accompanied by informal 'challenge' sessions - in which services give account of their development journeys and the work they are doing to sustain efficiencies whilst improving and advancing.

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

Our objectives

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

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

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

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

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

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

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

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The proposals

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

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

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

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

In relation to budget proposals, key features include:

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

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

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

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

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

Resonance with Wellbeing Objectives

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

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

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

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

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

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

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

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

Summary

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

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

MEETING: Stronger Communities Select

DATE: 4th January 2018

DIVISION/WARDS AFFECTED: Countywide

1. PURPOSE:

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

RECOMMENDATION (to be undertaken by Select Committee):

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

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

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

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

3. KEY ISSUES:

Capital budget strategy

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

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

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

Capital MTFP issues

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

Contributions predicted during forthcoming MTFP window

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

2021-22 £729k

Contributions predicted following the MTFP window

2022-23 £729k

2023-24 £1207k

2024-25 £1206k

2025-26 £1206k

2026-27 £1206k

Total £7320k

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

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

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

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

Available capital resources

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

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

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

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

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

4. **REASONS:**

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

RESOURCE IMPLICATIONS:

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

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

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

7. **SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

None

8. CONSULTEES:

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

9. APPENDICES:

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

10. BACKGROUND PAPERS:

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

11. AUTHOR:

Mark Howcroft – Assistant Head of Finance

12. CONTACT DETAILS:

Tel: (01633) 644740
Email: markhowcroft@monmouthshire.gov.uk

Appendix 1 – Capital MTFP pressures

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

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

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

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

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

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

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

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

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

2020-21

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

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

Appendix 5 – Capital receipts risk factors

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

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

Risk Factor key:

- High** - External factors affecting the potential sale that are out of Authority control
Medium - Possible risk elements attached but within Authority ability to control
Low - No major complications are foreseen for the transaction

Exempt Appendix 6 – Forecast receipts

Detail Supplied Separately

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

Meeting and Date of Meeting: Special Cabinet 22nd November 2017

Report: Capital MTFP Proposals 2018/19 to 2021/22 - Detailed Receipts Appendix

Author: Mark Howcroft

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

Exemptions applying to the report:

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

Factors in favour of disclosure:

Openness & transparency in matters concerned with the public

Prejudice which would result if the information were disclosed:

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

My view on the public interest test is as follows:

Factors in favour of disclosure do not outweigh those against.

Recommended decision on exemption from disclosure:

Maintain exemption from publication in relation to report

Date: 3/11/17

Signed: M. Howcroft

Post: Assistant Head of Finance

I accept/I do not accept the recommendation made above

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

Date: 3/11/17

Appendix 7 – Future Generations Evaluation



monmouthshire
sir fynwy

Future Generations Evaluation
(includes Equalities and Sustainability Impact Assessments)

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



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

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

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

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

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p data-bbox="159 292 309 320">Involvement</p> <p data-bbox="338 161 517 331">Involving those with an interest and seeking their views</p>	<p data-bbox="546 161 1223 225">The aim of the report is to present proposals for consultation with key stakeholders</p>	
 <p data-bbox="159 480 309 509">Prevention</p> <p data-bbox="338 346 517 560">Putting resources into preventing problems occurring or getting worse</p>		
 <p data-bbox="159 703 309 732">Integration</p> <p data-bbox="338 569 517 817">Positively impacting on people, economy and environment and trying to benefit all three</p>	<p data-bbox="546 569 1223 624">Investment in Future Schools will positively impact on the teaching environment</p>	

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

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

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

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

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

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

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

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

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

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

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

The impacts of this proposal will be evaluated on:	Annually when the capital MTFP is reviewed
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SCHEDULE 12A LOCAL GOVERNMENT ACT 1972 EXEMPTION FROM DISCLOSURE OF DOCUMENTS

**Meeting and Date of Meeting: Strong Communities Select Committee
11th January 2018**

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

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

Exemptions applying to the report:

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

Factors in favour of disclosure:

Openness & transparency in matters concerned with the public

Prejudice which would result if the information were disclosed:

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

My view on the public interest test is as follows:

Factors in favour of disclosure do not outweigh those against.

Recommended decision on exemption from disclosure:

Maintain exemption from publication in relation to report

Date: 8th December 2017

Signed:

Post:

Assistant Head of Finance

I accept/I do not accept the recommendation made above

Signed:

Date: 8th December 2017

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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Monmouthshire's Scrutiny Forward Work Programme 2017-18

Strong Communities Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
11th January 2018	Budget Scrutiny	Scrutiny of the Budget proposals relating to the committee's remit for 2018-2019	Mark Howcroft	Budget Scrutiny
	Performance Report: (quarter 2)	Report on the performance of service areas within the committee's remit for the previous 6 months. (Invite Roger Hoggins and Cabinet Members Bryan Jones).	Richard Jones	Performance Monitoring
	Social Justice Policy	Scrutiny of the new policy to deliver the portfolio ahead of Council adoption.	Cath Fallon Sara Jones	Pre-decision Scrutiny
15th February 2018	Public Protection Performance	TBC	David Jones	Performance Monitoring
	Budget Monitoring - period 7	To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).	Mark Howcroft	Budget Monitoring
Special Meeting end of February 2018 Date TBC	Civil Parking enforcement	At the end of December 2018, Gwent Police will withdraw from street parking enforcement. Consulting the select committee on the management of future civil parking enforcement.	Paul Keeble	Consultation
	Mitchel Troy Toilets	Consideration of Welsh Government and SWTRA proposal to close the toilet facilities at the A40 Mitchel Troy rest area.	Roger Hoggins	Consultation
29th March 2018	Revised Waste Policies and new Recycling Collection Model	Scrutiny of the introduction of a new recycling service, to be supported by a suite of policies to ensure clarity on the procedures for certain activities e.g. assisted collections, missed collections etc.	Carl Touhig / Roger Hoggins	Policy Development/Pre-decision scrutiny

Monmouthshire's Scrutiny Forward Work Programme 2017-18

Strong Communities Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
	Heavy Goods Vehicles on country lanes	To consider the implications of restricting HGV's with a view to developing a future policy.	Paul Keeble/Roger Hoggins	Policy Development
	Air Quality management & role of Environmental Health'	TBC	David Jones How Owen	Policy Development
	Strategic Equality Plan	To monitor the progress on the annual monitoring report (2016-2017).	Alan Burkitt	Policy Development

Future Agreed Work Programme Items: Dates to be determined

- × **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.
- × **Air Pollution** ~ working groups to report to Select Committee.
- × **People Services** ~ further sickness data requested.

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.

Council and Cabinet Business – Forward Plan

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

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

Subject	Purpose	Consultees	Author
15th MARCH 2017 - CABINET			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17 meeting 5 held on the 19 th January 2017.		Dave Jarrett
Outcomes of the Recycling Review.	Cabinet to agree the Final Business Case determining the outcomes of the Recycling Review.		Rachel Jowitt
Safeguarding Progress Report			Teresa Norris
Effectiveness of Council Services: Quarter 3 Progress			Matt Gatehouse
Cemeteries - amendments to charging policy			Deb Hill Howells
The Knoll, Abergavenny Section 106 funding			Mike Moran

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

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

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

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

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

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

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

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

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

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

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

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

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

Subject	Purpose	Consultees	Author
13TH DECEMBER 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Local Government (Wales) Act 1994 The Local Authorities (Precepts)(Wales)Regulations 1995	To see approval of the proposals for consultation purposes regarding payments to precepting Authorities during 2018/19 financial year as required by statute		Joy Robson
Youth Offending Service – Proposed implementation of revised contractual arrangements.			Jacalyn Richards
Freehold Disposal of Land at Coed Uchel, Gilwern. – Sale of Freehold Interest to United Welsh held on 125 yr lease.	(moved from 22 nd Nov)		Nicola Howells
Policies			Sally Thomas
Severe Weather Emergency Protocol (SWEP)			Steve Griffiths (06/11/2017)
14TH DECEMBER 2017 - COUNCIL			
Update to Constitution			Rob Tranter
Appointment of the Preferred Bidder for the Heads of the Valleys Food Waste Treatment Procurement			Rachel Jowitt
Volunteering Policy			Owen Wilce
Bryn Y Cwm Area Committee – terms of pilot scheme			Matt Gatehouse
Safeguarding Evaluative Report			Diane Corrister

Subject	Purpose	Consultees	Author
Area Committee Voting Rights			Matt Gatehouse
Partnerships in Waste: Anaerobic Digestion – Tender award	EXEMPT PAPER		Roger Hoggins
3RD JANUARY 2018 – INDIVIDUAL CABINET MEMBER DECISION			
Fixed Penalty Notice charges for fly tipping offences		Deferred to 8 th Feb 2018	Huw Owen
Supporting People Programme Grant Spendplan 2018-19		Deferred to 17 th Jan	Chris Robinson (15/11/17)
6TH JANUARY 2018 – CABINET			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 5 held on the 14 th December 2017		Dave Jarrett
Re-Use Shop at Llanfoist Household Waste Recycling Centre.			Roger Hoggins
Budget Monitoring Report – Period 7	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2016/17 financial year.		Joy Robson/Mark Howcroft
Kerbcraft – Scrutiny of Action Plan Delivery and Ongoing performance measures			Roger Hoggins
Chepstow Cluster – proposed distribution of Section 106 monies	To agree the distribution of section 106 to the cluster		Nikki Wellington
Management of			Roger Hoggins

Subject	Purpose	Consultees	Author
Obstructions in the Public Highway			
17TH JANUARY 2018 – INDIVIDUAL CABINET MEMBER DECISION			
Local Government (Wales) Act 1994 The Local Authorities (Precepts) (Wales) Regulations 1995	To seek members approval of the results of the consultation process regarding payment to precepting Authorities for 2018/19 as required by statute		Joy Robson
Trainee Accountant Regrade			Tyrone Stokes
Staffing changes in Policy and Governance	ITEM DEFERRED	Cllr Jordan	Matt Gatehouse (27/11/17)
Supporting People Programme Grant Spendplan 2018-19	ITEM DEFERRED		Chris Robinson (15/11/17)
18TH JANUARY 2018 - COUNCIL			
Council Tax Reduction Scheme 2018/19			Ruth Donovan
Social Justice Policy			Cath Fallon
29th JANUARY 2018 – SPECIAL CABINET			
ADM			
Corporate Plan			
31st JANUARY 2018 – INDIVIDUAL CABINET MEMBER DECISION			
Adoption of Highway Management Plan including appointment of Highway Asset Inspector and changes to Asset Planning Officer posts	(moved from 17 th Jan)		Paul Keeble
Staffing changes in Policy and Governance	(moved from 17 th Jan)	Cllr Jordan	Matt Gatehouse (27/11/17)

Subject	Purpose	Consultees	Author
7TH FEBRUARY 2018 – CABINET			
Final Draft Budget Proposals or recommendation to Council			Joy Robson
Disposal of County Hall			Roger Hoggins
The Knoll Section 106 Funding, Abergavenny			Mike Moran
Chippenham Play Area, Monmouth			Mike Moran
Kerbcraft Update	Exempt Item		Claire Marchant
Accommodation Review			Deb Hill Howells
14TH FEBRUARY 2018 – INDIVIDUAL CABINET MEMBER DECISION			
S106 funding: Pen y Fal bridge repairs	To draw down appropriate S106 funding to fund the repairs to the footbridge at the Pen y Fal development in Abergavenny.		Rachel Jowitt
Re-designation of Shared Housing			Ian Bakewell (28/11/17)
15th FEBRUARY 2018 – SPECIAL COUNCIL			
ADM			
Corporate Plan			
28TH FEBRUARY 2018 – INDIVIDUAL CABINET MEMBER DECISION			
Charges in relation to the delivery of the Authority's private water supply responsibilities			Huw Owen
Gypsy & Traveller Pitch Allocation Policy Report			Steve Griffiths

Subject	Purpose	Consultees	Author
Fixed Penalty Notice charges for fly tipping offences			Huw Owen (05/12/17)
1ST MARCH 2018 - COUNCIL			
Council Tax Resolution 2018/19			Ruth Donovan
Approval of Public Service Board Well-being Plan			Matt Gatehouse
Area Plan – Population Needs Assessment			Claire Marchant
Pooled Fund for Care Homes			Clare Marchant
7TH MARCH 2018 - CABINET			
2018/19 Education and Welsh Church Trust Funds Investment and Fund Strategies	The purpose of this report is to present to Cabinet for approval the 2018/19 Investment and Fund Strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2017/18 grant allocation to Local Authority beneficiaries of the Welsh Church Fund.		Dave Jarrett
Disability Transformation Work			Claire Marchant
Turning the World Upside Down			Claire Marchant
Proposed changes to the Schools Funding Formula for the funding of Building Maintenance Costs.	Seeking approval to reduce the funding of building maintenance costs for our new schools		Nikki Wellington
Corporate Parenting Strategy			Claire Marchant
2 nd Phase Families Support Review			Claire Marchant
14TH MARCH 2018 – INDIVIDUAL CABINET MEMBER DECISION			

Subject	Purpose	Consultees	Author
28TH MARCH 2018 – INDIVIDUAL CABINET MEMBER DECISION			
11TH APRIL 2018 - CABINET			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 6 held on the 22 nd February 2018		Dave Jarrett
Crick Road Business Case			Claire Marchant
18TH APRIL 2018 – INDIVIDUAL CABINET MEMBER DECISION			
19TH APRIL 2018 - COUNCIL			
Public Service Board: Well-being Plan for Monmouthshire			Matt Gatehouse (added 29/8/17)
9TH MAY 2018 – INDIVIDUAL CABINET MEMBER DECISION			

Hannah Jones would like to come to Cabinet in July 2018 to update on Youth Enterprise - European Structural Fund (ESF) Programmes - Inspire2Work extension (originally brought to Cabinet July 2017).