

Public Document Pack



Neuadd y Sir
Y Rhadyr
Brynbuga
NP15 1GA

County Hall
Rhadyr
Usk
NP15 1GA

Wednesday, 2 December 2015

Notice of meeting / Hysbysiad o gyfarfod:

Strong Communities Select Committee

**Thursday, 10th December, 2015 at 10.00 am,
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA**

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

AGENDA

Item No	Item	Pages
1.	Apologies for absence	
2.	Declarations of Interest	
3.	To confirm minutes of the previous meeting <ul style="list-style-type: none">• 10th September 2015• 14th September 2015 (Special meeting)• 12th October 2015 (Special meeting)• 22nd October 2015 (Special meeting)	1 - 36
4.	Pre-decision Scrutiny of the Future Food Waste Treatment Strategy <ul style="list-style-type: none">• Outline Business Case & Inter Authority Agreement for the Heads of the Valleys Anaerobic Digestion Procurement and partnership	37 - 182
5.	Scrutiny of Waste Enforcement Performance Report	183 - 196
6.	Budget Monitoring - Month 6 Budget	197 - 236
7.	Performance Management	

7.1.	Report on Improvement Objectives and Outcome Agreements	237 - 262
7.2.	Risk Management Report	263 - 274
8.	Date and time of next meeting <ul style="list-style-type: none">• Wednesday 28th January 2016 at 10.00am (pre-meeting 9.30 am)	

Paul Matthews

Chief Executive / Prif Weithredwr

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

S. Howarth
V. Smith
D. Dovey
A. Easson
S. Jones
P. Jordan
A. Webb
S. White
K. Williams

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Welsh Language

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Aims and Values of Monmouthshire County Council

Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

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

People Are Confident, Capable and Involved

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

Our County Thrives

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

Our priorities

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

Our Values

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

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.

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Agenda Item 3

Minutes of the Strong Communities Select Committee meeting held in the Council Chamber, County Hall, Usk on Thursday 10th September 2015 at 10.00 a.m.

PRESENT: County Councillor S.G.M. Howarth (Chairman)

County Councillors: D.L.S. Dovey, A. Easson, V.E. Smith and S. White.

OFFICERS IN ATTENDANCE:

K. Beirne	- Chief Officer, Enterprise
R. Hoggins	- Head of Operations
B. Winstanley	- Sustainability Surveyor
R. O'Dwyer	- Head of Property Services & Facilities Management
R. Nancarrow	- Support Service Manager
W. McLean	- Head of Policy & Engagement
A. Evans	- Customer Relations Manager
P. Keeble	- Traffic and Network Manager
G. Sage	- SWTRA/Street Lighting Manager
S. King	- Senior Democratic Services Officer
P. Harris	- Democratic Services Officer

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Jones, Jordan, Webb and Williams.

2. DECLARATIONS OF INTEREST

No declarations of interest.

3. PUBLIC OPEN FORUM

There were no questions raised from members of the public present.

4. CONFIRMATION OF MINUTES

i) Joint meeting of Adult Select and Strong Communities Select Committees 8th July 2015

The minutes of the Joint Adult and Strong Communities Select Committees meeting held on 8th July 2015 were confirmed as an accurate record and signed by the Chair.

During discussion we requested that an update was provided regarding the number of Food Banks **(Action W.M.)** and the lack of elected member representation on the Genesis housing group **(Action I.B.)**.

ii) Strong Communities Select Committee 16th July 2015

The minutes of the Strong Communities Select Committee meeting held on 16th July 2015 were confirmed as an accurate record and signed by the Chair.

During discussion we requested that cutting verges policy was reviewed and required confirmation that the pollination policy is on the work programme. **(Action H.I.)**

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An officer confirmed that the Highways Working Group and Speed Working group to be reconvened. **(ACTION R.H.)**

5. SCRUTINY OF A PROGRESS REPORT ON PUBLIC CONVENIENCES

Context:

To update members on the provision of public conveniences at various sites within the County and seek feedback from members on options for the future provision of public conveniences.

Key Issues:

In 2010 the Strong Communities Select Committee undertook a detailed review of the provision of public conveniences. This informed a strategy for the future provision of public conveniences and as a result new arrangements were implemented including some closures but also transfer of responsibility to other providers (community and town councils).

Since then some further adjustments to service provision have been arrived at through greater collaboration with town councils and mandated in the MCC budgets for 14/15 and 15/16.

This has resulted in the majority of public conveniences remaining open to the public but the method of management and provision varying between towns and villages.

Appendix 1 lists those toilets where MCC retains an 'interest' and approved proposals for their future provision, including details of current revenue and capital costs associated with possible transfer as well as a commentary on capital receipts opportunities.

Those toilets that remain the responsibility and cost to MCC after the proposals already approved are:

Abergavenny: Whitehorse Lane, Castle Street, Brewery Yard and Bus station
Monmouth: Blestium Street (Cattle market)
Usk: Maryport Street car park and Usk Island
Tintern: Beaufort Cottage

Member Scrutiny:

- A Member asked how many people took up the £1200 grant offered by MCC to support Community and Town Councils that provide public conveniences. It was answered that 2 enquired, but none were taken up.
- It was also clarified that the grant of £1200 was per Community Council (irrespective of number of toilets).

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- A Member questioned the suitability of using Leisure Centre toilets. An Officer pointed out that this was not a viable solution if this was the only provision. The suggestion was that a number of public building would be made available.
- A Member questioned if retail units in Abergavenny Town Centre had been asked to provide facilities. An Officer mentioned that potentially discussions could be made with Weatherspoons if White Horse Lane toilets were closed,
- A question was asked that if public buildings such as Shire Hall, museums, one stop shops were opened up, would these building be an option or would they need to be upgraded. An Officer answered that due to capital and revenue funding any improvements would need to be done at no cost, otherwise this would not be a viable solution. Ideally private businesses would come on board.
- The Committee asked if Abergavenny Town Council had paid MCC any funds toward the toilets in the last 5 years. It was confirmed that Abergavenny Town Council paid 50% of revenue, cleaning and maintenance costs for White Horse Lane.
- A Member asked if Abergavenny Town Council was being engaged positively. It was advised that several meetings had taken place regarding local services and MCC were optimistic about the transfer of services.
- A Member felt that it was imperative that Abergavenny had toilet provision at all points of arrival into the town. Discussed also was potentially charging for provision.
- A member commented that the toilets in Shire Hall were often over capacity, due to events taking place at the venue, it was felt that it was not in the volunteer staff's remit to maintain the toilets and all efforts should be made to direct members of the public to use the toilets at Agincourt Street.
- A member asked that Caldicot Castle Toilets managed by Enterprise, were properly audited.
- In regard to the sale and disposal of assets (Raglan toilets) which were sold for £7000. A member asked if more than one person was approached regarding the sale and why the decision was made not to take the toilets to public auction without notifying Members. The Officer the decision was made by the Estates and Legal Department.
- A Member questioned the £20, 000 limit Chief Officers had to sign off disposal of assets. An Officer replied that under the Scheme of Delegation the limits at which Chief Officers, Chief Executive and Cabinet could make decisions was clearly set out.
- A Member requested that if Council assets were being disposed of Ward members should be made aware.

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Committee's Conclusion:

Chair's Summary:

The Committee would like an update on Abergavenny toilets in 3 months.

The Committee would like an update on Usk toilets & carpark in Spring 2016.

The Committee would like an update on Caldicot toilets in 3 months.

Pursue Welsh Government in regard to Gibraltar Tunnel Toilets (**ACTION G.S.**)

6. PRE-DECISION SCRUTINY OF THE ADOPTION OF HIGHWAYS IN NEW DEVELOPMENTS

Context:

To update members of on the current position with regard to adoption of highway infrastructure for new developments and consider the implications of where a legal agreement for the road to become formally adopted by the council is not agreed.

Key Issues:

To note the petition **but not to adopt** the highway and associated infrastructure at Crawshay Bailey Close Gilwern.

A petition has been received requesting that the county council adopts the roads and associated infrastructure at Crawshay Bailey Close, Gilwern. This development was approved by the Brecon Beacons National Park (BBNP) without consideration to MCC Highways comments and therefore the site was built as a private estate without carrying out improvements to the existing access road to provide an adoptable width of carriageway, providing sustainable transport links and also residents agreeing as part of the purchase process to contribute towards the costs for a private management company to take on the future maintenance of the infrastructure.

Member Scrutiny:

- A member asked if it was the norm not to enter into Section 38 or 137 agreements. An Officer answered that it was uncommon and that modern estates are approx. 98% adopted.
- It was asked that if a developer does not want to enter into a Section 137 or 38, do talks need to take place, so that in the long term MCC are not left having to adopt roads. The Officer answered that most developments enter into a Section 38. At Crawshay Bailey the developer specifically wanted a private road.
- A Member commented that over 1000 properties were due to be built in the locality and hoped that Officers ensured that Section 38 agreements were entered into.

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The Officer replied that whilst developers were encouraged to enter into a Section 38, it was at their discretion not to do so.

- It was questioned by a Member, by not entering into a Section 38 agreement, what was the benefit to the developer. The Officer advised that often a planning application would be passed on the basis of upgraded materials. There is a new code of practice used in designing highway layouts which asks for block paving and other expensive materials. In negotiations at planning stage the Highway Authority would be looking to introduce commuted sums to cover additional costs above the basic maintenance costs. Similarly, sustainable urban drainage systems can be expensive and highways would be looking to take future commuted sums to maintain them. At Crawshay Bailey the developer is charging the residents a management fee for the upkeep of the highway.
- A Member asked if buyers were aware of the ownership of their road at time of purchase. An Officer answered that land searches were carried out by the purchaser's solicitor.

Committee's Conclusion:

Chair's Summary:

A proposal was made and duly seconded to support the Officer's report.

7. SCRUTINY OF THE ANNUAL COMPLAINTS REPORT FOR THE REGENERATION DIRECTORATE.

A report was presented to provide Strong Communities Select committee with information on the number and types of complaints, comments and compliments received and dealt with from 1 April 2014 until 31 March 2015.

The report also summarises the number of Freedom of Information Act (FOI) requests received by the Council during this period.

Key Issues:

- 3.1 Our Whole Authority Complaints and Compliments policy and procedure follows the Model that the Public Services Ombudsman for Wales asked each local authority to adopt in 2011.
- 3.2 The procedure has two stages; the informal stage and the formal stage.

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The informal stage aims to resolve the complaint locally wherever possible by means of discussion and problem solving. If it is not possible to resolve the concern, the matter is escalated to the formal investigation stage.

- 3.3 Where initial discussions have not achieved a resolution, complainants have the right to make a formal complaint. Investigations are undertaken and the complainant receives a full response detailing findings, conclusions and any recommendations made. This is the end of the internal process.
- 3.4 Complainants can contact the Public Services Ombudsman if they still remain dissatisfied.

The Ombudsman provides an external independent service to consider complaints about all local authority services. The Ombudsman is concerned with maladministration causing injustice and will normally require complainants to have used their local council's procedures before accepting a complaint for investigation.

To ensure that Members are aware of the types of complaints, comments and compliments received and dealt with. Also, to note the FOI statistics and the continuing growth in FOI requests.

Member Scrutiny:

- In response to a Select Committee Member's question regarding complaints it was advised that email was the preferred medium for contacting the Council.

A Member asked if the Ombudsman is happy with the level of complaints. The officer answered that the Ombudsman had sent a letter advising that the number of complaints for this period had decreased.

It was asked how many Officers worked on complaints. It was advised that there was one full time and one part time member of staff. It was also advised that there is one full time member of staff dealing with FOI requests.

In regard to FOI's it was asked if the FOI resulted in a long time researching information, would a fee be charged to reimburse for time. It was answered that MCC would ask for the request to be refined. If the request was felt to take over 18 hours, the request was denied or chargeable.

Committee's Conclusion:

Chair's Summary:

The Chair thanked the Officer for the report and looked forward to receiving it annually.

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8. CHANGES TO THE TEAM STRUCTURE INCLUDING JOB EVALUATION AND REGARDING OF POSTS WITHIN POLICY AND ENGAGEMENT

Context:

To seek agreement to a number of staffing changes within the Chief Executive's Policy and Engagement service area, including the re-grading of roles following job evaluation within the Policy and Performance Team and a small restructure within the Communications and Engagement Team to ensure that it is effectively focused to deliver its objectives in the next period.

That the post of 'Communications, Marketing and Engagement Manager' be regraded from Band I to Band K. This post was previously titled Communications and Engagement Manager.

That the post of Data Analyst (Education) be regraded from Band G to Band H. This post was previously titled School Management Information Officer.

That the post of Data Analyst (Education) be transferred to the Policy and Performance team within the Chief Executive's Department.

That the post of Equalities and Welsh Language Officer be regraded from Band H to Band I.

That the posts of 'Communications Officer' and 'Engagement Officer' be deleted.

That a new post of 'Communication and Engagement Officer' be created.

That one of the current Policy and Performance Officers is granted flexible retirement and the saving is used to secure additional resource.

Key Issues:

The authority has a job evaluation scheme that is used to assess the grade of new jobs and current jobs where there has been a significant change in duties. This requires the line manager prepare a new or revised job description with the grade being assessed by Employee Services. The revised role profiles are attached as appendices to this report.

The current role of 'Communication and Engagement Manager' has seen significant change since recruitment to the post in November 2014. The scope of activity within the role has seen significant growth driven by a heightened need to enhance our digital offer and to support a broader organisational drive to generate income (as identified in the 2015/16 budget and the emerging medium term financial plans) for MCC. There is consequently a greater responsibility for all services to market themselves and their services effectively where the opportunity allows.

The post holder is now responsible for the Web, Digital Media and internal intranet presence. The post holder is required to have significant digital skills and abilities, including the responsibility for the social media and digital engagement strategies. There is a greater emphasis on engagement and a requirement for the post holder to represent the authority at a very high level, across all services and disciplines. This includes being the representative and face of the organisation at major events as well as through the media.

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Examples of this include large scale events such as the Royal Welsh show which has acted as a springboard for the launch of a concerted campaign around the National Eisteddfod benefiting the whole county. The level of autonomy and prescribed guidelines has changed. The scope of the post covers more disciplines than previously and includes marketing, income generation, service re-design, engagement as well as the traditional communications role.

Furthermore, the team management responsibilities for this role have also expanded beyond the original remit and now includes the Digital Marketing Officer, the graphic designer (on contract with us until autumn 2015) and the Marketing Officer (appointed on a two year fixed term appointment).

The role of Data Analyst (Education) was originally located in the Children and Young People Directorate. The role has seen an increase in the level of responsibility since the transfer of education support services to the Education Achievement Service (EAS). For the past nine-months the post has been collocated in the Policy and Performance Team and it is proposed to make the arrangement permanent. This will increase the resilience of support to the education directorate at a key time as the authority strives to move out of Special Measures, it will also continue the strengthening of the corporate centre by consolidating existing posts into a single team.

The role of Equalities and Welsh Language Officer was created in 2012. This had previously been two separate roles and combining them provided an efficient way to provide these core functions. There has since been considerable change in the role as a result of the Equalities Act 2010 and new Welsh Language Standards. In particular the ongoing focus around the quality of engagement with those groups and individuals with protected characteristics (as prescribed in the Act) has increased both the level and quantity of the work the officer undertakes.

The uplift in salaries in the two roles in the Policy and performance team will be minimal in the first year as the current post-holders are at the top or close to the top of their current pay bands: the differential in the case of the Communications, Marketing and Engagement Manager is greater.

Member Scrutiny:

A Member questioned the change in structure when it was perceived that services were suffering cutbacks. The Officer answered that it was difficult to demonstrate the link between roles based in the corporate centre and frontline services. And that keeping Members and the public informed was a priority.

Clarification was requested on the role of the Cardiff University students. It was advised that with the 40% saving made by an existing member of staff taking flexible retirement, MCC would be able to employ 2 students per annum. These students would undertake a 5 month placement looking at specific project work.

A Member questioned how many hours of additional support was received from colleagues in Torfaen. In response the Officer replied three day a week between two colleagues.

It was asked why more changes were taking place so quickly after the last job evaluation. It was explained that the process addressed the equal status, differential in pay between different jobs in the past.

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A Member questioned the number of staff in the team. The Officer commented that the team was losing a head and historically there had been a Communications Officer in each Directorate, this was now being consolidated.

An example of income from marketing directly attributable to the communications department was requested. The Officer was not able to provide one at this time due to the new Officer only having been in place for 2 weeks at time of the meeting. It was advised that Cabinet used reserves to employ an Officer on a two year fixed term basis and that the Leader of the Opposition had requested that the achievement of income targets was reported back to Council.

Reassurance was sought from the Committee regarding the amalgamation of roles. An Officer answered that the restructure would provide resilience within the team.

A Member queried why data collection was not handled by the E.A.S. In answer the Member was advised that an Officer was retained at CYP level due to local information collection and specific information being collected, tracking children with ALNs to ensure service levels.

As far as tracking the value of the Marketing team, the Officer advised that the Cabinet were updated quarterly regarding the process mandate via RAG status.

Committee's Conclusion:

Chair's Summary:

The committee welcomed the report, but found that there were some issues they felt needed addressing in more detail, with a schematic drawing to be added.

The Chair acknowledged that roles needed to change and evolve. The Chair thanked staff for their valued work.

9. WORK PROGRAMME

Members discussed the Work Programme for the Strong Communities Select Committee. In doing so, the following points were noted:

Special Meeting – 14th September 2015 at 2.00pm – Agenda Items

- Flood Risk Management.
- Scrutiny of the finances of the Passenger Transport Unit.
- Public protection.

Special Meeting – 12th October 2015 at 10.00am – Agenda Items

- Crime and Disorder Training.
- Whole Place.
- Safer Monmouthshire Plan.

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Special Meeting – 22nd October 2015 at 10.00am – Agenda Items

- Budget Scrutiny.

5th November 2015 at 10.00am – Agenda Items

- Grant Funded Partnerships
- Month 6 Budget Monitoring

10th December 2015 at 10.00am – Agenda Items

- Waste Strategy
- Anaerobic Digestion
- Gypsy and Traveller Assessment

28th January 2016 at 10.00am – Agenda Items

- TBC

10th March 2016 at 10.00am – Agenda Items

- Month 9 Budget Monitoring

28th April 2016 at 10.00am – Agenda Items

- TBC

10. CABINET FORWARD WORK PLANNER

We resolved to receive the Cabinet Forward Work Planner and noted its content.

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MONMOUTHSHIRE COUNTY COUNCIL

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September, 2015 at 2.00 pm

PRESENT: County Councillor S. Howarth (Chairman)
County Councillor V. Smith (Vice Chairman)

County Councillors: D. Dovey, A. Easson and A. Webb

APOLOGIES RECEIVED: Council Councillors S. Jones, S. White and K. Williams

OFFICERS IN ATTENDANCE:

Richard Cope	Passenger Transport Unit Manager
Dave Harris	Head of Highways & Waste Management
David Jones	Head of Regulation and Community Protection
Linda O'Gorman	Principal Licensing Officer
Ross Price	Engineer
Gareth Walters	Trading Standards & Animal Health Team Leader
John Pearson	Local Democracy Manager

1 Declarations of Interest

None Received

2 Scrutiny of Flood Risk Management: Report on Strategic Environmental Assessment and Habitats Risk Assessment.

Context:

To provide an update on the Local Flood Risk Management strategy and other matters relating to flooding in Monmouthshire

Key Issues:

Members were informed that it was a requirement for the Council to produce a Local Flood Risk Management Strategy by April 2013. This requirement was set out in the Flood & Water Management Act of 2010 (F&WMAAct) when Monmouthshire was also designated as an LLFA or Lead Local Flood Authority. It was also identified as a requirement in the Welsh Governments National Strategy for Flood and Coastal Erosion Risk Management in December of 2011. A draft strategy was considered by this Committee in the Autumn of 2012 and revised to take account of comments made. It was also subjected to a public consultation period in Jan to February of 2013 before being reported to Cabinet on 3 April 2013. Following Cabinet approval it was submitted to Welsh Government for Ministerial approval and that was received in late April 2014. The Strategy was then published, as required, on the Council's website.

As part of the F&WMAAct we also have to prepare a Flood Risk Management Plan which will incorporate Flood Hazard and Flood Risk maps. The timescale for this was to be published by December 2015. The first Guidance was provided in May 2014 and subsequently a Template for the Plan document being produced in Wales was provided through the regional Flood

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Groups, revised in December 2014. The mapping data required to do the analyses provided by the Environment Agency and Natural Resources Wales was delayed due to its translation into the formats needed and that also arrived in December 2014

Member Scrutiny:

Members queried whether the areas of risk highlighted in the plans have been considered as part of the Local Development Plan (LDP). Members were informed that it was considered as part of the LDP process but the mapping has been updated since then and comparisons against the new information is yet to be undertaken.

Members received information from officers on the maintenance of culverts and flood defences and informed that cameras are being used at key locations to monitor activity and action taken where required. Members noted the success of the scheme and queried how this can be rolled out further.

Members questioned the impact of water being diverted to holding tanks rather than into water courses particularly at new residential development sites. Members requested further information relating to this around whose is responsible for the holding tanks and what restrictions are in place to ensure they don't overflow.

Members also queried the impact of hard standing driveways on residential properties and the impact these have floods. Members requested information from planning relating to the rules in converting residential property green spaces to driveways with particular reference to the porous nature of the materials to be used as well as statistics on the number of properties with hard standing driveways.

Committee's Conclusion:

Chair's Summary:

The Committee request information from the planning department relating to developments that use holding tanks for flood prevention in the last two years and whether there are rules within the planning process for details of this?

The Committee also request the planning process for converting green spaces to hard standing driveways on residential properties as well as statistics of properties with hard standing driveways.

3 Performance Monitoring of Public Protection: Performance Report with particular focus on Licensing and Trading Standards.

Context

The committee received an update on the performance of the public protection department and had opportunity to scrutinise the performance of the section.

Key Issues

Strong Communities Select Committee received a performance report covering Public Protection services in November 2014. This was in response to a Cabinet report in March 2014 that recommended budget reductions to these services. Those recommendations included a £140,000 budget reduction for 2014/15, representing a 7.2% staff decrease.

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The impact of this reduction was scrutinised by Strong Communities Select in November 2014 and reported to Cabinet on 7th January 2015. Cabinet requested regular six monthly reports to Strong Communities Committee to monitor performance over time. In this way, any negative impacts could be assessed and acted upon if necessary.

The attached report summarises recent performance and highlights the following:-

- The four service teams, for the vast majority of services they deliver, meet the Authority's legal obligations in relation to Public Protection services.
- Some proactive work, for example animal health visits and housing inspections, has decreased as a consequence of prioritising reactive work. 3145 new requests for service were responded to in the 2014/15 year.
- Line managers will need to monitor workloads, prioritise and respond as necessary. Team performance is highly dependent upon the continued hard work, professionalism and good health of its staff.
- Six monthly reports will continue to be made to this Committee, to review the impact of budget reductions on Public Protection performance.
- Recent audits, by Wales Audit Office and Food Standards Agency Wales, indicate current performance is satisfactory within Environmental Health, but the service would struggle to take on any new statutory duties that protect the public and the environment.

Member Scrutiny

Members questioned the overall health of the team given the reduction in staff resources to meet the requirements of the service. The Head of Public Protection and Culture confirmed that generally staff morale is positive with a small level of sickness recorded in the previous 12 months.

Members queried the process involved with licensing functions relating to taxi licences and Temporary Event Notifications (TENs). Members were informed that taxi licence renewals are every three years rather than annually. The Principal Licensing Officer explained the process involved with a TEN application and the pressures that the service face when they receive and application however existing processes allow the service to manage these applications effectively.

Members noted the increase in Freedom of Information (Fol) requests and queried the nature of the requests. Members were informed that generally requests are from the press for data gathering and some requests for licensing are from sales companies selling insurance etc.

Committee's Conclusion:

Chair's Summary:

The Select Committee are satisfied with the report of the service and highlighted

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some potential issues. Service is still short on staff and visits minimised due to that but are still performing well but concerns around potential outbreaks or emergency issues and capacity of service to manage issues. Acknowledged that the service is reactive rather than pro-active due to reduction in budget of service.

4 Budget Monitoring: Discussion with the Passenger Transport Unit (background reading Service Improvement Plan) (copy attached).

Context:

The committee had the opportunity to scrutinise the Passenger Transport Unit (PTU) and the monitor the budget of the service.

Key Issues:

The committee received a presentation from the Passenger Transport Unit Manager detailing the services that the section provide and pressures that they face.

Member Scrutiny:

Members question the number of vehicles operated by other departments within the Council, specifically the social services department. Members were informed that there still are some vehicles run by other departments but this has been reduced from 29 to approximately 10.

The committee recommended a full inventory be undertaken of the PTU section, as well as other transport provided by sections of the Council independently, and to consider whether the PTU should be its own section separate to the authority allowing it to charge for the services it provides. The PTU manager informed the committee that new models of delivery are being considered and is visiting a social enterprise that provides public transport to assess how it operates. The committee request the PTU manager attends a meeting in early 2016 providing details of the options available. Members also queried the scale of operation that is required to make the section a viable unit given that much of the routes in Monmouthshire are subsidised with little commercially viable routes.

Members debated whether the PTU section would be better situated under the Children and Young People committee given that SEN transport is a particular pressure on the unit of which the department has very little control. It was identified that savings would not be made by moving to a different committee and members agreed to work closely with the Children and Young People committee to raise awareness of the issues.

Members identified the £5 lifetime subscription fee to residents who use grass routes transport and whether this should be raised to increase income of the PTU section.

Committee's Consultation:

Chair's Summary:

The committee established through the Passenger Transport Manager that the SEN transport provided to children should not be brought under the education umbrella as there could be no savings achieved. It was also noted that SEN

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transport is having a significant impact on balancing the budget of the PTU section.

The committee recommend sending information to the Children and Young People Select or holding a joint meeting of the two committees to highlight the issues to the education section of the Council.

The committee note the difficulty in balancing the budget of the PTU section going forward due to new schools being built and transport needing to be provided to these schools. It is also noted that the PTU manager is investigating new framework models for how the section can operate and invite the PTU manager to a meeting of the select in early 2016 to provide the committee with a picture at that time.

The committee will contact the Welsh Government requesting an explanation as to why funding for the PTU is provided on a variable quarterly basis rather than an annual basis which would allow the section to budget more effectively.

The meeting ended at 5.15 pm

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**Minutes of the Special Strong Communities Select Committee meeting
held in the Council Chamber, County Hall, Usk on
Monday 12th October 2015 at 10.00 a.m.**

PRESENT: County Councillor S.G.M. Howarth (Chairman)

County Councillors: D.L.S. Dovey, A. Easson, V.E. Smith, and K. Williams

County Councillor G. Howard attended the meeting by invitation of the Chairman with reference to Agenda item 6.

OFFICERS IN ATTENDANCE:

K. Beirne - Chief Officer, Enterprise
M. Hand - Head of Planning
H. Ilett - Scrutiny Manager
P. Harris - Democratic Services Officer

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Webb, White and Jones.

2. DECLARATIONS OF INTEREST

None received.

3. CRIME AND DISORDER TRAINING

The Committee received a presentation from the Scrutiny Manager, joined by Inspector Stefan Williams (Police) and Station Commander Matt Jones (Fire Service), outlining the scrutiny responsibly of the Committee, covering;

Police and Justice Act 2006:

Required local government scrutiny to ensure Community Safety Partnerships (CSP's) fulfil their responsibilities for tackling crime, disorder and substance misuse in their locality

(Sections 19, 20 & 21 of the Police & Justice Act 2006)

Role of the Community Safety Partnership (CSP)

Statutory partnership (created by the Crime and Disorder Act 1998, developed via Police Reform Act 2002 and the Police and Justice Act 2006) to... develop and implement strategies to reduce crime and disorder.

The 'responsible authorities' must jointly agree and deliver community safety priorities...

The Community Safety Partnership (CSP)

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- Local Authority
- Police Force
- Police & Crime Commissioner
- Fire and Rescue Authority
- The Local Health Board
- Probation

CSP Requirements

To prepare an annual strategic assessment identifying the crime and community safety priorities in the area.

Produce an annual 3-year partnership plan to address those priorities

Undertake community consultation

Share information across the CSP.

4. CONSIDERATION OF THE SAFER MONMOUTHSHIRE PLAN

Context:

To provide relevant performance information to the Stronger Communities Select Committee under the requirements of the Crime and Disorder Act 1998.

To focus on the activity and delivery within the Safer Monmouthshire Group.

The Safer Monmouthshire Group (SMG) formally undertakes the Local Service Board's Statutory responsibility in-line with the Crime and Disorder Act 1998 (Part 1: S6) which includes, strategies for the reduction of crime and disorder, strategies for combating the misuse of drugs, alcohol and other substances, and strategies for the reduction of reoffending.

Under the direction of the Monmouthshire Local Service Board, the SMG brings together representatives of the key organisations responsible for shaping and delivering community safety actions which contribute to the Monmouthshire Single Integrated Plan and are in- line with the Crime and Disorder Act.

The Safer Monmouthshire Group contributes to Theme 2; People are Confident, Capable and Involved and Outcomes 4, 5 & 6 of the Single Integrated Plan.

These are:

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

Key Issues:

In 2012 the Welsh Government Statutory Guidance "Shared Purpose, Shared Delivery" rationalised the partnership landscape, by reducing complexity and duplication, and freeing up resources, through the development of Local Service Boards and the Single Integrated Plan. The Single Integrated Plan replaced the existing statutory plans and strategies, which included the Community Safety Partnership Plan, that incorporated the three crime and disorder strategies; (1) the reduction of crime and disorder, (2) strategies for combating the misuse of drugs, alcohol and other substances, and (3) strategies for the reduction of re-offending.

The old Community Safety Partnerships were disbanded, and under the Monmouthshire LSB, the Safer Monmouthshire Group was formed and the statutory duties, of the Crime and Disorder Act, were discharged to the Safer Monmouthshire Group.

The Safer Monmouthshire Group embraces multi-agency working, with representation from a wide range of partner organisations, who work collaboratively to address community safety issues across Monmouthshire. Collaboration and partnership working forms a key part of the delivery of community safety actions across the county, and it is important that Select Committees have a strong oversight of this work and the actions that are being taken to address the challenges of crime & disorder across Monmouthshire's rural and urban landscapes.

Member Scrutiny:

A member asked for clarity on the classification of the areas. The Member asked how they would be referenced in future. The Officer answered that they would wait for the outcome of reorganisation.

A member asked why figures for fraud dropped so dramatically, 364 to 0. The Police Inspector answered that he would return an answer to the Committee.
(ACTION STEFAN WILLIAMS/POLICE)

It was questioned how effective were CSAT and who did they report to. The Officer answered that a core member of each CSAT was a County Councillor and this was the mechanism by which information was cascaded back to full Council.

A Member asked about importance of CCTV. The Police Inspector felt from an operational Police point of view CCTV was invaluable.

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A Member commented on the lack of technology mentioned by the Police and Crime Commissioner at their recent visit to Full Council.

A Member mentioned that technology could be instrumental in non-urgent crimes reporting crimes. The Station Commander advised there was an app (Android and Apple compatible) for reporting information to the Fire Service.

A Member voiced concerns regarding youth crimes against society. An Officer replied that there was a structure in place to address anti-social behaviour. This was seconded by the Police Inspector who explained the use of behaviour contracts, injunctions and dispersal powers under new anti-social legislation.

A Member questioned the categorisation of crimes. It was advised that the Home Office set the categories of Crime.

A Member raised the issue of roadside advertising which has been suspended by MCC, and asked if the Police and Fire Bridge had an opinion. The Police Inspector was not aware of any issues but would report back. **(ACTION STEFAN WILLIAMS/POLICE)**

A Member questioned if a member of the Probation service would be available to attend a future meeting.

A Member mentioned that they felt the word 'older' should be removed from the vision.

A question was raised regarding new legislation requiring all rental properties to fit a mains powered smoke alarm; what work was being done with Landlords? The Fire Commander answered that he was aware of the new legislation, which would be led and policed by his Fire Safety Team. He will clarify what legislation applies to Wales and return to the Committee with answers. **(ACTION MATT JONES/FIRE SERVICE)**

Committee's Conclusion:

Chair's Summary:

On behalf of the Select Committee, the Chairman thanked the Officers, the Police Inspector and Fire Station Commander for their recommendations.

And look forward to receiving the report on a 6 monthly basis to compare data.

5. WHOLE PLACE: FEEDBACK ON LESSONS LEARNT EXERCISE

Context:

**Minutes of the Special Strong Communities Select Committee meeting
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To update Members on the findings of the Community Governance Review and the conclusions of the Lessons Learnt review of the implementation of Whole Place in Severnside and Bryn y Cwm.

Key Issues:

KEY ISSUES:

As members will be aware Community governance within Monmouthshire has been delivered through four Area Committees which were designed as an opportunity for communities to be involved in local democracy. No decision making is delegated to the Area Committees but it does provide an opportunity for issues of local concern to be raised and debated.

The implementation of Whole Place has resulted in an additional tier of local governance which sits outside the Council's Area Committee process.

Programme Boards have been established in Severnside and Bryn y Cwm and they manage the delivery of the local plan. They are made up of elected County, Community and Town councillors and representatives from community organisations.

The overlapping and complicated structures have led to dissatisfaction amongst community stakeholders. The loss of the Area Manager roles and the implementation of the Whole Place team has resulted in less clarity between the administrative processes and delivery frameworks set up to support community governance. An additional complication is caused by each area committee having been allocated a capital sum of £5,000 to allocate within its geographical boundary. This was previously managed on behalf of the Area Committees by the Area Managers, however these posts were deleted and currently no agreed process exists for the allocation, distribution and management of these grants.

Recognising these concerns a Community Governance Review was commissioned and following a tender exercise Keith Edwards was appointed to undertake this review in March of this year. The purpose of the review was to reflect on the experience of the dual processes to date and identify opportunities for a more streamlined and effective approach to delivery.

The conclusions of this review have now been documented in a report entitled *Whole Place and Community Governance in Monmouthshire*. The report outlines twelve recommendations around reducing complexity, having more clearly defined roles and responsibilities and streamlining local governance structures. There is also an associated action plan entitled *Key Challenges and Potential Responses*.

The twelve recommendations are summarised as follows:

Monmouthshire County Council will implement the recommendations of the report to enable a simpler local governance framework with clear lines of accountability and responsibility and provide access to funds to support local priorities.

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Terms of reference for each group integral to Whole Place will be developed in partnership and outlined in a single document.

Monmouthshire re-align Whole Place internally, developing streamlined decision processes, inter department working and embedding corporate responsibility for the delivery of this agenda.

Elected Members to undertake a local leadership role in engaging communities to deliver Whole Place. This involves replacing Area Committees with an annual joint Member/Programme Board summit, surgeries and the appointment of an Elected Member as a Whole Place Champion in each area who will sit on the Programme Board and updating Council.

Review of Programme Boards, their memberships, remits and how they relate to the Council and their community. Re-inforce the importance of Town and Community Councils in the delivery of Whole Place through Programme Board membership.

Town and Community Councils should build on existing networks and share resources.

Re-inforce the independence of Community Forums and help build self-reliance.

Programme Boards need to audit the engagement with excluded groups and produce an action plan to address deficits.

Process for identifying new initiative and fast tracking their consideration and approval should be considered, whilst ensuring that it still meets all the legal and financial accountability tests.

The Council should review Whole Place support and resources and ensure it aligns with community hubs and developing more area based services.

The Whole Place team should work with communities to co-design the service.

During the summer, Whole Place officers undertook a review of the implementation of the Whole Place Plan in Severnside and Bryn y Cwm. A total of 10 interviews were undertaken with 4 representatives from Severnside and 6 from Bryn y Cwm. Given the limited number of participants, it is difficult to generalise these as the general conclusions of all stakeholders, however similar themes did emerge:

Engagement needs to be wider and deeper and include youth and those with disabilities.

Process should be led by the Council with clear levels of responsibility from Officers and Members.

Better communication on the process and the implementation of the plan

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The plans should embrace the whole area and avoid being town centric.

There should be a delivery mechanism in place that provides support for groups delivering project strands (this should be officer time and finance).

The plans and their delivery mechanism should have been implemented much quicker.

Member Scrutiny:

A Member commented on the confusion with Community Groups at present and felt that the recommendations in the report did not help to clarify. Concerns were raised regarding the lack of involvement with Elected Members.

It was mentioned by a Member that they felt that the report had an Abergavenny bias, with little reference to rural areas. The Member also voiced concerns that local Members were becoming disenfranchised by lack of involvement.

The Committee asked if the Town and Community Charter still existed. The Officer answered that they had met with One Voice Wales to discuss the Charter, and it was believed that the Charter had become outdated and that a county wide charter did not reflect the needs of individual areas. It was also mentioned that over the last 2 year there had been meetings of the County Liaison Team, where Town, Community and County Councillors meet and the lead representative from the Community Council had received a letter from the Minister for Public Services, Leyton Andrews who was advocating working at a more local level.

The Committee questioned if there would be different models for each local area. The Officer confirmed that each locality will be consulted, via public meetings, community groups and information stands in local areas, i.e. hospitals, garden centres and local high streets. This will allow for framework to be adapted locally.

A Member commented that they were aware of financial constraints, however they felt that MCC could be performing better with better quality control systems in place.

Committee's Conclusion:

Chair's Summary:

The Select Committee had reservations regarding some of the recommendations contained in the report but welcome the opportunity to scrutinise it further at a Members Seminar.

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6. TO CONSIDER A CALL-IN IN RELATION TO THE INDIVIDUAL CABINET MEMBER DECISION DATED 23RD SEPTEMBER 2015 'EMPLOY CONSULTANT TO UNDERTAKE PROTECTED SPECIES SURVEYS FOR TROY HOUSE'.

We received a call in request in respect of the decision taken by Cabinet on 23rd September 2015 regarding the employment of a consultant to undertake protected species surveys for Troy House as follows:

- To seek cabinet member approval to engage a consultant to undertake protected species surveys for Troy House, Mitchel Troy, at a cost of £9,665. The costs of the proposal are met fully by existing budgets.

The reasons for the call in were noted, as follows:

- The improper use of public money. Poor value for taxpayers, paying for a private individual to then develop the land.

The Chairman invited the members who had called in the Cabinet decision to make comments and ask questions in respect of the decision and the following points were noted:

- Members who had called in the Cabinet decision were concerned that the application dated back to 2009 when Monmouthshire County Council were in a more prosperous position. In the current climate of austerity, with 35% of the discretionary budget being cut, it was felt that the Council were not in a position to meet these costs.
- There were concerns that the money would be better spent elsewhere.
- The Members believed that development needed to take place, but felt the budget was not fully stretched as the Accountant had advised the costs could be met from the current budget.

The Chairman invited the Cabinet Member to address the Select Committee and the Members who had called in the Cabinet decision to outline the reasons for agreeing to cover the cost of the survey. Members were informed of the following:

- Under NERC Act 2006 there are certain types of development where survey information has to be received in advance.
- The Planning and Conservation teams are keen to preserve the building.
- Troy House is a 17th Century building which has had several uses over the years. The Grade 2 style listing recognises especially important buildings, Troy House is listed as an exceptionally fine County House with notable features in the interior.

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- The report notes the ecological survey is required as part of any planning application to restore Troy House through the enabling development, enabling because the commercial work will fund the restorative work.
- The Council could take steps to Compulsory Purchase, but legal costs and undertaking specialist repair work would be dramatically more than the £9,665 for the survey, which would have to take place.

The Chairman invited Officers to address the Select Committee and the Members who had called in the Cabinet decision to outline the reasons for agreeing to cover the cost of the survey. Members were informed of the following:

- Protected species surveys have to take place in advance and cannot be conditioned.
- The case with listed buildings means the development is an enabling development, which means the amount of new development will have to be the absolute minimum required to fund the restoration of the listed building.
- The application had been with the Council since 2008, the building is deteriorating, and if work does not progress soon the Council could step in with enforcement action.
- The Welsh Government have recently increased planning application fees by 15% (with this money to be kept in the planning service) from 1st October 2015, this would help meet this cost.
- There will be zero monies generated.
- The proposal is to spend some money now to facilitate a project and avoid incurring significantly higher costs at a later stage. Without the surveys, the planning application will have to be refused, the building's condition will continue to deteriorate, and the Council will have to step in and take costly enforcement action. Moreover, before undertaking that action, the Council will have to undertake the protected species surveys so the expenditure is required in either scenario.

The Chairman informed Select Committee Members that in terms of the call in procedure, three options were available:

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

It was therefore proposed by County Councillor D. Dovey and seconded by County Councillor S. Howarth to refer the matter back to Cabinet for re-consideration as the reasons within the Cabinet Log did not adequately explain why the Council should pay the fee for the private developer.

Upon being put to the vote the following votes were recorded:

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For the proposal	-	4
Against the proposal	-	0
Abstentions	-	0

The proposition was carried.

We resolved to refer the matter back to Cabinet for re-consideration as the reasons within the Cabinet Log did not adequately explain why the Council should pay the fee for the private developer.

7. WORK PROGRAMME

Members discussed the Work Programme for the Strong Communities Select Committee.

8. DATE AND TIME OF NEXT MEETING

Special Meeting – 22nd October 2015 at 10.00am – Agenda Items

- Budget Scrutiny.

Meeting – 10th December October 2015 at 10.00am

- Future Food Waste Treatment Strategy
- Gypsy and Traveller Assessment
- Month 6 Budget Monitoring

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PRESENT: County Councillor S.G.M. Howarth (Chairman)

County Councillors: D. Dovey, A. Easson, S. Jones, V. Smith and S. White.

ALSO IN ATTENDANCE:

County Councillors: P. Murphy, D. Blakebrough and B. Jones.

OFFICERS IN ATTENDANCE:

Kellie Beirne	Chief Officer, Enterprise
Joy Robson	Head of Finance/Section 151 Officer
Roger Hoggins	Head of Operations
Robert Tranter	Head of Legal Services & Monitor Officer
Tracey Harry	Head of Democracy and Regulatory Services
Rachel Jowitt	Head of Waste & Street Services
Nigel Leaworthy	Commercial & Operations Manager
Carl Touhig	Recycling Strategy and Business Manager
Hazel Ilett	Scrutiny Manager
Paula Harris	Democratic Services Officer

1. APOLOGIES FOR ABSENCE

We received apologies from County Councillor K. Williams.

2. DECLARATIONS OF INTEREST

None received.

3. SCRUTINY OF THE BUDGET PROPOSALS FOR 2016/2017 RELATING TO THE REMIT OF THE STRONG COMMUNITIES SELECT COMMITTEE

We welcomed a report from the Head of Finance to provide detailed draft proposals on the budget savings required to meet the gap between available resources and need to spend in 2016/17, for consultation purposes and to consider the 2016/17 budget within the context of the 4 year Medium Term Financial Plan.

Members were recommended to scrutinise the budget savings proposals for 2016/17 released for consultation purposes and consider what alternative proposals could be submitted by 30th November 2015.

Members were made aware that in January 2015, Cabinet approved a balanced budget for 2015/16 and acknowledged an indicative MTFP position which forecast the gap in resources over the remaining three year period as £10 million. Each year the MTFP model is rolled forward to present a 4 year position and this produced a gap of £13 million, based on original assumptions contained in the model.

Cabinet received a further report on the MTFP in June, agreed some revised assumptions and assessed the level of pressures that needed to be considered. Work has continued over

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the summer to refine the modelling assumptions and outline the income generation or savings proposals that will need to be considered

During discussion following the report, we noted the following points:

- A Member asked if spinal column increases had been factored in. It was advised that MCC had never historically budgeted for incremental increases, therefore not included in the budget.
- A Member questioned if this was the Committees last opportunity for scrutiny. It was advised that the final date was 30th November and if necessarily a Special meeting would be called to provide further scrutiny.

We resolved to receive the report and noted its content.

SERVICE AREA BUDGET MANDATES

We welcomed Officers who presented the budget mandates and we heard the proposals before the Committee were invited to ask questions.

During discussion the following points were noted:

Mandate B2 – Rationalise the business support teams.

- Purpose of mandate is so that select committee members are presented with relevant budget aspects, within the remit of the Strong Communities Select Committee.
- The Mandate will examine the directorate business support/admin across the organisation in order to identify possible opportunities for rationalisation, including examination of spans of control, structures and capacity.
- It has been noted amongst managers that we have never reviewed the whole organisation's business support/administrative function. Given the reduction in resources that have taken place operationally this is an opportunity to examine the impact that has had on business support teams.
- The aim is to deliver both financial and operational benefits to individual services leading to a saving of £50,000.

Member Scrutiny

- A Member commented that they were not familiar with staffing structure at present. An Officer explained that roles were being closely looked at, as traditional admin roles were crossing over to operational areas too.
- A Member asked if pooling business support with neighbouring authorities would be an effective way to make savings. We were told that collaborative working was being covered by other mandates, and this this specific mandate was covering areas where collaboration was not an opinion at present.
- It was commented that the report did not have sufficient information in place to allow proper scrutiny to take place at present.

The Committee resolved to support the mandate but did not feel that there was sufficient information at present.

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Mandate B7 – Legal Services Review

- It was identified that during the next financial year there was potential for income via charging for legal services provided to other organisations.
- The Legal Team were looking to receive income from providing legal advice to Melin Homes on planning agreements and consider any other external work to reduce the net cost of Legal Services and Land Charges to the council. To build on the findings from the Legal Services Review which aims to ensure that the council maximises opportunities to reduce it's spend on legal advice through reducing the need to purchase external independent legal advice whilst maximising any income generation opportunities.
- There is a potential to generate initial income up to £25,000 for the council (but this may need to be netted off any costs of appointing a further legal officer, if required), with further scoping of potential work required.

Member Scrutiny

- A Member questioned if the legal team would need to employ more staff. The Officer replied that once they were clearer on Melin's exact requirements, the staffing figures would be addressed accordingly.
- It was asked if there was a successful model in neighbouring authorities we could look to emulate. We were informed there were various business models. We were told about the trading arm created by Kent C.C. and advised that Lincolnshire and District councils had joined forces to provide public sector advice.
- It was asked if a potential market had been identified and we were advised this is at the very early stages at present.
- A concern was raised by a member that by supplying legal services that we would be taking business away from local businesses. In answer we were told that as a Council we had to be more socially entrepreneurial, employing a business-like discipline. It was felt that the type of legal advice the council would be looking to offer was currently offered by larger legal companies in Bristol and Cardiff, therefore not taking work away from local firms

The Committee agreed to support the mandate.

Mandate B8 - Promoting responsible business waste management

- The restriction of the commercial disposal of waste at Civic Amenities sites. To ensure that Household Waste Recycling Centres are used only by householders and therefore introducing a ban at the sites for vans and trailers.
- This proposal ensures that the principle of Producer Pays is introduced at the Household Waste Recycling Centres and thereby promotes responsible waste management and efficient use of resources by businesses who are currently using the sites.

Member Scrutiny

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- It was clarified that when the waste was delivered to Dragon Waste, the waste became theirs, with their charge back costs being looked at.
- A Member commented that fly-tipping was on the increase.
- It was asked if MCC could have collaborative working with Newport City Council. The Officer answered that this was a possibility, with it potentially having an impact on our recycling levels.
- A member questioned improving the current basic provision offered. We were told that the current contract expires 2017, and this has not gone out to tender as yet.

The Committee agreed to support the mandate.

Mandate B11 – Leadership Team Restructure

- The objective of this mandate is to build upon the already significant re-adjustments made to senior management structures within the Council aimed at flattening tiers, reducing hierarchy and driving ongoing efficiency savings.
- The first structural re-design carried out by the Chief Executive in 2010 alluded to the need for staffing structures to constantly adapt and adjust to a 'permanent state of transition'. This mandate aims to further advance this and to ensure that as the whole organisation works to become more efficient and effective, corresponding changes are made to systems and structures to support purpose, priorities and values-driven leadership.
- The proposal is for comprehensive re-adjustment of structures, posts, roles and functions, so that the organisations' leadership, values, alignments, processes and structures are fit for purpose as we adapt to further waves of change and instability and continued financial turbulence. Our aim ongoing, is to create a whole new cost structure for our organisation and as such we must in-build the ability of our staff teams to be nimble, fleet of foot and flexible. This is more than just re-jigging posts and structures to achieve a financial efficiency – the fundamental aim is to create organisational structures, systems, processes and behaviours that are capable of demonstrating 'council of the future' capabilities.
- People are our best resource and we need to ensure they are playing to their strengths and are positioned to serve our organisation and our communities in the most effective ways. This proposal is entirely in the spirit of our People and Organisational Development Strategy and our aim to create the whole-organisation conditions that allow people to connect to their purpose in order to deliver sustained improvements for our residents, businesses, partners and communities.

Member Scrutiny

- The Committee were concerned that savings maybe duplicated across portfolios. The Officer answered that the posts in question were clear and that no double accounting would take place.

The Committee agreed to support the mandate.

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Mandate B12 – Second phase review of grants/subsidies to third sector discretionary bodies

- Purpose of the mandate is to ensure that grants and support given to third sector organisations are proportionate and deliver against the organisation's strategic aims and objectives. In 2014 a wide ranging review of the grants provided by MCC was undertaken this ensured that the remaining grant recipients were working in line with the organisation's specific aims and objectives. This review recognises that continued delivery whilst clearly acknowledging that the quantum available to third parties should be reduced in line with the budget pressures MCC is experiencing.
- To reduce the quantum of funding available to a range of third sector organisations by 18% and to stop the funding of a Healthy at Home Funding stream to Care and Repair.

Member Scrutiny

- A question was raised regarding the self-reliance status of the Borough Theatre. It was advised that dialogue had taken place with the theatre advising funding cannot be maintained and advice will be given to help them with creating a self-sustainable business model.
- The Cabinet Member advised that there was a 3 year deal with CAB with 10% cut each year with a future £5,000 cut as a result of this mandate which they are managing.
- A Member commented that the ideal outcome was to help create self- sustaining organisations.

The Committee resolved to support the mandate and agree that we cannot keep subsidies ongoing.

Mandate B13 - Highways Infrastructure – income generation

The mandate advises the opportunity for increased revenue income through advertising on the public highway, car parks, vehicles, buildings etc. and revenue from additional car parking and changes to the car park regime (requires capital investment and a new car park order)

Member Scrutiny

- A member questioned why there were no adverts on the side of the refuse lorries. The Officer advised that this was currently being explored, the priority for the advertising space will be given to local businesses.
- The order for car parking will be a county-wide order, with each town car park addressing its own different demands.

The committee resolved to support the mandate.

Mandate B14 – Ground maintenance – Funding review

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- The mandate advises the stop of purchasing bedding plants and subsequent management costs (watering etc.) and revert to using wild flower seeds for displays.
- Change to highway verge cutting regime, Continue with current verge mowing practice (2 cuts not 1).
- Safety will always remain a priority and this will be monitored and action taken as appropriate within existing resources (as now). Finally MCC has worked in partnership with Green Fingers on the Linda Vista site for many years and a strong relationship has been established. As the expansion of this partnership MCC will no longer undertake the routine maintenance of the gardens as this will be undertaken by Green Fingers. MCC will retain the strategic and commissioning role with a view to expanding and building on this partnership including the Friends of Linda Vista and other parties as appropriate. The saving is made through the release of a vacant post within the team as half a FTE post used to oversee Linda Vista.

Member Scrutiny

- A member questioned the difference in quality of displays throughout the County. It was advised that several seed mixes had been trialled.
- It was asked by a Member if mulching machines were used with cut grass. It was advised that the height of cut would have to be raised, and trials were currently ongoing.
- Several questions were asked regarding the 1 cut, especially on B roads, as it was felt that it made the County untidy and caused a danger regarding visibility.

The Committee agreed with the mandate introduction of wild flower planting rather than annual bedding. But the majority of the committee do not support the mandate in terms of hedge and highway verge cutting.

Mandate B15 - Highways Maintenance – Review

- The proposal is to reduce the highways section budget whilst seeking to protect basic service levels for essential safety services.
- Reduction in County Highways Operations budget by reduction in operatives (3), vehicles and materials.

Member Scrutiny

- Members asked if the Council had sufficient raining and asked if there were issues with Health & Safety and training. The Officer answered that for winter maintenance the staff needed specific training.
- It was questioned if the vehicle needed to be removed from the fleet or could it be used on a standby basis. We were told that less crew meant we could reduce our fleet accordingly.
- Clarification was asked for where the 30K saving would be found. The officer advised we would have physically less vehicles, whether it was hired or owned by the council, the saving would be made by not replacing vehicles.

Following a vote the majority of the Committee resolved to not support the mandate

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Strong Communities Select Committee held at County Hall, Usk on Thursday 22nd October 2015 at 10.00 am

Mandate B16 – Flexible Employment options

- The Mandate plans to generate awareness with staff who are interesting in accessing the Authority's flexible benefits and employment packages, notably in the form of negotiating reduced hours, taking unpaid leave or purchasing additional annual leave.
- Take-up would in turn lead to savings for the Authority whilst supporting staff to be able to have flexible working arrangements.

Member Scrutiny

- A Member commented that staff were currently working above and beyond their current roles.
- An Officer commented that duplicated Committees would need to be looked at.

The committee resolved to support the mandate.

Mandate B17 – Business rate evaluation

- This is a one off saving resulting from backdated successful business rate appeals on council properties.
- Budget for refunds received, following appeals to the Valuation Office, for Business Rates paid by the Authority in respect to the properties that it owns.

Member Scrutiny

- A member asked if the work undertaken by Cooke and Arkwright could be taken in house. The officer answered there were no plans to do so.

The committee resolved to support the mandate.

Mandate B19 - Property Services & Facilities Management review

- This proposal is seeking to help reduce the MTFP deficit by introducing a range of efficiencies to the Property and Facility Management service.
- The PS&FM manpower budget will be reduced by £35,000. The Resources, Office Services and Facilities Management teams will be amalgamated into one unit responsible for reception services, administration, finance, and post and facilities management at Usk HQ.
- The number of vehicles and associated fuel and maintenance costs will be reduced by sharing transport resources between the catering and cleaning services, £10,000.
- The supplies and services budget will be reduced by £20,000.

Member Scrutiny

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Strong Communities Select Committee held at County Hall, Usk on Thursday 22nd October 2015 at 10.00 am

- A Member asked if the staff move from Innovation House to Usk was built into the in the figures in the mandate. The officer confirmed that was the case and hoped that the move would take place by 1st April 2016.
- It was clarified that Magor 1 we own and Magor 2 is leased.

The committee resolved to support the mandate.

Mandate B21 - Town and Community Councils

- This is a whole-authority mandate but specifically relates the Council's priority around 'maintaining locally accessible services'. Since the majority of these mainly discretionary services relate to Enterprise and Operations.
- Contribution to specific services which would otherwise be cut such as community hubs, museums and street sweeping.

Member scrutiny

- It was asked if our PTU would become a stand-alone trading company. It was felt that there was not a clear divide between ourselves and Newport City Bus

The committee resolved to support the mandate.

Mandate B22 – Collaboration and realigning structures in operations

- Estimated £30k from collaboration in 16/17 and £70k from realignment of duties to reduce professional/technical salary budget within Highways section.
- Quick wins on collaboration for 2016/17 sharing posts.
- Collaboration between public bodies to share resources thereby improve efficiency, value for money etc.
- Restructuring of staff and services within the authority to reduce resources whilst retaining service provision.

Member scrutiny

- A Member commented that cluster groups need to be created so that resources were shared and considered equally.
- It was asked if Community and Town councils were being spoken to. An officer confirmed that engagement was taking place to encourage communication between councils.
- The lists needed to be circulated.

The committee resolved to support the mandate.

Mandate B23 – Discretionary Fees and Charges

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Strong Communities Select Committee held at County Hall, Usk on Thursday 22nd October 2015 at 10.00 am

- Increasing fees and charges budgets by 10% rather than 2.5% included in the MTFP model, so an extra 7.5%. Consideration needs to be given to increasing customers and/or increasing charges.
- During public consultation meetings in previous budget consultations, members of the public expressed a preference for charges to increase rather than cutting services due to the reduction in resources available to the Council

Member scrutiny

- A Member commented that public seem happier to see fees increased rather than lose services.

It was commented that there was not enough information at present and it is difficult to say support at this time. The Chair asked for the Mandate to be revisited.

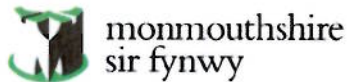
4. DATE OF NEXT MEETING

We noted future meeting of Strong Communities Select Committee as:

- Special – 24th November 2015 at 2pm (pre-meeting 1.30pm)
Pressure Mandates – PTU and Waste

The meeting ended at 1.35pm.

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

MEETING AND DATE OF MEETING: Strong Communities Select Committee
10th December 2015

TITLE OF REPORT: Food Waste Treatment – Long Term Strategy
& Heads of Valley Procurement

AUTHOR: Rachel Jowitt

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

To exclude the report under Para.14 Information relating to financial affairs on the basis that disclosure of the information could give an unfair advantage to tenderers for commercial contracts.

EXEMPTIONS APPLYING TO THE REPORT:

All

FACTORS IN FAVOUR OF DISCLOSURE:

Openness and for interested parties to understand MCC;s future policy

PREJUDICE WHICH WOULD RESULT IF THE INFORMATION WERE DISCLOSED:

Market advantage as OBC includes detailed analysis and includes the market assumptions which could prejudice or strongly influence received bids, thus making the procurement process uncompetitive.

MY VIEW ON THE PUBLIC INTEREST TEST IS AS FOLLOWS:

To exclude the report and its Appendices

RECOMMENDED DECISION ON EXEMPTION FROM DISCLOSURE:

Date: 1st December 2015

Signed:

A handwritten signature in black ink, appearing to read 'R Jowitt', is written over a horizontal line.

Post: Head of Waste & Street Services

I accept/~~do not accept~~ the recommendation made above

Proper Officer:

R. Hogg

Date:

02/12/2015

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

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SUBJECT	Delegation of Enforcement powers for Waste and Street Services
DIRECTORATE:	Operations / Waste & Street Services
MEETING:	Strong Communities Select Committee
DATE:	10 th December 2015
DIVISION/WARDS AFFECTED:	All

PURPOSE:

1. To seek Select Committee's views on a proposal from Waste & Street Services to be given enforcement powers. Below is the draft Cabinet report for Member's consideration. Comments received from Members will feed into the final draft presented as a Single Member Decision in the New Year.
2. At the meeting officers will present examples of where we believe these additional tools would be beneficial in achieving the outcomes around local environmental quality and recycling.

Draft Cabinet Report

3. To seek Cabinet agreement for:
 - a) To delegate enforcement powers to individuals within Waste and Street Services (W&SS) to act in accordance within the Statutory Provisions of the Control of Pollution Act 1974, Refuse Disposal (Amenity) Act 1978, Environmental Protection Act 1990, Clean Neighbourhoods and Environment Act (Wales) 2005
 - b) To make relevant officers within Waste and Street Services "Authorised Officers" within the Council's Scheme of Delegation for the above legislation to serve notices, issue Fixed Penalty Notices and lead prosecutions where necessary.

RECOMMENDATIONS ON PROPOSED WAY FORWARD:

4. The recommendations are:
 - a) To approve the delegated powers of enforcement to the relevant Waste and Street Scene Officers. These will include the, Waste Education Officers, Recycling and Business Strategy Manager, Technical and Policy Officer, Technical Policy Assistant, Waste and Street Services Area Managers. To ensure all authorised officers are fully trained and work within the parameters of the Enforcement Concordat

5. KEY ISSUES – THE BUSINESS CASE FOR CHANGE

Additional resource for enforcement for environmental crimes

3.1 The Council's functions regarding the environment are extensive, and it has a duty to enforce a wide range of 'environmental' legislation. This covers, public health, food safety, housing standards, flytipping, litter and dog fouling. The Council regards prevention as better than cure, and it offers

information and advice to those it regulates and seeks to secure co-operation avoiding enforcement action where possible.

3.2 Natural Resource Wales deal with the Big Bad and Nasty being very large quantities, organised crime and hazardous materials. At present the delegated powers to take enforcement action against businesses and individuals regarding environmental crimes sits with Environmental Health. Environmental Health Officers have a wide range of duties and public health protection is clearly the priority. They have been very successful with a number of prosecutions in regard to flytipping but the majority of small scale domestic dumpings are not reported as flytipping and therefore not investigated. Dumpings relate to one or two bags deposited close to the property but without regard for collection or proper containment of the waste. These smaller incidents make up over 90% of all reported waste issues but are rarely investigated and as such no enforcement action is taken.

3.3 There is a waste enforcement protocol between Environmental Health and Waste Services but this is no longer fit for purpose. The recent changes to service provisions within waste management have highlighted resource issues in taking enforcement action against businesses and individuals that do not comply with waste legislation. Sending several officers to check waste before it can be collected is time consuming and can result in evidence being burnt or added to by the time it is collected.

3.4 At present the powers to serve notices on businesses and individuals that do not comply with Duty of Care legislation are not enforced by any department. There is a growing concern amongst residents that some small sections of the community are not engaging in recycling or complying with waste collection policies and the local community and environment is suffering. Whilst this is a very small section of the community the challenging targets for waste recycling coupled with the budgetary constraints mean that everyone in the community needs to participate positively in sustainable waste management. W&SS provide advice and information regarding waste and recycling but currently have no power to enforce where education, awareness and encouragement fail to engender behavioural change.

THE PROPOSED CHANGES

3.5 To delegate powers of enforcement to Waste and Street Services Officers. W&SS will ensure that all authorised enforcement officers carrying out enforcement work are trained and fully acquainted with the requirements of the Enforcement Concordat. All authorised enforcement officers will be fully trained and authorised in those aspects of legislation relevant to their duties All authorised officers will abide by the Enforcement Concordat whenever making decisions on enforcement.

3.6 The authority will ensure that officers are fully competent to carry out their duties and that the level of delegated authority for each officer will be included in the Council's Scheme of Delegations.

3.5 To work closely with Environmental Health officers and within the parameters of the Enforcement Concordat and develop a fit for purpose W&SS Enforcement Procedure list as set out below.

Procedure list

Dealing with flytipped waste –

Following a report of the unlawful deposit of waste, search and remove waste within 5 days, accurately record evidence and pass evidence to EHO for prosecution.

Dealing with domestic/business dumpings –

Where the incidence is smaller, W&SS to fully investigate and where possible prosecute. Where a successful prosecution is unlikely, issue a warning letter, accurately record the details, inform the residents and businesses that the evidence is stored on file and any future incidences will be prosecuted in conjunction with Environmental Health

Business waste Duty of Care –

Where offences relating to businesses not complying with waste legislation, visit business, agree suitable recourse and monitor. Where businesses continue with non-compliance serve formal Section 34 EPA 1990 Notice. Section 34A Notices require businesses to ensure their waste is contained securely, collected and treated by a registered waste carrier and comply with the principles of the waste hierarchy. This can lead to Fixed Penalty Notice (FPN) or prosecution.

Stop and search events – work with Police, DVLA and other agencies to tackle the illegal transport of waste. Waste crime is closely linked wider criminal behaviour including, stolen property, metal theft, benefit fraud, tax evasion, etc. The W&SS officers will support these events and check Waste Carriers License. Control of Pollution (Amendment) Act 1989 (c. 14), after section 5A, 5B, 5C

Household waste Duty of Care –

As above, offences relating to waste receptacles, bags left out on wrong weeks, non-containment etc are contained with Section 46, 47, 47ZA, 47ZB EPA 1990 and the process is similar to Section 34A. Where residents continually fail to comply this can lead to FPN and/or prosecution.

Offence of dropping litter and Dog Fouling -

W&SS will support EHOs and community safety officers in carrying out routine enforcement initiatives to reduce incidents of litter and dog fouling and where necessary issue Fixed Penalty Notices

Litter Clearing Notices and Street Litter Control Notices –

Under Section 92A, 92B and 92C EPA 1990 it is the requirement of owner, occupier to ensure the land is clean and free from litter. This includes keeping frontages of business premises clean and provide and empty receptacles for litter. W&SS will work with landowners and businesses to ensure they understand their statutory duties regarding this and where necessary serve formal notice on the land owners to clear land or pay towards that clearance where the Councils has carried out that work.

Issuing Fixed Penalty Notices and Prosecutions

The Council regards prevention as better than cure, and it offers information and advice to those it regulates and seeks to secure co-operation avoiding enforcement action where possible. Officers will always seek to educate, encourage and work with residents and businesses to comply with

environmental law and follow the principles set out in the Enforcement Concordat. Where this fails to engender behavioural change the officers may issue FPNs. FPNs will be issued where possible to reduce prosecution and ensure compliance. Where the crimes are deemed serious or continual breaches W&SS will seek prosecution in conjunction with Environmental Health.

REASONS

- The majority of waste crimes reported by the public come directly to W&SS. W&SS have the responsibility to collect the material and is measured against the performance indicators associated with cleanliness of open spaces and highways, collection of flytipped waste within 5 days, reductions in waste to landfill and increasing recycling. Having delegated powers of enforcement will add to the existing suite of tools W &SS use to engender behavioural change.
- To ensure W&SS Officers are fully trained and able to support EHO colleagues in environmental crime enforcement
- To provide additional resource in tackling these crimes and recording offences where evidence is obtained.
- Ensure the efforts of residents and businesses that fully comply with recycling and waste legislation are not undermined by a small minority of individuals.
- To ensure that as W&SS implement further changes to waste collections services and charges we are also resourced sufficiently to respond to the public perceptions of increases in environmental crime.

4. FINANCIAL IMPLICATIONS:

- 4.1 Training costs will be managed through existing training budgets and there is sufficient expertise in house to meet much of the training requirements. Fly-tipping Action Wales and Natural Resources Wales offer training and this is usually provided free or at minimal cost to local authorities.
- 4.2 Revenue raised from FPNs will be reinvested in preventative measures that reduce environmental crime eg provision of signage, additional dog waste bins etc.
- 4.3 The additional resources needed to take enforcement actions can be met by reducing the number of incidents. Issuing warning letters where residents and businesses' continually fail to comply or engage with awareness, education and encouragement should reduce the number of visits moving forward and increase resources to tackle other waste related issues.

5. Sustainable Development & Equalities Implications

Covered through Well-being and Future Generations Assessment

6. Consultees

Strong Communities Select Committee

Senior Management Team

7. Author

Carl Touhig, Recycling Strategy & Business Manager

8. Contact Details

cartouhig@monmouthshire.gov.uk

07580 362121

Well-being and Future Generations Assessment

<p>Name of the Officer Carl Touhig</p> <p>Phone no: 07580 362 121</p> <p>E-mail: cartouhig@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To give delegated powers of enforcement regarding environmental crimes to Waste and Street Services. To provide additional resource and support the work currently carried out by Env.Health</p>
<p>Name of Service</p> <p>Waste & Street Services</p>	<p>Date Future Generations Evaluation 20th September 2015</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?
<p>A prosperous Wales</p> <p>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>This proposal ensures that the principle of polluter pays is delivered and responsible waste management and efficient use of resources is promoted to all residents and businesses.</p> <p>New businesses are more likely to be attracted to areas that are clean and green and where communities take pride in their environment.</p>	<p>We will advertise the additional resources widely and this should help reduce the number of environmental crimes as the fear of enforcement and the potential fines will be 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?
<p>A resilient Wales</p> <p>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Fly tipping and litter have a very detrimental effect on the environment and biodiversity. The additional resource to enforce against the perpetrators of these crime will reduce the occurrence in the longer term.</p>	<p>Working closely with landowners to highlight their responsibilities as custodians of the land.</p>
<p>A healthier Wales</p> <p>People’s physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Environments that are clean and green are more likely to be visited and enjoyed by residents. This will encourage use of the environments for leisure activities and can have a very positive effect on happiness and mental health.</p>	
<p>A Wales of cohesive communities</p> <p>Communities are attractive, viable, safe and well connected</p>	<p>Work with communities to ensure everyone is taking care of the environment and complying with their legislative duties. Litter and flytipping increase crime and the fear of crime making communities feel less safe.</p>	<p>Continuing to advise residents and businesses on their legislative duties and their responsibilities towards their communities in dealing with waste and recycling.</p>
<p>A globally responsible Wales</p> <p>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>Cleaner, greener, safer environments not only benefit local people directly but can benefit local people through inward investment, increased tourism and green infrastructure.</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?
<p>A Wales of vibrant culture and thriving Welsh language</p> <p>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>The sense of community pride in a clean green safe environment is promoted and residents and businesses feel engaged with and empowered to look after this.</p>	<p>Promote cooperation with residents, community groups and businesses to help us tackle waste crimes.</p>
<p>A more equal Wales</p> <p>People can fulfil their potential no matter what their background or circumstances</p>	<p>neutral</p>	<p>neutral</p>

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>Balancing short term need with long term and planning for the future</p>	<p>This proposal looks to build capacity for the future in tackling environmental crime.</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>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Advice will also be given to residents and businesses on appropriate waste management. Working closely with EHOs, NRW and Fly Tipping Action Wales to tackle environmental crimes.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Engagement is ongoing with businesses to manage their waste correctly. Working with Tidy Towns and Keep Wales Tidy to empower communities to take pride in their environment.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Issuing warning letters to individuals suspected of environmental crimes and recording this will reduce future problems. Using Tidy Towns funding and working with the local communities to identify fly tipping hot spots and put in preventative measures to limit further incidences</p>	
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Cleaner, greener, safer environments have a very positive impact on people's health and happiness. Clean, safe communities are more likely to benefit from inward investment and tourism which has a direct beneficial impact on the local economy.</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	The proposal does not have an impact on protected characteristics of individuals.		
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	Like 4 above, 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?

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?

We will continue to develop a coherent and workable enforcement policy alongside colleagues in Environmental Health and Community Safety Officers.

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
Draft policy	Novemberr 15	Waste team	Completed
Draft Report	December 15	Waste team	Ongoing
Select Committee Consideration			
Cabinet Approval			
Training of staff			
Implementation			
Monitoring businesses			

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:

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REPORT

SUBJECT	REVENUE & CAPITAL MONITORING 2015/16 MONTH 6 OUTTURN FORECAST STATEMENT
DIRECTORATE	Chief Executive's Unit
MEETING	Strong Communities Select Committee
DATE	5th November 2015
DIVISIONS/ WARD AFFECTED	All Authority

1. PURPOSE

- 1.1 The purpose of this report is to provide Select Committee Members with information on the forecast revenue outturn position of the Authority at the end of reporting period 2 which represents month 6 financial information for the 2015/16 financial year.
- 1.2 This report will also be considered by Select Committees as part of their responsibility to,
 - assess whether effective budget monitoring is taking place,
 - monitor the extent to which budgets are spent in accordance with agreed budget and policy framework,
 - challenge the reasonableness of projected over or underspends, and
 - monitor the achievement of predicted efficiency gains or progress in relation to savings proposals.

2. RECOMMENDATIONS PROPOSED TO CABINET

- 2.1 That Members consider the position concerning the second period of revenue monitoring in 2015/16 (£1.066 million deficit) and seek a further report back to the next Cabinet outlining the Recovery Plans to be put in place to address the overspends in service areas

2.2 That Members note the forecast use of earmarked reserves and, in order to ensure adequacy of reserves for the MTFP, approve the following change in practice:

- Increase workforce planning and redeployment to reduce the need for reserves to cover redundancies
- Any request for reserve funding must first explore whether existing budgets, or external funding sources can be used for the proposal accepting this may require a change in priorities if existing budget are used
- Use of reserves to implement budget savings must use the saving first to repay the reserve
- IT investment bids will need to be considered in the core capital programme when the IT investment reserve is extinguished, this may necessitate displacing some of the core capital programme allocations depending on the priorities agreed

2.3 Members consider the position concerning period 2 Capital Monitoring with a revised budget of £60.496 million for the 2015/16 financial year.

3. MONITORING ANALYSIS

3.1 Revenue Position

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

3.1.2 Responsible Financial Officer's Summary of Overall Position Period 2

Table 1: Council Fund 2015/16 Outturn Forecast Summary Statement at Period 2 (Month 6)	Annual Forecast @ Month 6	Revised Annual Budget @ Month 6	Forecast Over/(Under) Spend @ Month 6	Forecast Over/(Under) Spend @ Month 2	Forecast Variance Month 2 to Month 6
	£'000	£'000	£'000	£'000	£'000
Social Care & Health	39,237	38,136	1,101	519	582
Children & Young People	51,427	51,230	197	274	(77)
Enterprise	9,900	9,299	601	338	263
Operations	16,723	16,384	339	634	(295)
Chief Executives Unit	6,825	6,856	(31)	(120)	89

Corporate Costs & Levies	18,190	18,251	(61)	63	(124)
Net Cost of Services	142,302	140,156	2,146	1,708	438
Attributable Costs – Fixed Asset Disposal	182	233	(51)	0	(51)
Interest & Investment Income	(84)	(51)	(33)	(30)	(3)
Interest Payable & Similar Charges	3,279	3,661	(382)	(202)	(180)
Charges Required Under Regulation	5,752	5,722	30	74	(44)
Contributions to Reserves	90	90	0	0	0
Contributions from Reserves	(1,287)	(1,395)	108	(90)	198
Amounts to be met from Government Grants and Local Taxation	150,234	148,416	1,818	1,460	358
General Government Grants	(67,642)	(67,642)	0	0	0
Non-Domestic Rates	(26,737)	(26,737)	0	0	0
Council Tax	(60,694)	(60,094)	(600)	(500)	(100)
Council Tax Benefits Support	5,945	6,097	(152)	(93)	(59)
Net Council Fund (Surplus) / Deficit	1,106	40	1,066	867	199
Budgeted contribution from Council Fund	0	(40)	0	0	0
	1,106	0	1,066	867	199

3.1.3 The bottom line situation, a £1,066,000 potential overspend, has continued to be mitigated significantly by anticipated net Council Tax receipts and favourable treasury considerations. The net cost of services pressure is £2,146,000, with the main overspending areas being:

- Children's social services (£1.1 million overspend),
- Enterprise Directorate (£601K overspend), relating to markets, community education, community hubs, IT, Leisure and Museums
- Operations Directorate (£339k overspend) relating to Home to School transport, and Property services
- CYP Directorate (£196k overspend) relating to the Youth Service

3.1.5 As part of the outturn report presentation to Cabinet and Selects it was explained that a review would be done of adhoc savings made during the year in more detail to assess those that could be of a permanent or long term nature that could be considered by members as replacing the mandated savings not made in 2014-15 totalling £571,000. This work is still on going.

3.1.10 Given the financial challenges that will continue to face the Authority for the foreseeable future, Chief Officers continue to be tasked with ensuring that services live within the budgets and savings targets set for the current financial year. Monitoring reports will seek to contain the information on what is being done to manage the over spends identified and the positive action that is required to ensure that the budget is not breached.

3.1.11 A summary of main pressures and under spends within the Net Cost of Services Directorates are presented here:

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 2 Red= Adverse (Green) = Favourable	Headline Comment
Social Care & Health (SCH)					
ADULT SERVICES					
Severn View DC & My Day DC	(24)	0	(24)	(9)	Underspend due to low Superannuation take up and manager temporarily reduced to a 3 day week.

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position net of savings not achieved £'000	Movement since Period 2 Red= Adverse (Green) = Favourable	Headline Comment
MardyPark Rehabilitation Unit	(12)	0	(12)	17	Section 33 income is running ahead of budget but has reduced
MardyPark	48	0	48	(47)	Due to low level of income as a result of falling long term clients. A recently approved transformation model will look to readdress this position.
Severn View Residential	61	0	61	(12)	Combination of mandate savings not being achieved plus lower income charges from less full paying clients.
Direct Care	(80)	0	8	(88)	Reflects increased income from client referrals and Management vacancy
Transition Co-operative	(24)	0	(24)	8	Relates to income from staff seconded to an external agency.
Adult Services Man/Support	(99)	0	(99)	(40)	Current Disabilities team manager vacancy plus ICF grant meeting costs of the Direct Care team manager.
CHILDREN SERVICES					
Fostering Allowances and Payments For Skills	156	0	168	(12)	We are paying for an additional 7 children in foster placements with the age mix of children altering leading to increased payments. Skills payments to foster carers has also risen with the numbers of SGO's supported through this budget increasing by 7 this year.
Younger People's Accommodation	(96)	0	(99)	3	A vast amount of work has been undertaken in this budget over the past two years to deliver, at present, an under spend. This budget is prone to volatility and we will continue to monitor over the year before deciding on viring budget to a different cost centre.
Ty'r Enfys	(52)	0	(52)	(8)	This facility with now remain closed for the entire year.
Counsel Costs	18	0	18	(55)	This service has received extra budget provision during the period of reporting

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 2 Red= Adverse (Green) = Favourable	Headline Comment
Therapeutic Service	(28)	0	(26)	(2)	Under spend due to vacant Play Therapist post being filled on a part time basis from 07/09/15
External Placements - LAC	920	0	920	508	Current activity is 64 placements and we are seeing a full year effect of placements that only entered the system in the latter part of last year.
External Placement - Non-LAC	(97)	0	(97)	(21)	This cost centre is generally used to fund the over spend within S026.
GWICES (Gwent Wide Integrated Community Equip Services	(26)	0	(26)	(1)	Forecast based on GWICES report for August 2015 received from the host Torfaen CBC
Other Children's Services –appendix 6	(2)	0	(2)	32	
SCYP - Placement & Support Team	128	0	128	43	Over spend due to use of agency staff, contact and assessment costs and home to school transport. More recently this budget has funded building work to create in house contact centres.
Children Services Safeguarding Unit	(21)		(21)	(8)	A vacant part time Independent Reviewing Officer post not expected to be filled until 01/01/16.
SCYP - Supporting Children & Young People Team	198	0	198	130	Overspend relates to the employment of 5 agency workers to cover staff sickness and capacity issues and a 77% increase in transport costs since last year.
Disabled Children	88	0	88	22	Large part of overspend relates to the continued use of agency staff to cover sickness and the employment of a Student Placement Social Worker.
FRS – Family Support Team	27	0	27	119	This budget is currently employing the services of 12 social workers to cover for various staff absences.

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 2 Red= Adverse (Green) = Favourable	Headline Comment
Bus Cases / Temp Funding - Cabinet 06/05/15	83	0	83	(129)	£68,000 relates to the employment of permanent staff
COMMUNITY CARE					
Aids for Daily Living	(31)	0	(99)	67	Forecast based on GWICES report for August 2015 received from the host Torfaen CBC
Adult Transformation	(57)	0	(57)	(56)	Delay reserve funding by £57K into 2015/16. Head of Service to make formal reserve slippage request.
Other Social Care	32	n/a	32	98	See appendix 6
COMMISSIONING	(7)	0	(3)	(4)	See appendix 6
RESOURCES	(1)	0	(1)	27	See appendix 6
Total SCH at Month 6	1,101	0	1,101	582	Total SCH Outturn at Month 6

Children & Young People (CYP)					
ISB	28	0	28	28	Additional costs of protection at schools and additional teacher
Management	36	n/a	36	(8)	Efficiency savings for the directorate still to be identified
Support Services	37	n/a	37	20	Legal costs incurred by the Authority
Additional Learning needs	(102)	n/a	(102)	(134)	Recoupment income is anticipated to be £102k more than budgeted.
Primary Breakfast	55	n/a	55	(6)	Take up continues to increase and therefore resulting in

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 2 Red= Adverse (Green) = Favourable	Headline Comment
Initiative Grant					additional staffing requirements.
Community Education Youth General	0	137	137	23	Progression made towards mandate saving. Additional funding avenues being explored in order to reduce current forecasted overspend.
Other CYP	5	n/a	5	0	See Appendix 7
Total CYP at Month 6	59	137	196	(77)	Total CYP Outturn at Month 6

Enterprise (ENT)					
Sustainability	50	33	83	21	Sections' inability to achieve the expected income targets.
Strategic Property Management	(57)	0	(57)	(47)	Under spend relates partly to a staff vacancy, and a reduction in budgeted professional fee's
Cemeteries	(42)	n/a	(42)	(2)	Increase in budgeted income along with lower than anticipated expenditure,
County Farms Unit	9	n/a	9	39	Lower than anticipated maintenance costs
Markets	38	70	108	(2)	Overspend on employee costs due to delayed implementation of restructure along with unbudgeted overtime. The section is also forecasting an inability to meet the increase income target (Mandate £50k Markets Income)
Community Education	90	0	90	90	£50,262 relates to one off redundancy costs which the section requests reserve funding. The remaining £40,000 due to the reduction in franchise income

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 2 Red= Adverse (Green) = Favourable	Headline Comment
Community Hubs	190	125	315	263	Increase staffing costs are due to the delayed implementation of the Community Hubs restructure and the mandated savings of £250k relating to a full year of savings. The community Hubs are likely to achieve savings of six months from September 2015.
Homelessness	(49)	0	(49)	(49)	Funding of the Financial Inclusion Officer coming from the Implementing the Housing Act Grant £28,000 and a reduction in expenditure against B&B accommodation.
Lodgings Scheme	(45)	0	(45)	(45)	Occupancy levels being forecast at a fairly high level therefore increasing the amount of rental income and HB benefit.
Whole Place	(42)	n/a	(42)	(16)	Staff vacancies - Delayed appointment
ICT General Overheads	0	110	110	10	The 100k savings that were to be achieved through in-house software development and the sale of products will not occur. Other options to look for alternative savings are being actively sought.
Development Plans	(150)	0	(150)	(150)	LDP savings as scheme unlikely to be implemented in 2015-16
Leisure Services	60	35	95	95	20k over spend from Children's Services. 30k relates to a Learning Co-ordinator post that is not grant funded anymore, 20k 3G pitch income issues with the lighting and electricity supply
Museums, Shirehall, Caldicot Castle & Country Parks	105	45	150	70	Budget does not reflect the cost to run the service. Historic budget assumptions along with 24k savings from 13-14 carried forward will not be made. Income on target for 15-16 but spend to achieve this income will be over budget.
Other Enterprise	26	0	26	(13)	See Appendix 6
Total ENT at Month 6	183	418	601	263	Total ENT Outturn at Month 6

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 2 Red= Adverse (Green) = Favourable	Headline Comment
Operations (OPS)					
Public Transport Subsidy Grant	(48)	0	(48)	(48)	Administering the Bus Services Support Grant is claimable against the grant £50,000, this has been off set by small over spends on vehicle costs of £2,000.
Home To School Transport	234	101	335	35	The over spend against budget is due to similar issues to that in 2014-15, in particular the assumed ALN transport savings have proven unachievable, budgeted increased income levels were not made whilst at the same time corporate budget decisions regarding reductions in overtime costs were imposed. A mandate has been put forward to highlight the fact that the service cannot operate within its existing budget and has requested further funding via the MTFP in 2016-17.
Building Cleaning	(70)	90	20	(30)	Overspend due to delayed implementation of the mandate saving - transferring public conveniences to town councils.
Schools Catering	35	n/a	35	(20)	the section is continuously improving meal numbers and so overspend reduced from M2
Procurement	0	n/a	0	72	Now forecasting a balanced position
Resources	103	n/a	103	(197)	variance from month 2 is partly due to an increase in fee's chargeable to the 21st century schemes in this year's programme A virement from procurement of £79k improved position
Accommodation	(150)	n/a	(150)	(25)	Underspend due to a continued reduction in premises and supplies and services costs on all accommodation
Highways	(65)	50	(15)	(15)	Advertising income will not be fully achieved as Cabinet approval was only granted in May. increased income relating to Fixed Penalty notices on Street works,

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 2 Red= Adverse (Green) = Favourable	Headline Comment
Refuse & Cleansing Operations	(66)	86	20	(106)	pressures of the budget mandates are still real, however have been mitigated by a reduction in fuel costs (£60k benefit from budget) and a reduction in Superannuation as about 20 staff have opted out of the Council provided pension (£96k). Managers are to engage with staff to ensure that their decision to opt out of the pension is what they want to do, so this may not be a recurring saving.
RAG Training	46	0	46	46	Has seen demand fall due to both increasing competition from other training providers and Council's facing major budget pressures only undertaking mandatory training.
Other Operations	(7)	0	(7)	(7)	See Appendix 9
Total OPS at Month 6	(2)	341	339	295	Total OPS Outturn at Month 6

Chief Executive's Office (CEO)					
Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 2 Red= Adverse (Green) = Favourable	Headline Comment
Customer Relations	12	0	12	12	Professional fees incurred during a complaint investigation.
Benefits	(30)	n/a	(30)	90	Increases in the bad debt provision and a net increase in

					Housing Benefit expenditure.
Council Tax & NNDR Administration	65	0	65	65	Forecast shortfall in income from court fees, includes potential redundancy costs for Officer
Cashiers	16	0	16	16	Overspend is largely attributable to estimated annual card fees made to Global Payments
Revenues Systems Administration	(43)	0	(43)	(43)	Vacant post, reduced petrol costs due to long term sickness and reduced system costs as proportion now charged to Housing Benefits
Financial Systems Support and VAT	(7)	0	(7)	(7)	additional income from Schools following the renegotiation of contract costs
Communications	30	0	30	30	due to an under recovery of costs for the post of Digital Media Designer
Policy and Partnership Management	(29)	0	(29)	(29)	Mainly £23,000 of one off LSB grant attributable to a post which is currently vacant
Other CEO	(45)	0	(45)	(45)	See Appendix 10
Total CEO at Month 6	(31)	0	(31)	89	Total CEO Outturn at Month 6

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 2 Red= Adverse (Green) = Favourable	Headline Comment
Corporate (COL)					
Audit Commission Fees (Certification Grant Claims)	(22)	n/a	(22)	4	Forecasted saving in relation to the auditing of grant claims
Coroner Fees	16	0	16	6	Original budget insufficient for service costs
HMRC Rate Reimbursements	(36)	0	(36)	(19)	VAT rebates exercise

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 2 Red= Adverse (Green) = Favourable	Headline Comment
Early Retirement Pension Costs	150	n/a	150	16	Additional cost of redundancies notified in latter part of 2014/15& during 2015/16
Insurance Premium Payment(Direct)	(60)	n/a	(60)	(18)	Based on reduction in premium costs as a result of the tender completed in September 2015.
Indirect Revenue Gains Reserve	(114)	0	(114)	(104)	Rate rebates from MCC Properties
Other Corporate	6	0	6	(5)	See appendix 11
Total COL at Month 6	(60)	0	(60)	(124)	Total COL Outturn at Month 6

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 2 Red= Adverse (Green) = Favourable	Headline Comment
Appropriations (APP)					
Attributable Costs - Fixed Asset Disposal	(51)	0	(51)	(51)	Some schemes have underspent as sold without incurring costs; but virements will be made to other schemes now being planned. Underspends on those schemes will be slipped to 16/17 (£102k) to complete schemes
Interest and Investment Income	(33)	0	(33)	(4)	Increased cash income due to increased cash balances - in turn due to temporary borrowing taken out when rates were advantageous to prevent concentrated borrowing at difficult times.

Directorate / Service area	Forecast Outturn Position exclusive of savings not yet achieved £'000	Targeted 2015-16 Savings not yet realised £'000	Forecast Outturn Position <u>net</u> of savings not achieved £'000	Movement since Period 2 Red= Adverse (Green) = Favourable	Headline Comment
Interest Payable and Similar Charges	(382)	n/a	(382)	(180)	Movement from Month 2 mainly due to long term borrowing now no longer being forecast in year (£9m at month 2); Temporary borrowing has not increased due to slippage on 21C schools programme.
Charges Required Under Regulation	30	n/a	30	(44)	MRP reduction due to 14/15 slippage (-£137k) removed as incorrect - Offset by reduction in MRP relating to annuity funding of 21C schools program - delayed to 18/19 expected date of school opening
Earmarked Contributions From Reserves (Revenue)	108	n/a	108	198	
Other Appropriations	0	0	0	0	
Total APP at Month 6	(328)	0	(328)	(81)	App Outturn at Month 6

Financing (FIN)					
Council Tax	(600)	n/a	(600)	(100)	Surplus due to projected better Council Tax Collection rates.
Benefit Support	(152)	n/a	(152)	(59)	The forecast reflects the current commitments within the system. Caseloads continue to reduce, a trend that is expected to continue through to year end.
Total Financing	(752)	0	(752)	(159)	
Grand Total @ Month 6	173	906	1,079	212	

3.1.12 More detailed monitoring information together with a narrative of more significant variance over £25,000 is provided in the Select Appendices 2 to 5.

3.2 **SCHOOLS**

3.2.1 Each of the Authority's Schools is directly governed by a Board of Governors, which is responsible for managing the school's finances. However, the Authority also holds a key responsibility for monitoring the overall financial performance of schools. Below is a table showing the outturn forecast Schools' balances position based on month 6 projections.

Draft Council Fund Outturn 2015/16– Schools Summary outturn position at Month 6 (Period2)	(A) Opening Reserves (Surplus) / Deficit Position 2015/16 £'000	(B) Budgeted Draw on School Balances 2015-16 £'000	(C) Variance on Budgeted Reserve Draw £'000	(D) Draw Forecasted on School Balances @ Month 6 £'000	Forecasted Reserve Balances at 2015-16 Outturn (A+D) £'000	Draw Forecasted on School Balances @ Month 2 £'000	Variance Month 2 To Month 6 £'000
Clusters							
Abergavenny	(412)	124	(24)	(19)	(431)	(312)	(119)
Caldicot	(426)	275	(23)	153	(273)	(174)	(99)
Chepstow	98	36	9	63	161	143	18
Monmouth	(424)	166	27	154	(270)	(231)	(39)
Special	24	(18)	(10)	105	129	(4)	133
	(1,140)	583	(21)	456	(683)	(578)	105

3.2.2 School balances at the beginning of the financial year amount to £1,140,000. The Schools budgeted draw upon balances is forecasted to be £456,000 for 2015/16, therefore leaving £683,000 as forecasted closing reserve balances.

3.2.3 Within these summary figures, of particular note, is the deficit reserve position forecasted for the Chepstow Cluster, Chepstow Comprehensive school have a recovery plan in place, the latest forecast indicates an increase in the deficit for the school. This is due to the contribution to redundancy costs that the school has incurred. The recovery plan is currently being reviewed and given the number of pupils on roll this deficit will still be met over the duration of the plan.

- 3.2.4 5 schools exhibited a deficit position at the start of 2015/16; Llanvihangel Crocorney (£15,039), Castle Park (£39,730), Chepstow Comprehensive (£388,687) Llandogo (£12,347) and Mounton House Special School (£25,955). Of these five schools the following two have seen an increase in their deficit balance at month 6, Llanvihangel Crocorney (£33,714), this is due to the pupil numbers in the school increasing and therefore an additional teacher needed to be employed and Mounton House Special School (£136,144), due to significant staffing changes and a delay in grant funding through the ESF project. One more school, Overmonnow is now reporting a deficit, (£8,239), this is again due to an increase in pupil numbers resulting in an additional teacher being employed. Overmonnow are in the process of developing a recovery plan.
- 3.2.5 Schools balances are exhibiting a fluctuating trend with some schools showing a continuing reduction in schools balances which is of concern and others a more balanced trend.

Financial Year-end	Net level of School Balances
2011-12	(965)
2012-13	(1,240)
2013-14	(988)
2014-15	(1,140)
2015-16 (Forecast)	(683)

- 3.2.6 There has been a significant reliance on reserve balances to supplement school spending plans in the last 4 years across individual schools with a certain amount of replenishment. As a rough guide, prior to 2010, Welsh Government advocated that school balance levels equated to no more than £50,000 for a primary school and £100,000 for a secondary school. Members may wish to seek a comfort that balances aren't being used to subsidise and sustain core costs such as staffing.
- 3.2.7 Further information on Schools is provided in Children & Young People Select Appendix 5.

3.3 2015/16 Savings Progress

3.3.1 This section monitors the specific savings initiatives and the progress made in delivering them in full by the end of 2015/16 financial year as part of the MTFP budgeting process.

In summary they are as follows:

2015/16 Mandated Budgeted Savings Progress at Month 6

DIRECTORATE	Specific Savings Initiatives 2015/16 £'s	Savings Identified @ Month 6 £'s	Percentage Progress In Savings Achieved %	Delayed Savings to 2016/17 £'s	Savings Unachievable in 2015/16 £'s
Children & Young People	1,514,000	1,377,000	91%	137,000	0
Social Care & Health	274,000	274,000	100%	0	0
Enterprise	1,392,983	974,983	70%	125,000	293,000
Operations	1,513,000	1,258,000	83%	50,000	205,000
Chief Executives Office	85,000	85,000	100%	0	0
Total Budgeted Savings	4,779,983	3,969,983	83%	312,000	498,000

3.3.2 Forecasted mandated savings are currently running at 83%, with £498,000 being deemed unachievable at the end of month 6, and a further £312,000 unlikely to crystallise in 2015-16.

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

3.3.4 The savings appendix also has a traffic light system to indicate whether savings are likely to be achieved or have reasons explaining the mandates delayed implementation. The following savings mandates are still reported to be high or medium risk.

Operations (OPS)

- Home to School Policy Changes of £29,000 have been deemed to be unachievable due to other budget pressures within the Transport Section, although £72,000 of the total has been achieved.
- The £50,000 saving for the Transfer of Public Conveniences to Town Councils has not been achieved and £40,000 of additional external income has not been achieved within the Waste section.
- Highways advertising income forecasting a £50,000 shortfall due to implementation of the scheme due to planning issues.
- Route Optimisation has £86,000 of unachievable costs due to unattainable savings in regard to leasing costs and delay in restructuring

Enterprise (ENT)

- Museums, Shirehall & Castles and Tourism – £15,000 shortfall due extra staffing requirements at Chepstow TIC and unattainable green screen savings (£10,000) and conservation income (£20,000).
- Utility supply issues at the Caldicot 3G sports pitch has resulted in reduced income (£20,000) and £15,000 for caretaker charges at Abergavenny Leisure Centre.
- The delayed implementation of the Community Hubs project has led to a £125,000 savings shortfall.
- Sustainable Energy Initiatives is reporting £33,000 of unachievable income targets
- In House development of ICT systems and associated income generation estimated at £110,000 will not occur with additional savings of £20,000 still be found from software contracts.
- MCC Markets are indicating that the extra income of £70,000 from the Markets and associated activities is unachievable due to budget pressures relating to the Borough theatre.

Children and Young People (CYP)

- The Youth Service are forecasting to achieve £63,000 of the mandated savings (£200,000) and are trying to identify the shortfall which has been reported as an over spend at month 6.

Social Care & Health (SCH)

- The Mandates for Adult Social Care Service re-design and the transfer of SCH Transition project staff to Bright New Futures are forecast to be fully achieved.

Chief Executive's Office

- All current financial year savings have been identified within the Chief Executive's section of responsibility.

3.4 Capital Position

3.4.1 The summary Capital position as at month 6 is as follows

MCC CAPITAL BUDGET MONITORING 2015-16 AT MONTH 6 by SELECT COMMITTEE						
CAPITAL BUDGET SELECT PORTFOLIO	Annual Forecast	Slippage Brought Forward	Total Approved Budget 2015/16	Provisional Capital Slippage to 2016/17	Revised Capital Budget 2015/16	Forecasted Capital Expenditure Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Children & Young People	13,727	7,267	51,311	(34,566)	16,745	(18)
Adult	353	35	353	0	353	0
Economic & Development	642	531	706	(70)	636	6
Strong Communities	7,588	2,940	8,127	(578)	7,549	40
Capital Schemes Total	25,310	10,773	60,496	(35,214)	25,282	28

MCC CAPITAL BUDGET MONITORING 2015-16 AT MONTH 6 By SCHEME CATEGORY						
CAPITAL BUDGET SCHEME	Annual Forecast	Slippage Brought Forward	Total Approved Budget 2015/16	Provisional Capital Slippage to 2016/17	Revised Capital Budget 2015/16	Forecasted Capital Expenditure Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Asset Management Schemes	3,371	889	3,354	0	3,354	18
Future Schools	15,136	6,699	49,702	(34,566)	15,136	0
Other School development Schemes	251	219	269	0	269	(18)
Infrastructure & Transport	3,174	670	3,242	(68)	3,174	0
Regeneration Schemes	972	947	1,208	(247)	960	12
Sustainability Schemes	81	81	81	0	81	0
County Farm Schemes	347	152	352	0	352	0
Inclusion Schemes	1,354	348	1,354	0	1,354	0
ICT Schemes	304	188	288	0	288	16
Other Schemes	318	581	646	(333)	313	0
Capital Schemes Total	25,310	10,773	60,496	(35,214)	25,282	28

3.5 Proposed Slippage to 2016-17

3.5.1 The only major proposed slippage apparent at month 6 relates to 21c schools initiative, and reflects the latest cashflow profile provided by CYP colleagues.

3.6 Capital Outturn

3.6.1 After allowing for the slippage volunteered by services, the capital programme for 2015-16 is forecasting to be £28,000 over spent at Month 6.

3.6.2 This prediction is unlikely to be the reality, because the levels of actual capital expenditure incurred by the end of month 6 doesn't provide a sufficiently robust measure on which to base a greater accuracy of forecast.

3.7 Capital Financing and Receipts

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

MCC CAPITAL FINANCING BUDGET MONITORING 2015-16 AT MONTH 6 By FINANCING CATEGORY						
CAPITAL FINANCING SCHEME	Annual Forecast Financing	Slippage Brought Forward	Total Approved Financing Budget 2015/16	Provisional Budget Slippage to 2016/17	Revised Financing Budget 2015/16	Forecasted 2015/16 Capital Financing
	£'000	£'000	£'000	£'000	£'000	£'000
Supported Borrowing	2,420	0	2,420	0	2,420	0
General Capital Grant	1,462	0	1,462	0	1,462	0
Grants and Contributions	13,839	3,953	21,246	(7,406)	13,839	0
S106 Contributions	704	690	946	(247)	698	6
Unsupported borrowing	2,236	1,274	17,091	(14,856)	2,236	0
Earmarked reserve & Revenue Funding	998	409	1,248	(250)	998	0
Capital Receipts	3,421	4,414	15,894	(12,455)	3,439	(18)
Low cost home ownership receipts	189	33	189	0	189	0
Unfinanced	40	0	0	0	0	40
Capital Financing Total	25,310	10,773	60,496	(35,214)	25,282	28

3.8 Useable Capital Receipts Available

3.8.1 In the table below, the effect of the changes to the forecast capital receipts on the useable capital receipts balances available to meet future capital commitments is shown. This is also compared to the balances forecast within the 2015/19 MTFP capital budget proposals.

Movement in Available Useable Capital Receipts Forecast

TOTAL RECEIPTS	2015/16	2016/17	2017/18	2018/19
	£'000	£'000	£'000	£'000
Balance b/f 1 st April	17,440	19,592	19,802	11,100
Receipts forecast to be received in year as 2015/19 MTFP	10,235	25,220	2,150	0
Increase / (decrease) in forecast receipts forecast at month 6	(5,009)	(1,320)	6,050	2,000
Deferred Capital Receipts	4	4	4	4
Less: Set aside Capital Receipts	0	(10,452)	0	0
Less: Receipts to be applied - General	(3,077)	(140)	(509)	(509)
Less : Receipts to be applied - 21C Schools	0	(13,103)	(16,397)	0
TOTAL Actual / Estimated balance c/f 31st March	19,592	19,802	11,100	12,595
TOTAL Estimated balance reported in 2015/19 MTFP Capital Budget proposals	11,660	21,104	11,542	10,388
Increase / (Decrease) compared to MTFP Capital Receipts Forecast	7,932	(1,303)	(443)	2,207

Points to note:

- The reduction in the capital receipts forecast in 2015/16 and increase in 2017/18 is due to the delay in 2 LDP receipts from 2015/16 to 2016/17 (£5.6m) and 2016/17 to 2017/18 (£6.2m).

- The increase in the Capital receipts balance of £7.9m compared to the MTFP at 31/3/2016 is mainly due to forecast slippage of receipts funded budgets (21C schools) to 2016/17 (£12.3m), offset by the reduction in forecast receipts in 2015/16 (£5m). By the end of the MTFP window these slippage effects are largely reversed.

3.8.2 The Council has agreed to the inclusion of 21c schools initiative within the Capital Program and this relies on utilising £29.7 million of capital receipts during this next 4 year MTFP period. Consequently the balance of capital receipts available for other schemes during this MTFP window has considerably reduced.

3.8.3 Despite changes in the timing of individual receipts, which remains a risk to the Council to ensure it has sufficient receipts to fund its expenditure aspirations in the years necessary and to avoid temporary borrowing costs, the balance of capital receipts available to fund capital expenditure, at the end of this next MTFP window has been revised to circa £10.3 million, as a consequence of additional receipts predominantly LDP related.

3.9 Reserve Usage

3.9.1 Revenue and capital monitoring reflects an approved use of reserves. Building upon the inclusion of a reserve summary provided as part of 2014-15 the following table indicates the anticipated position both at the end of 2015-16 but also the predicted position for 2016-17 based on decisions already made.

SUMMARY EARMARKED RESERVES POSITION 2015-16

Earmarked Reserves	2014-15	Revenue Approved Usage		Capital Usage	2015-16	Revenue Approved Usage		Capital Usage	2016-17
	b/fwd	Replenishment of Reserves	Draw on Reserves			Replenishment of Reserves	Draw on Reserves		c/fwd
Invest to Redesign	(1,483,521)	(60,228)	797,362	402,095	(344,292)	(114,827)	270,737		(188,382)
IT Transformation	(639,840)		323,200	103,091	(213,549)				(213,549)
Insurance & Risk Management	(2,250,388)				(2,250,388)				(2,250,388)
Capital Receipt Regeneration	(460,342)		153,845	79,512	(226,985)			135,191	(91,794)
Treasury Equalisation	(990,024)				(990,024)				(990,024)
Redundancy & Pensions	(599,936)		325,434		(274,502)		192,126		(82,376)

Capital Investment	(1,620,945)	(15,500)		528,611	(1,107,834)			518,541	(589,293)
Priority Investment	(1,973,294)		759,050	648,877	(565,367)		169,000		(396,367)
Museums Acquisitions	(59,798)				(59,798)				(59,798)
Elections	(83,183)	(25,000)			(108,183)	(25,000)	100,000		(33,183)
Grass Routes Buses	(160,615)	(5,000)	25,913		(139,702)	(5,000)			(144,702)
Sub Total	(10,321,886)	(105,728)	2,384,804	1,762,186	(6,280,624)	(144,827)	731,863	653,732	(5,039,856)
Restricted Use Reserves									
Chairman's	(36,754)				(36,754)				(36,754)
Youth Offending Team	(382,226)				(382,226)				(382,226)
Building Control Trading	(490)				(490)				(490)
Outdoor Education Centres	(190,280)				(190,280)				(190,280)
I Learn Wales	(48,674)				(48,674)				(48,674)
Total Earmarked Reserves	(10,980,310)	(105,728)	2,384,804	1,762,186	(6,939,048)	(144,827)	731,863	653,732	(5,698,280)

3.9.2 This indicates that by the end of 2016-17 the Council is likely to utilise over 48% of the useable earmarked reserves brought forward from 2014-15, based on approvals to use reserves so far. Further reserve usage is anticipated before the end of the year, in particular this report refers to redundancy costs in relation to Community Hubs which will need approval (£305k) and is likely to extinguish the Redundancy and Pensions reserve.

3.9.3 Given the forecast use of earmarked reserves, it is proposed that in order to ensure adequacy of reserves for the MTFP, the following change in practice is approved:

- Increase workforce planning and redeployment to reduce the need for reserves to cover redundancies
- Any request for reserve funding must first explore whether existing budgets, or external funding sources can be used for the proposal accepting this may require a change in priorities if existing budget are used
- Use of reserves to implement budget savings must use the saving first to repay the reserve
- IT investment bids will need to be considered in the core capital programme when the IT investment reserve is extinguished, this may necessitate displacing some of the core capital programme allocations depending on the priorities agreed

- 3.9.4 A revaluation of the insurance reserve requirement is to be commissioned in the third quarter, and the work undertaken in the 4th quarter so that the figures will be current and available for 2015/16 closure. This may give scope to re-designate some of this reserve but this is subject to the outcome of the work outlined.
- 3.9.5 If action is not taken to slow down the use of ear marked reserves through the above mechanisms, consideration would need to be given to budgeting to replenish reserves or including in the base budget, requests that would normally have been funded by reserves, both of which will increase the resource gap in the MTFP.

4 REASONS

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

5 RESOURCE IMPLICATIONS

- 5.1 The forecast overspend and use of earmarked reserves, requires action to be taken to ensure that the budget is kept on track and earmarked reserves are maintained at an adequate level for the MTFP.

6 WELL BEING OF FUTURE GENERATIONS IMPLICATIONS

- 6.1 The decisions highlighted in this report have no future generations and sustainability implications.

7 CONSULTEES

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

8 BACKGROUND PAPERS

- 8.1 Month 6 monitoring reports, as per the hyperlinks provided in the Appendices

9 AUTHOR

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Strong Communities Select Committee Portfolio Position Statement Month 6 (2015/16)

Head of Operations Commentary

The forecast out turn estimated at month 6 continues to show a deficit position for the Operations department overall albeit the projected deficit has reduced from £634,000 estimated at month 2 to £339,000 estimated out turn at month 6.

The main Service areas contributing to the over spend remain consistent with those indicated at month 2. However the levels of overspend have changed and overall diminished. The situation for the PTU has improved slightly although the underlying cause indicated at month 2 remains the same. Savings surrounding rationalisation of the ALN transport and other wider budget assumptions surrounding overtime savings and operator (inflation) costs will continue to hold this budget in a deficit for this year. The draft budget for 16/17 includes a pressure to address this position.

Building cleaning and school meals show relatively small overspends and officers are anticipating an improvement in catering as we enter the higher school meal numbers typical of the winter months. Property Services capital fees continue to fall below budgeted levels but since we first highlighted this officers have revised the potential deficit down from £300,000 to £103,000. This coupled with a projected saving on accommodation maintenance costs of £150,000 have contributed heavily towards the improved out turn position.

The projected waste/recycling/street scene position has similarly been revised to a reduced overspend of £66,000 compared with £128,000 at month 2. However it remains volatile with new contracts in the New Year that will almost certainly increase our recycling costs and it is of dubious benefit to note that the projected improvement is partially attributable to staff not taking advantage on the LGPS, hence reducing employer on costs. The reduction in custom for the training centre is of concern and needs addressing in the short term if possible although the centralisation of training is now forming a mandate for 16/17.

Not mentioned specifically is highways and SWTRA. At the moment the projection is breakeven but as we enter the winter months it is quite possible that this will be revised. SWTRA spend has reduced to date but is now showing signs of returning to last year's figure and winter conditions bring SWTRA income (albeit county cost) and officers are increasingly confident that the next forecast will offer sufficient confidence to include an underspend.

In conclusion officers will be limiting spend as far as possible throughout the remaining financial year but will balance this against the service demands arising in the winter. Posts will remain vacant and some will be removed during the year in order to reduce spend with least impact upon service provision and material spend will be kept to a minimum. The withdrawal of vehicles being taken home will provide some savings on fuel to again assist the reduction in the over spend.

1. Revenue Outturn Forecast

1.1 The combined budget and outturn forecast for this portfolio is

Strong Communities Service Area	Budget @ Month 2	Budget Revision Virements	Budget @ Month 6	Forecast Outturn	Variance @ Month 6	Variance @ Month 2	Forecast Movement Months 2 to 6
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Chief Executive's	6,850	6	6,856	6,825	(31)	(120)	89
Operations	16,276	108	16,384	16,723	339	634	(295)
Corporate	18,466	(215)	18,251	18,190	(61)	63	(124)
Appropriation	8,224	36	8,260	7,932	(328)	(248)	(80)
Financing	(148,376)	0	(148,376)	(149,128)	(752)	(593)	(159)
Total Strong Communities Select	(98,560)	(65)	(98,625)	(99,458)	(833)	(264)	(569)

1.2 The most significant over and under spends are

Strong Communities Service Area	Overspend Predicted	Underspend Predicted	Forecast Movement Mth's 2 to 6	Commentary on forecasted outturn
	£000's	£000's	(Positive)/ Negative	
			£000's	
CEO				
Benefits		30	90	Increases in the bad debt provision and a net increase in Housing Benefit expenditure.
Council Tax	60		60	Shortfall in income from court fees of 35k, although

				the position has improved slightly from the previous forecast and potential redundancy costs (25k)
Systems and Exchequer		34	(34)	Staff vacancies of 50k offset by increase in annual card fees of 15k
Policy & Partnerships		26	(26)	Additional one off grants from LSB and Home Office (40k) offset by additional staff costs that are unbudgeted
OPERATIONS				
Service	Overspend Predicted £000's	Underspend Predicted £000's		Commentary on forecasted outturn
Operations – Passenger Transport Unit	293		(7)	Assumed ALN transport savings have proven unachievable, budgeted increased income levels were not made whilst at the same time corporate budget decisions regarding reductions in overtime costs were imposed. A mandate has been put forward to highlight the fact that the service cannot operate within its existing budget and has requested further funding via the MTFP in 2016-17.
Operations – Building Cleaning	20		(30)	Delayed implementation of mandate saving of transferring public conveniences to Town Councils.
Operations – School Catering	35		(20)	Increased costs to comply with Healthy Eating in Schools Agenda and a reduction in budgeted meals
Operations – Property Services	103		(198)	Changes in accounting code of practice which means that overheads cannot be charged to capital schemes. The change from month 2 relates to increase ins fees that are chargeable to the 21 st Century schools programme offset by a reduction in third party expenditure on procurement.
Operations –		150	(25)	Maintenance costs for Magor and Usk are

Accommodation costs				underspent mainly due to reduced costs as buildings are relatively new.
Operations – Waste and street scene	66		(60)	Savings from mandates have been mitigated by a reduction in fuel costs and an increase in staff opting out of the pension scheme resulting in a 20k overspend on waste. Raglan training centre is overspent by 40k due to demand reducing for training courses and increased competition from other providers.

Corporate Services	Overspend Predicted	Underspend Predicted	Forecast Movement Mth's 2 to 6 (Positive) / Negative	Commentary on forecasted outturn
	£000's	£000's	£000's	
CORPORATE				
Audit Commission Fees (Certification Grant Claims)		(35)		Forecasted saving in relation to the auditing of grant claims
HMRC Reimbursements		(36)		MCC Vat rebates exercise
Early Retirement Pension Costs	150		20	Additional cost of redundancies notified in latter part of 2014/15
Indirect revenue Gains		(114)		Rate rebates on MCC properties
Insurance Premium Payment(Direct)		(59)	(25)	Insurance tender saving greater than expected at month 2
APPROPRIATIONS				
Attributable Costs - Fixed Asset Disposal		(51)	(51)	Some schemes have underspent as sold without incurring costs

Interest Payable and Similar Charges		(382)	(180)	Movement from Month 2 mainly due to long term borrowing now no longer being forecast in year (£9m at month 2); Temporary borrowing has not increased due to slippage on 21C schools program
Charges Required Under Regulation	30		(44)	The shortfall mainly relates to MRP payable relating to vehicles purchased from borrowing (unbudgeted) in 1415.
Interest and Investment Income		(33)	(4)	income due to increased cash balances - in turn due to temporary borrowing taken out when rates were advantageous
Contribution from Reserves	108		198	to cover Estates salary; £90k from M2 is Children's Services report May 2015 Reduced draw on LDP
FINANCING				
Council Tax		(600)	(100)	Surplus due to projected actual CT Collection rate of 99.3% over budgeted 98% and increased CT recovery
Benefit Support		(153)	(60)	Forecast extrapolated from CT Benefits system based upon benefits awarded to date. Caseloads continue to reduce, a trend that is expected to continue through to year end

1.3 Please see Appendix 9,10,11,12 and 13 for further analysis of the directorate expenditure at month 6.

2. 2015-16 Savings Progress

2.1 The savings required by the 2015-16 budget mandates have not yet been fully secured.

Operations Budgeted savings were £1,513,000 and at month 6, £1,258,000 have been identified. Of the remaining savings, £50,000 are delayed until 2016/17 and currently £205,000 are deemed to be unachievable.

Chief Executives budgeted savings were £85,000. These have all been achieved.

Man. No.	Mandate Description	Target Savings £'s	Forecast Savings Identified £'s	Delayed Till 2016/17 £'s	Unachievable £'s	Forecasted Savings Variance Since Month 2 £'s
	STRONG COMMUNITIES					
14	Home to School Policy Changes	101,000	72,000	0	29,000	0
15	Facilities - Transfer functions to other providers	100,000	10,000	0	90,000	0
25	Transport Review and Rationalisation	62,000	62,000	0	0	0
36	Cost Neutral Waste Service	270,000	184,000	0	86,000	0
37	Project Gwyrdd	250,000	250,000	0	0	0
37a	Waste Mgt - Efficiency & Realignment	50,000	50,000	0	0	0
37b	Waste Mgt - Modernising Trade Waste Services	50,000	50,000	0	0	0
37c	Waste Mgt - Collection changes, Grey bags and nappies	180,000	180,000	0	0	0
41	Highways	450,000	425,000	50,000	0	0
	Total Operations	1,513,000	1,258,000	50,000	205,000	0
	CHIEF EXECUTIVES'					
40a	Democracy & Regulation	85,000	85,000	0	0	0
	Total CEO	85,000	85,000	0	0	0

2.1.1 Please see Savings Mandate Appendix SM for further details on savings

3. Capital Outturn Forecast

The capital budget of £4,485,758 had been increased by slippage from 2014/15 of £2,939,759 to a new total of £7,425,517. The budget is separated under the following headings

Strong Communities	Annual Forecast	Original Budget	Slippage from 2014/15	Budget Virement or Revision	Total Approved Budget @ Month 6	Forecast Over / (Under) Outturn @ Month 6	Variance Since Month 2
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Development Schemes Over £250k	11	0	11	0	11	0	0
Development Schemes Under £250k - Essential Works	783	410	373	0	783	0	0
Development Schemes Under £250k - Other Recommend	836	270	566	0	836	0	0
Infrastructure	2783	2112	671	0	2783	0	0
IT Schemes - Infrastructure/Hardware	147	0	147	0	147	0	0
IT Schemes - Web Related	35	0	35	0	35	0	0
Low Cost Home Ownership	33	0	33	0	33	0	0
Maintenance Schemes - General	346	201	145	0	346	0	0
Renovation Grants	654	600	54	0	654	0	0
Section 106	705	0	705	0	705	0	0
Specific Grant Funded	0	0	0	0	0	0	0
Maintenance Schemes - Property	1093	893	200	0	1093	0	0
Total Strong Communities	7,426	4,486	2,940	0	7,426	0	0

Further details of all the schemes are contained in the appendix 2C. Currently no variation has been reported and so the budgets are presented here for information only.

APPENDIX (links to Hub)

[M6 Operations Revenue Budget Monitoring 2015-16 Appendix 9](#)

[M6 Chief Executive Office Revenue Budget Monitoring 2015-16 Appendix 10](#)

[M6 Chief Executive Office Revenue Budget Monitoring 2015-16 Appendix 10](#)

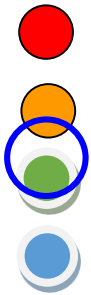
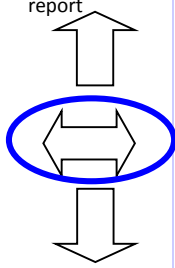
[M6 Appropriations Revenue Budget Monitoring 2015-16 Appendix 12](#)

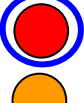
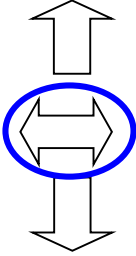
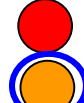
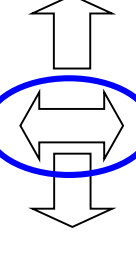
[M6 Financing Revenue Budget Monitoring 2015-16 Appendix 13](#)

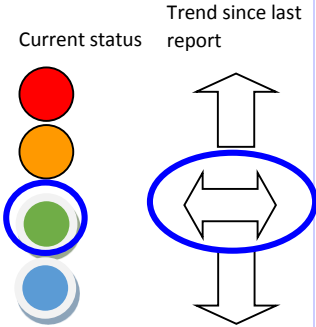
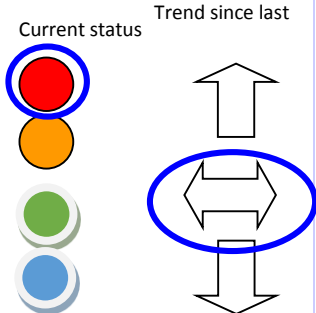
[M6 Savings Mandates Appendix SM 2015-16](#)

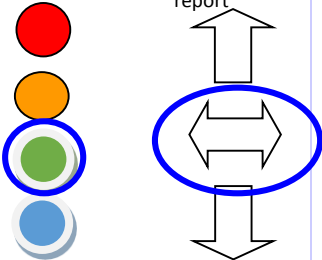
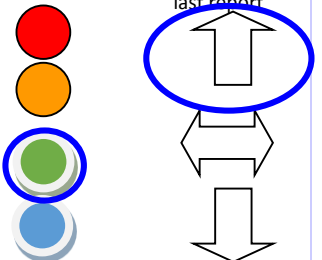
STRONG COMMUNITIES Budget Mandates


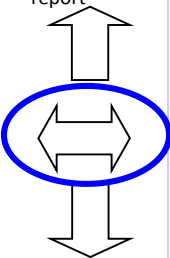

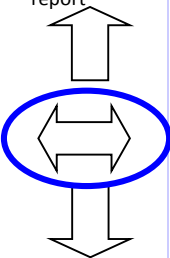
Progress and Next Steps at Month 6

Mandate RAG	Progress for month one and two	Next Steps	Type	Year end target	Forecasted to achieve	Variance	Owner
<p>Mandate 14</p> <p>Home to School Transport</p> <p>Current status  Trend since last report </p>	<p>Continuation of 2014-15 mandate. Fundamental policy review to nearest school, and more zealous application of free school travel criteria.</p> <p>Post 16 travel grant removed. - Green Removal of the non-statutory element of travel grants to post 16 students by July – Green</p> <p>Increase in post 16 charging – achieved increase in costs in 14/15 and will sustain however the 29k target for 15/16 will not be delivered as already realised.</p> <p>Transport Policy on hold.</p> <p>There is currently no progress on change of policy on statutory distances and pick up points due to members exploring other options.</p>	<p>Waiting for further steer on policy direction for home to school transport.</p> <p>For this mandate the money has been removed from the budget therefore no further action necessary.</p> <p>29K was double counted from 14/15 this was highlighted at the outset and would not be achieved. Pressure mandate being submitted to address current underfunded budget for 16/17.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>101,000</p> <p>101,000</p>	<p>0</p> <p>72,000</p> <p>72,000</p>	<p>0</p> <p>29,000</p> <p>29,000</p>	<p>Roger Hoggins/ Richard Cope</p>

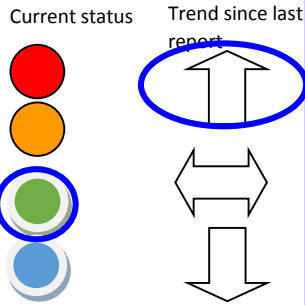
<p>Mandate 15 *</p> <p>Facilities - transfer functions to other providers</p> <p>Current status  Trend since last report </p>	<p>2014/15 mandate*</p> <p>Building Cleaning / Community Services Engaging with town and community councils, 'friends of' and clubs to take on service related costs. Considerable work has already been undertaken e.g Linda Vista, Bailey Park, public conveniences. 15/16</p> <p>Activities during 2015/16 have been challenging. It is highly unlikely that we will achieve full year savings on this for 2015/16. Building Cleaning - Overspend mainly due to delayed implementation of the mandate saving - transferring public conveniences to town councils".</p>	<p>Review the delivery plan and consider opportunities for 2016/17.</p> <p>Will remain red with the limited savings until end of the year.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>100,000</p> <p>0</p> <p>100,000</p>	<p>10,000</p> <p>0</p> <p>10,000</p>	<p>90,000</p> <p>0</p> <p>90,000</p>	<p>Roger Hoggins</p>
<p>Mandate 25</p> <p>Fleet Rationalisation</p> <p>Current status  Trend since last report </p>	<p>The savings for this mandate were being achieved from the reduction of fleet vehicles across the authority.</p> <p>This fleet reduction has been achieved therefore the budget mandate is on target to be achieved by year end. The restructure element due to protection of employment policy did not achieve 100% however shortfalls will be made from other savings within the service.</p> <p>There are other operational opportunities currently being considered :- ICT 22 – the connected worker has made progress, this is at the trailing stage, ICT 13– the pool car booking system – this has not progressed.</p>	<p>No next steps for fleet reduction as complete.</p> <p>Continue to review the 2 ICT projects and report progress.</p> <p>Ensure shortfall in restructure savings are met within service area.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>62,000</p> <p>62,000</p>	<p>0</p> <p>62,000</p> <p>62,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Debbie Jackson</p>

<p>Mandate 26</p> <p>Property rationalisation</p> <p>Current status Trend since last report</p> 	<p>These savings are predicted on the need to reduce our operational portfolio and maximise revenue streams from our investment holdings. Revenue savings are largely accrued through the reduction in utilities costs, rates, repairs and maintenance. The Accommodation Working Group is charged with reviewing all property usage with the aim of minimising the costs and releasing any property that can be made surplus.</p> <p>Rental of buildings – Green Rates Savings on vacant buildings - Green Rental Grant reductions – Dedicated member of staff now responsible for this.</p>	<p>Continue to review the property rationalisation delivery plan. Permissions for any disposal will continue through the usual council process. Work alongside agile working policy owner to explore further opportunities for greater agile working.</p>		<p>Income 20,000</p> <p>Savings 80,000</p> <p>Total 100,000</p>	<p>20,000</p> <p>80,000</p> <p>100,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Ben Winstanley</p>
<p>Mandate 36 *</p> <p>Route Optimisation</p> <p>Current status Trend since last report</p> 	<p>Mandate from 2014/15</p> <p>Due to the changing to routes the mandate related to the reduction in fleet.</p> <p>Cleansing service efficiencies £50k, Trade waste recycling £40k, Grey and Nappy bag changes £180k</p> <p>There are two mandates that will not be fully achieved in 15-16. £86k on mandate 36 "Route Optimisation", transport leasing costs build into the saving but we own the vehicle that we reduced from the fleet and therefore no leasing savings could be achieved. Also, the mandate originally cut 6 FTE posts, but only 5 FTE posts could be cut.</p>	<p>Review the on-going operation and budgets and re-align in line with service needs. Also there is £40k resulting from the shortfall on additional external income budget, (Mandate 15 above, £50k in 14-15 and a further £50k in 15-16 was introduced). We have secured an additional £60 of this increase, but a pressure still remains. There is also one other mandate in 15-16, mandate 37b "Modernising Trade Waste Services", where there is £40k of additional income to be received from the introduction of Trade waste</p>	<p>Income 0</p> <p>Savings 270,000</p> <p>Total 270,000</p>	<p>0</p> <p>184,000</p> <p>184,000</p>	<p>0</p> <p>86,000</p> <p>86,000</p>	<p>Rachel Jowitt</p>	

		recycling, started in September 15. Hopefully, this will be generated, however, it is being noted now as a possible pressure and a further update will be available by month 9 monitoring.					
<p>Mandate 37a Waste Services</p> <p>Current status Trend since last report</p> 	<p>The mandate is about re-aligning the service in order to be as customer focused and efficient as possible. To reduce duplication of services which provide clarity on responsibility and service delivery. To remove duplication and harmonise working practices.</p> <p>Vacancies have been deleted therefore savings have been achieved.</p>	No relevant Next Steps	Income	0	0	0	Rachel Jowitt
			Savings	50,000	50,000	0	
			Total	50,000	50,000	0	
<p>Mandate 37b Trade Waste</p> <p>Current status Trend since last report</p> 	<p>Modernising Trade Waste Services This has 2 elements:- The introduction of trade waste recycling and realignment of 2 schedule changes.</p> <p>There is £40k of additional income to be received from the introduction of Trade waste recycling, to start in September 15. Hopefully, this will be generated, however, it is being noted now as a possible pressure and a further update will be available by month 9 monitoring.</p>	Continue to review operational impact. Establish any potential mitigating actions.	Income	40,000	40,000	0	Rachel Jowitt
			Savings	10,000	10,000	0	
			Total	50,000	50,000	0	

<p>Mandate 37c Grey bag & nappy collection.</p> <p>Current status  Trend since last report </p>	<p>This mandate relates to the removal of the free supply of grey refuse bags and the removal of the hygiene/ nappy collection.</p> <p>The mandate has been delivered the savings have been achieved.</p>	<p>Continue to review as still early stages. No other next steps relevant.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>180,000</p> <p>180,000</p>	<p>0</p> <p>180,000</p> <p>180,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Rachel Jowitt</p>
<p>Mandate 40a Democracy</p> <p>Current status  Trend since last report </p>	<p>This mandate purpose was to reduce the budget requirement in a number of areas through a range of actions including :- Management restructure – Green. Increased income generation – Green Removal of a vacant post – Green Reduction in mileage budget – Green All action plans delivered in order to achieve the savings.</p>	<p>In relation to budget delivery no next steps</p> <p>Non budget Service improvements.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>24,000</p> <p>85,000</p> <p>109,000</p>	<p>24,000</p> <p>85,000</p> <p>109,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Tracy Harry</p>

**Mandate 41
Highways**



This mandate was made up of both savings and income generation :-

- Employee restructure – Green
- Material savings – Green
- Plant saving – Green.
- Re-negotiating with sub-contractors – Green
- Additional income from skips & scaffolding – green.
- Operational fuel, stores & procurement savings - Green.
- Commercial advertising – Red.

Savings - on target to be delivered.
Income - Advertising Scheme has been put on hold whilst a planning issue around advertising signs is resolved so it is assumed that the remaining £25,000 will not be achieved this year.

Income	55,000	30,000	25,000	Roger Hoggins
Savings	395,000	395,000	0	
Total	450,000	425,000	25,000	

STRONG COMMUNITIES Mandate Summary	RAG Month 10	RAG Month 2	RAG Month 6
14 Home to School Transport	Red	Red	Green
15 Facilities	Orange	Red	Red
25 Fleet Rationalisation	Orange	Orange	Orange
26 Property Rationalisation	Green	Green	Green
36 Route Optimisation	Green	Red	Red
37a Waste Services	Orange	Green	Green
37b Trade Waste	Green	Orange	Green
37c Grey Bag & Nappy Collection	Green	Green	Green
40a Democracy	Green	Green	Green
41 Highways	Green	Green	Orange

SUBJECT: Quarter 2 Performance Report: Improvement Objectives and Outcome Agreement

MEETING: Strong Communities Select Committee

DATE: 10th December 2015

DIVISIONS/WARDS AFFECTED: All

1. PURPOSE

- 1.1 To present quarter 2 performance data for the Improvement Objectives and Outcome Agreement objectives which are under the remit of Strong Communities Select Committee:

Improvement Objective 3: We want to enable our county to thrive. (Appendix A)

Improvement Objective 4: Maintaining locally accessible services (Appendix B)

Improvement Objective 5: We want to be an efficient, effective and sustainable organisation (Appendix C)

Outcome agreement Theme 4: Living within environmental limits and acting on climate change (Appendix D)

- 1.2 To present the latest performance against wider key national performance indicators that are under the committee's remit (Appendix E)

2. RECOMMENDATIONS

- 2.1 That members scrutinise the performance achieved and impact made, particularly in areas that fall under the committee's remit, to assess progress and performance against the objectives.
- 2.2 That members identify and explore any areas of underperformance or concerns, and to seek assurance from those responsible for future activity where they conclude that performance needs to improve.

3. KEY ISSUES

- 3.1 The Outcome Agreement and the Improvement Objectives have a different focus:

Improvement Objectives

- 3.2 Improvement Objectives are set annually by the Council to deliver on priorities. Despite objectives being focused on the long term the specific activities that support them are particularly focussed for the year ahead.
- 3.3 Activity that contributes to the delivery of some objectives cross cuts Select Committee remits and these will also be reported to the other relevant committee(s). Therefore it is suggested members particularly focus their scrutiny on the activity relevant to the committee with consideration of its contribution to the objective as a whole.
- 3.4 This Improvement Objectives will be evaluated at the end of the year (2015/16) based on the council's self-evaluation framework, as set in the Improvement Plan 2015-17.

Performance against them will be reported to Select Committee and in the Stage 2 Improvement Plan published in October each year.

Outcome Agreement

- 3.5 The Outcome Agreement is an agreement with the Welsh Government for a three year period, where the council needs to deliver on performance activity and associated targets that contribute to the Programme for Government. The current agreement covers the period from 2013 to 2016. The council has previously been awarded full payment each year.
- 3.6 In the summer of 2015 the Welsh Government announced the final year of funding for performance in 2015-16 would no longer be attached to performance in the Outcome Agreement and would be rolled directly into the Revenue Support Grant for 2016-17. This means that payment for performance against the targets in the agreement for 2015-16, being discussed by members today, is assured. However given the importance placed on the agreement as part of the council's performance framework to contribute to delivering the outcomes set it is important to continue to monitor performance against the agreement for its final year.
- 3.7 The Outcome Agreement is evaluated annually using the Welsh Government scoring mechanism, Table 1. Outcome Agreement Theme 4 - has been scored as Fully Successful – 2 points.

Table 1: Outcome Agreement Scoring	
Definition	Points award
Fully Successful	2
Partially Successful	1
Unsuccessful	0
To be fully successful the Outcome Agreement must achieve at least 8 points from a possible 10 across the 5 themes within the agreement	

- 3.8 For the Outcome Agreement as a whole, the performance across all five themes indicates that MCC would be "Fully Successful" at the end of the year based on scoring 9 points out of a possible 10. This is the last year of the Outcome Agreement. The end of year report, as well as focussing on progress in 2015/16, will provide an evaluation of the progress and impact made since the agreement was implemented in 2013.
- 3.9 Appendix E sets out further Key Performance Indicators that are in the National Performance indicator set used by Welsh Government and are under the committee's remit. The primary purpose is to highlight the performance achieved so far in 2015/16. In some cases this may result in duplication of indicators already included in other sections of the report. Where indicators relate to the performance of services that are under the remit of more than one committee these will also be reported to the other relevant committee(s).

4. REASONS:

- 4.1 To ensure that members have an understanding of performance against these areas of work and are able to scrutinise them to ensure a rigorous focus on improvement and delivering its priorities of education, support for vulnerable people, support for enterprise and job creation and maintaining locally accessible services.

5. AUTHORS:

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Appendix A

MCC Improvement Objective 3: We want to enable our county to thrive					
Council Priority: Supporting business & job creation			Single Integrated Plan Outcome: Business and enterprise & protect and enhance the environment		
What the Single Integrated Plan identifies that we will contribute to			Why have we chosen this?		
<p>To enable business and enterprise to prosper in Monmouthshire, we need:</p> <ul style="list-style-type: none"> Better paid local employment opportunities To build on the services already being provided by Monmouthshire Enterprise and its partners to support the growth of new and existing enterprises. Retain more of the spend of visitors, citizens and businesses within Monmouthshire. <p>To enhance and protect our environment we need to:</p> <ul style="list-style-type: none"> Produce less waste and recycle more. 			<p>This objective aligns closely with the single integrated plan for Monmouthshire. For our county to thrive we need to continue to work with our residents, invest in communities and base our delivery on 'what matters' to people in their communities. Shaping our approach like this will help us to meet needs and expectations of our residents and join up our services to make more efficient use of increasingly limited resources.</p> <p>The objective brings together three inter-related elements of our approach; supporting and encouraging enterprise and job creation, whole place area delivery and minimising the impact on the environment.</p>		
Overview					
<p>A community governance review has been completed. Monmouthshire Business and Enterprise continue to enhance their work with partners to develop a pipeline for pre-start businesses in Monmouthshire. Promotion of high speed broadband across the County for both businesses and communities has been undertaken. In total 60 Expressions of Interest to the Superconnected Cities Voucher Scheme have now been received, although this is below the number targeted.</p> <p>The recycling review is currently being finalised and will determine the Council's long term recycling strategy. The recycling rate is broadly in line with the rate achieved in the previous year and is projected to be in line with or slightly below the 63% achieved last year, the landfill rate has continued to decrease. The pollinator policy continues to be implemented with an increase in pollinator friendly plants planted and further areas of open space and highway verges that have reduced cutting frequencies. Placement opportunities for young people leaving the looked after system are being considered with partners.</p>					
What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
Complete a review of community governance and develop a Whole Place Plan for Lower Wye.	September 2016	<p>Milestone: Community Governance review completed.</p> <p>Milestone: Whole Place plan completed and approved by cabinet.</p>	A community governance review has been completed and Cabinet have agreed the format. A members seminar is being held in November for members to better understand and agree some of the recommendations before the Community Governance review goes to Full Council to adopt and implement.	<p>The Community Governance review will help clarify structures and align process and delivery frameworks to support community governance.</p> <p>The community in Lower Wye have been engaged to start the development of a long term vision and clear and connected priorities for local action in their area.</p>	On target

What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
			Work has commenced on developing a plan for Lower Wye through engagement with key community groups.		
Continued delivery and development, working with partners, of the Monmouthshire Business and Enterprise business support package including; support, signposting, training, events and development of a web portal to assist pre start and existing business in Monmouthshire.	Ongoing	<p>Measure: The number of new business start-ups supported.</p> <p>Measure: The number of jobs created following assistance.</p>	<p>Monmouthshire Business and Enterprise continue to enhance their work with partners to develop a pipeline for pre-start businesses in Monmouthshire. This is evidenced by 57 business start-ups being supported so far in 2015/2016 which is on track against the annual target of 75.</p> <p>A new Monmouthshire Business and Enterprise website has been launched including a section offering guidance on “Starting & Growing Your Business” – www.monmouthshire.biz</p> <p>The fourth Monmouthshire Business Awards took place in October 2015. The Business Awards were attended by 355 guests.</p>	<p>So far assistance from Monmouthshire Business Enterprise and partners has helped create 87.5 jobs against an annual target of 180. It has also safeguarded 121 jobs. Four larger pipeline projects that are being supported when completed will increase the number of jobs created. Some of these may be completed following the end of the year and would therefore be included in next years jobs created figures.</p> <p>There were a total of 99 entrants for 11 award categories at the business awards. The Awards promoted new and existing business success and Monmouthshire as the place to set up business.</p>	On target
Promote the rollout and exploitation of high speed broadband across the County for both businesses and communities, including promotion of the Superconnected Cities voucher scheme to businesses and launch of a dedicated	March 2016	<p>Milestone: Establish a baseline of business premises that have high-speed broadband.</p> <p>Measure: Total number of premises with access to high-speed broadband.</p> <p>Measure: The number of businesses that submitted an Expression</p>	<p>Following the approval of the Monmouthshire Broadband report by Cabinet in March 2015 the following activities have been undertaken to maximise the opportunities available:</p> <p>A SMART communities and Digital Access Manager has been appointed to coordinate activity and maximise impact.</p> <p>Continued promotional activity to support the Super-connected Cities voucher Scheme.</p>	In total 60 Expressions of Interest to the Superconnected Cities Voucher Scheme have now been received, with 27 vouchers being awarded. 11 expression of interests have been received in the year, a total of 50 were targeted. In October 2015 the Government’s Broadband Connection Voucher Scheme was fully committed and closed to new applicants.	On target

What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
<p>website for information on broadband and mobile infrastructure opportunities.</p>		<p>of Interest to the Superconnected Cities Voucher Scheme.</p>	<p>Local promotion and maximisation of the WG ICT exploitation programme</p> <p>A funding application to the new RDP for an urban/rural skills programme.</p> <p>Completion of a Digital Monmouthshire section for Residents, Businesses and Investors on the new Monmouthshire Business and Enterprise website – www.monmouthshire.biz . This provides up to date information on the progress of the Superfast Cymru rollout and raises awareness of new services, the benefits of improved broadband and opportunities to access digital skills training.</p>	<p>Through the continued roll out of high-speed broadband there has been an increase in the total number of premises with access to high-speed broadband to 32,900.</p>	
<p>Complete the Monmouthshire recycling service review.</p>	<p>December 2015</p>	<p>Measure: Percentage of waste that is recycled</p> <p>Measure: Percentage of waste that is sent to landfill.</p>	<p>The initial findings of the review were presented to cabinet in December 2014. The recycling review is currently being finalised and will be submitted for Select Committee Scrutiny in January 2016 and cabinet approval in March 2016.</p> <p>Once complete the recycling review report will determine the Council's long term recycling strategy.</p>	<p>Monmouthshire residents continue to recycle and compost their waste helping the Council achieve a recycling rate of 64.7% (Q2 – provisional data) which is broadly in line with the rate achieved in the previous year. This rate will decrease in the autumn and winter months, at present performance is projected to be in line with or slightly below the 63% achieved last year. The Welsh Government target for the year is 58%.</p> <p>The landfill rate has continued to decrease to 12.4% (Q2 – provisional data) due to the continued use of energy from waste and is projected to achieve the targeted rate for 2015/16.</p>	<p>On target</p>

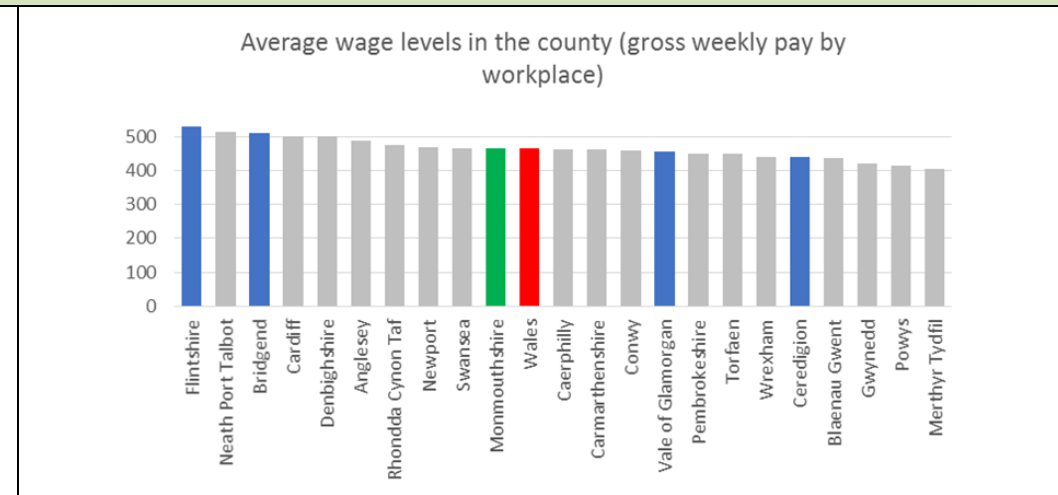
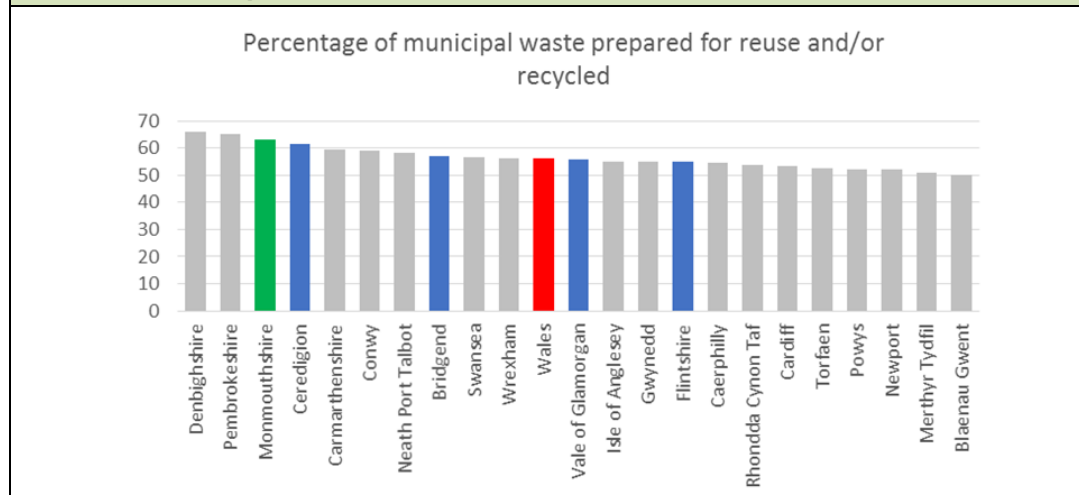
What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress		
Continue the implementation of the pollinator policy which involves reducing the number of cuts to grassed areas and verges, where safe to do so, and planting of annual wildflower displays.	Ongoing	Measure: Area of grass verges planted with pollinator friendly plants Measure: Area of land with reduced cuts per year to support vegetation growth.	Working with Bee Friendly Monmouthshire and local community councils a total of 37,303m ² of pollinator friendly plants have been planted in 2015. An increase from 28,846m ² in 2014. In addition to planting seeds, the frequency of cuts to areas of grassland that are not already being used for sport or other activities, has been reduced to encourage flowering species to grow. The total area of open space and highway verges that had reduced cutting frequencies has increased to 333,439m ² .	This is helping turn Monmouthshire into a friendlier place for bees and other pollinating insects and in addition to creating a more biodiverse county will save £30,000 a year	On target		
Create employment opportunities for young people leaving the looked after system.	March 2016	Measure: Percentage of young people who were formerly in care who are in employment or training at the age of nineteen.	Children's Services employ two apprentices as our Children in Care Council apprentices. Placement opportunities for young people leaving the looked after care system has been raised with partners at the LSB with a view to exploring what opportunities they can offer.	The apprentices have established and are developing our children in care council to represent the views of children and young people who are/have been in care to improve services. So far this year the percentage of care leavers who are in employment or training at the age of nineteen is 33%.	On target		
How will we know the difference it has made			2013/14	2014/15	2015/16 Target	2015/16	Trend
Number of new business start-ups where assistance was provided by Monmouthshire Enterprise and Partners			103	125	75	57	On target
Number of new jobs created where assistance was provided by Monmouthshire Enterprise and Partners			124	313	180	87.5	In line with target
Percentage of municipal waste collected that is sent to landfill			34.2%	18.1%	17.5%	12.4% (Q2 Provisional)	Improved/ On target

How will we know the difference it has made	2013/14	2014/15	2015/16 Target	2015/16	Trend
Percentage of municipal waste that is prepared for reuse or recycled	62.9%	63.3%	63%	64.7% (Q2 Provisional)	Maintained/ in line with target
Total number of premises with access to high-speed broadband ⁱ	-	25,500	35,500	32,900	On target
The number of businesses that submitted an Expression of Interest to the Superconnected Cities Voucher Scheme	Scheme not available	49	50	11	Behind target
The area of grass verges planted with pollinator friendly plants	0	28,846m ²	35,000m ²	37,303m ²	Improved/ On target
The area of land with reduced cuts per year to support vegetation growth	0	100,563m ²	200,000m ²	333,493m ²	Improved/ On target

Longer Term Measures	2013/14	2014/15	2015/16 Actual
Average wage levels in the county (gross weekly pay by workplace) ⁱⁱ	£427	£466	N/A
Number of active enterprises per 10,000 population aged 16-64 ⁱⁱⁱ	660	679	699
Unemployed persons as a percentage of those Economically Active ^{iv}	5.1%	4.9%	4.7%
Percentage of working residents who work within Monmouthshire ^v	58.6%	55.1%	N/A

Partners we are working with?
 Community and Town Councils, local citizens, local community groups, businesses along with national and international organisations and our key partners such as Aneurin Bevan University Health Board, Gwent Police and Housing Associations

How do we compare?



Appendix B

MCC Improvement Objective 4: Maintaining locally accessible services					
Council Priority: Maintaining locally accessible services			Single Integrated Plan Outcome: People have good access and mobility and People protect and enhance the environment		
What the Single Integrated Plan identifies that we will contribute to			Why have we chosen this?		
<p>For people to have good access and mobility, we need:</p> <ul style="list-style-type: none"> To ensure rural communities have good access to services <p>To enhance our environment, we need:</p> <ul style="list-style-type: none"> To enable people to enjoy more of Monmouthshire. To realise the potential to partner-up with neighbouring destinations. Better use of natural assets for outdoor pursuits and activities 			<p>The political administration's Continuation Agreement makes it clear that while there are tough choices to be made in the next two years the council will seek to ensure all valued services survive whether they are best placed to be provided by the council or other organisations.</p>		
Overview					
<p>Community Hubs, combining One stop shops and library services have been established in Caldicot, Chepstow, Monmouth and Usk. The effect of the hubs in their first 6 months of operation will be evaluated at the end of the year. The Cultural Services review has been expanded to incorporate parallel and complementary services of Leisure, Events, Youth and Outdoor Learning. Leisure centres have continued to promote and market their service to achieve a balanced budget, forecasts indicate a slight decrease in visitor numbers overall. The school sport survey has shown an increase in Children "Hooked on Sport for Life" in Monmouthshire to 49%.</p> <p>The Rural Development Plan 2014-2020, covering the rural wards of Monmouthshire and Newport, have been awarded £2.8M for rural projects and applications are being invited for this funding. Work on a volunteering framework is helping develop a clear and consistent approach to volunteering and is enabling volunteering provision and opportunities to be more joined up.</p>					
What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
Establish five community hubs which bring together libraries and one-stop-shops;	<p>Caldicot, Chepstow, Monmouth and Usk September 2015</p> <p>Abergavenny September 2016</p>	<p>Milestone: Operating Hub models in Caldicot, Chepstow, Monmouth and Usk</p> <p>Measure: The number of library materials issued</p>	Community Hubs, combining One stop shops and library services have been established in Caldicot, Chepstow, Monmouth and Usk in line with the milestone agreed.	The trend for a reduction in Library materials issued is projected to continue this year, at quarter 2 the projection is 5112 issues per 1000 of the population. Although, there has been increased use of download services which are 26% up on the same period last year. Visits to libraries at quarter 2 are projected be slightly lower than in the previous year. Virtual	On target

What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
		Milestone: Operating Hub model in Abergavenny.		<p>visits to libraries are continuing to increase in line with previous years, and are up 14% on same period last year.</p> <p>The impact of the hubs established in their first 6 months of operation will be able to be evaluated at the end of the year.</p>	
<p>Page 245</p> <p>Complete a review of Monmouthshire County Council's core cultural services and attractions</p>	July 2015	Milestone: The review is completed and the outcome options of the review presented to members	<p>The initial review of the Council's core cultural services and attractions has been concluded and the report has been presented to Economy and Development Select committee in September 2015.</p> <p>The Cultural Services review has been expanded to incorporate parallel and complementary services of Leisure, Events, Youth and Outdoor Learning. In recognition of the need to undertake one detailed and comprehensive appraisal of the options relating to providing a sustainable, viable and vital future for Leisure, Events, Culture and Youth.</p> <p>A team has been established to look at alternative models available to take this forward.</p>	<p>The review has identified a need to rationalise the current working model and improve practices within the Culture Service area. Including the need to recognise the wider options for innovation and collaboration and commercial opportunities that exist.</p> <p>The expanded review will seek new options and opportunities that must be identified for the wider set of services. This will not only need to meet the Council's priority of maintaining locally accessible services but will also meet the needs of the community.</p>	On target

What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
<p>Continue to operate 4 leisure centres by maximising their commercial potential.</p> <p>Page 246</p>	Ongoing	Measure: Number of visits to sport and leisure centres.	<p>A sales and marketing plan has continued to be implemented across all four leisure centres. Memberships of leisure centres have continued to be maintained during the year. The overall budget for leisure and fitness at month 6 is forecast to be £35,000 short of the overall annual budget.</p> <p>The service continues to focus on promoting its whole offer to ensure a balanced end of year position.</p>	<p>Enhancing the potential of leisure centres will help promote participation and physical activity. Half year visitor numbers indicate a slight decrease for the whole year to 7112 per 1000 population. Although visits are expected to increase in the next 6 months due to seasonal club bookings. The target for the year was set lower based on the impact of the new school rebuilding on Monmouth leisure centre.</p> <p>Participation figures from the school sports survey undertaken in 2015 shows 49% of children are physically active (Hooked on sport for life). This is an improvement from 42% in 2013.</p>	Behind target
Identify Rural Development Plan (RDP) programmes for the next funding period 2014-2020.	July 2015 onwards	Milestone: Local action group agree the projects that will be funded.	<p>Cabinet approved the Vale of Usk Local Development Strategy in July 2015. This is based around five themes developed following consultation with rural communities; adding value to local identity and natural and cultural resources; facilitating pre-commercial development; business partnerships and short supply chains; exploring new ways of providing non-statutory local services; renewable energy at community level and exploitation of digital technology.</p> <p>Since the approval and launch in July 2015 the Local Action Group is</p>	<p>For the 2014-2020 period the Vale of Usk Local Action Group, covering the rural wards of Monmouthshire and Newport, have been awarded £2.8M for rural projects.</p> <p>The projects agreed by the Local Action group will ensure this funding is targeted at projects for rural communities in line with the five themes.</p> <p>Performance will be measured using the RDP LEADER Performance Framework which is expected to be</p>	On target

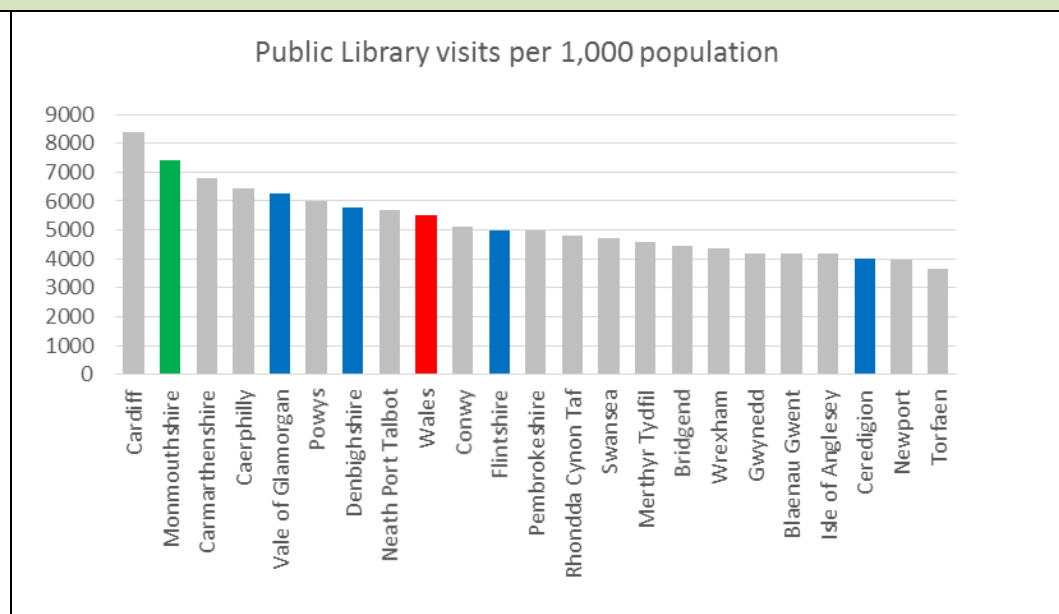
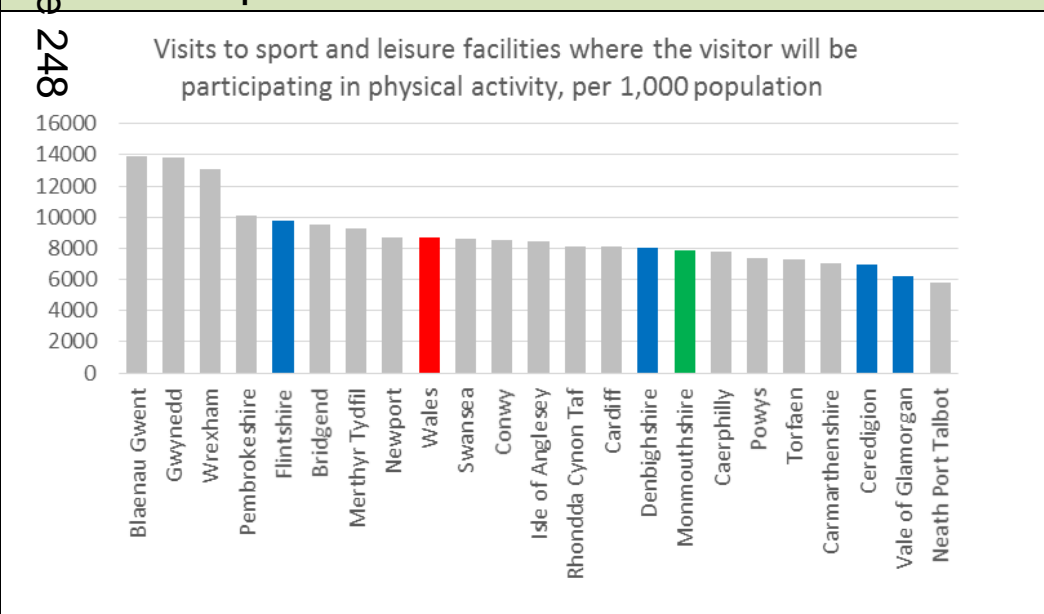
What will we do?	Timescale	How we will measure success	What have we done?	What difference has it made?	Progress
			<p>requesting projects under all five themes and, following the completion of an initial expression of interest, projects will be invited to apply for funds where appropriate. Support to develop projects will come from the Authority's established RDP delivery team.</p>	<p>issued by the end of November 2015. Quarterly updates will report the outputs that have been achieved although these are likely to be low during 2015/16 as it will take time for the programme to develop and delivery to be achieved.</p>	
<p>Page 247</p> <p>Establish a coherent and consistent volunteer framework for the authority.</p>	<p>December 2015</p>	<p>Milestone: Volunteer strategy developed.</p> <p>Milestone: Outcomes framework developed to measure the impact of volunteering on communities.</p>	<p>The volunteer strategy is being drafted in liaison with relevant groups. An integral part of this will be an accompanying outcomes framework, parts of which are currently being piloted in some volunteer settings.</p> <p>To understand the extent of volunteering across the Council a mapping exercise was completed which gives a baseline as well as specific information on volunteer activity. This identified a demand for two key improvements that have been made:</p> <p>The development of a staff tool kit to clarify information, procedures and processes on volunteering</p> <p>A Volunteer Network for Coordinators within the council has been established to share best practice and identify where support is required.</p>	<p>This work is enabling a clear and consistent approach to volunteering and is enabling volunteering provision and opportunities to be more joined up.</p> <p>Volunteer programme coordinators are now being supported to achieve the level of standards set out in the Toolkit.</p> <p>While support is also being provided to volunteers, this includes safeguarding training that has been delivered so far to 54 volunteers in regulated activity.</p>	<p>On target</p>

How will we know the difference it has made	2013/14	2014/15	2015/16 Target	2015/16 Actual	Progress
Number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	8,099	7,893	7,600	3,556 (7,112-projection)	Behind target
Number of library materials issued, during the year, per 1,000 population	5,828	5,553	5,555	2556 (5,112 projection)	Behind target
Longer Term Measures	2013/14		2014/15	2015/16 Actual	
Percentage of children who are physically active (hooked on sport for life)	42%		Completed biannually	49%	
Total number of tourists per year ^{vi}	2,052,500		2,100,000	N/A	
Income generated from tourism per year ^{vii} (£ millions)	£169.66 million		£173.15 million	N/A	

Partners we are working with?

Welsh Government, Newport City Council, The European Agricultural Fund for Rural Development, Housing Associations, Gwent Association of Voluntary Organisations (GAVO)

How do we Compare?



Appendix C

MCC Improvement Objective 5: We want to be an efficient, effective and sustainable organisation.					
Council Priority: Being an efficient organisation helps us to maximise the impact on the council's priorities			Single Integrated Plan Outcome: This Objective helps us maximise our impact on delivering the vision of sustainable resilient communities		
What the Single Integrated Plan identifies that we will contribute to			Why have we chosen this?		
This objective is about our efficiency and effectiveness as an organisation. By doing the basics well we can maximise the amount of money that we can spend on front-line services.			The scale and magnitude of the challenges now upon Local Government are unprecedented and these future challenges are mounting. Alongside severe financial constraint as reflected in our Medium Term Financial Plan, we face changes in customer needs and expectations, together with challenges as a result of new technologies and regulatory and policy changes. We must continue to develop and implement processes and ways of working that will help us meet these challenges to maximise our chances of success and remain relevant to the citizens we serve.		
Overview					
<p>The employee performance framework, "check in check out" is being reviewed to further improve the process. Extensive work continues to put in place a balanced Medium Term financial Plan including aligning proposals with the vision for the County and political priorities. A balanced budget was set for 2015/16, work has continued to assess the delivery and impact of the implementation of these savings. Currently 83% of these are deemed deliverable, a recovery plan has been developed to present alternative savings for Members. The overall budget is forecast to be 0.7% overspent.</p> <p>ICT infrastructure continues to be reviewed and progress on ICT projects managed. Housing benefit decisions made within targeted times is maintaining the high rate achieved in 2014/15 – 98%, the 100% targeted is very difficult to achieve due to range of factors that can influence decisions. The Community Asset transfer policy has enabled Community Groups to make expressions of interests to initiate a transfer, with one in principle decision made so far by cabinet. There is a delay in some capital receipts forecast to be delivered in the year.</p>					
What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
Embed a consistent performance appraisal approach (check-in, check-out) for staff and relate this to our workforce development programme.	March 2016	Measure: Percentage of staff that require a performance appraisal who have completed an appraisal.	Following the introduction of a new employee performance framework, "check in check out", in April 2014 which provides a value-based performance assessment approach between staff and line managers. Based on feedback received, the check in check out process is being reviewed and further developed.	Check in check out enables individuals and teams to outline the values and performance that is relevant in their role and connect them to the purpose of the organisation. 100% of staff requiring an appraisal were targeted to complete latest data shows 84% of staff have completed the original appraisal. However there have been	On target

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
			This updated version will then be rolled out across the organisation	<p>some problems with the approach used to gather the information which means the actual figure may well be higher.</p> <p>The reviewed process will help ensure the final outcomes of the process are effective, all staff have the opportunity to undertake an appraisal and their personal objectives are focused on delivering the things that matter most to the people of Monmouthshire</p>	
<p style="text-align: center;">Page 250</p> <p>Put in place an updated three year medium term financial plan.</p>	December 2015	Measure: Delivery of the budget within a parameter of +/- 0.5%.	<p>Work has continued to refine the modelling assumptions and outline the income generation or savings proposals that will need to be considered as part of the MTFP. The effect of the roll forward of the model, revised assumptions and pressures is a revised gap of £11 million over the period of the plan 2016/17 – 2019/20 at October 2015.</p> <p>In October 2015 Cabinet agreed a report setting out the budget proposals that have been developed particularly focused on the next year for budget consultation with Members, the public and community groups. An extra piece of work has also been carried out on these proposals to test for soundness and feedback given to mandate owners to ensure more robust proposals are finalised for the budget. Work is continuing on the need to address the longer term issue</p>	<p>At Month 6 of the 2015/16 budget the bottom line situation is a £1,066,000 (0.7%) potential overspend, which has continued to be mitigated significantly by anticipated net Council Tax receipts and favourable treasury considerations. The net cost of services pressure is £2,146,000 (1.5%) overspend.</p> <p>This work has enabled proposals to be worked up for next year, whilst taking into account the medium term position. This approach has also been key to enabling a focus on aligning proposals with the vision of sustainable and resilient communities and maintaining core priorities, as identified within the Administration's Mid Term Report and Continuance Agreement 2015-17,</p> <p>It is recognised however much more work is necessary in order to consider the remaining 3 years of the MTFP and what the future shape of the Authority</p>	Behind target

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
			<p>of a reducing resource base. Further mandates and business cases outlining the detail to address the savings targets in the latter years of the MTFP will continue to be worked up and submitted for scrutiny through select committees as appropriate.</p>	<p>needs to look like in the light of the emerging financial position</p>	
<p>Page 25</p> <p>Deliver the approved budget savings for 2015/16.</p>	<p>March 2016</p>	<p>Measure: Percentage of savings in the budget being delivered</p>	<p>In January 2015 council agreed the Medium Term Financial Plan (MTFP) to set the 2015/16 budget. This includes £4.8million of specific saving initiatives identified for 2015/16.</p> <p>An assessment on the preparedness of services to deliver the 2015/16 budget mandates was completed in March 2015 to mitigate risks and maximise the levels of income or reductions in costs required to deliver approved savings.</p> <p>Further progress against savings is assessed at 4 time intervals throughout the year using a traffic light system to indicate whether savings are likely to be achieved or reasons explaining why the mandate is delayed and next steps. This not only focusses on financial performance but also accounts for operational, people and customer impacts of delivery.</p>	<p>The percentage of mandate savings in 2015/16 forecast to be delivered at month 6 is 83% (£3,969,983 of the £4,779,983 identified savings) which is behind the 100% target set. £498,000 savings have been deemed unachievable at the end of month 6, and a further £312,000 unlikely to be realised in 2015-16. Therefore a Recovery plan has been developed to present alternative savings for Members to agree at Cabinet in December 2015</p>	<p>Behind target</p>

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
<p>Evaluate the effectiveness of the authority's ICT infrastructure and networks, and the associated ICT equipment and access provided to staff.</p>	<p>December 2015</p>	<p>Milestone: Production of an Annual Business Plan for Shared Resource Services (SRS) Milestone: An effective suite of measures in place to track performance of ICT services</p>	<p>Commissioning documents are drawn up on annual basis that inform the SRS business planning process. The SRS business strategy is being formalised and is due to be approved by SRS board in November. This will form the basis of an SRS Business Plan.</p> <p>Linked to the Council's Asset Management plan a whole authority review has been undertaken of network infrastructure and will be updated alongside the acquisition or disposal of building.</p> <p>Performance Measures are in place for the ICT helpdesk and standard equipment provision that links into the authority's main network allowing access to information files and folders to enable people to do their jobs.</p>	<p>The review ensures a clear picture of network infrastructure in Council buildings.</p> <p>ICT Progress is monitored through weekly reports and monthly progress monitoring meetings with SRS to ensure performance and progress expectations are met and actions implemented to address any shortfalls in performance.</p>	<p>On target</p>
<p>Improve the speed of decision for Housing benefit applicants.</p>	<p>March 2016</p>	<p>Measure: Percentage of housing benefit decisions made within 14 days</p>	<p>New Housing Benefit claims continued to be processed within the target range set in the 2006 Housing Benefit regulations, this states claims should ideally be processed within 14 days of receiving all the information or as soon as practicable thereafter. Currently 98 per cent of new claims are being processed in this time</p>	<p>This ensures payments are made to those in the community who need them. This performance is maintaining the high rate achieved in 2014/15.</p> <p>There are in the region of 4500 new claims per annum. This makes the achievement of 100% of claims, as targeted, very difficult to achieve.</p>	<p>On target</p>

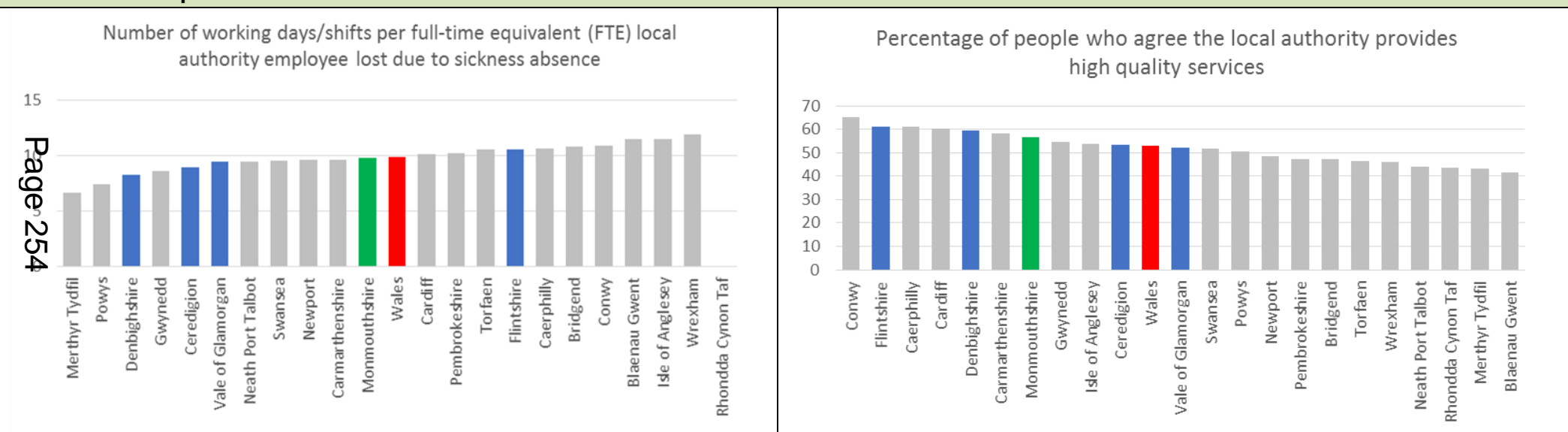
What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress		
Continue to rationalise the council's property portfolio.	March 2016	Measure: Percentage of capital receipts delivered in line with forecasts. Milestone: Complete two Community Asset Transfers	The Asset Management Plan continues to provide a clear strategy and plan for the management of the Council's property and land assets. The approved community Asset transfer policy has enabled Community Groups to make expressions of interests to initiate a transfer, which are then subject to appraisal by the council to assess their feasibility.	Of the approaches for asset transfer made so far one has been given an in principle decision at Cabinet in July 2015. At month 6, £5.2 million of the £10.2million capital receipts originally forecast to be delivered in the year (2015/16) are forecast to be achieved. This is due to forecast delays in receipts from 2015/16 to future years. The reduction in the capital receipts forecast in 2015/16 and increase in forecast receipts in 2017/18 is due to the delay in 2 LDP receipts from 2015/16 to 2016/17 (£5.6m) and 2016/17 to 2017/18 (£6.2m).	Behind target		
How will we know the difference it has made			2013/14	2014/15	2015/16 Target	2015/16 Actual	Progress
Revenue outturn expenditure against budget and percentage over/underspend			£1.227 million 0.8% underspend	£327k 0.2% overspend	+/- 0.5%.	£2.146 million 1.5% overspend	Behind Target
Percentage of budget savings delivered			86%	93%	100%	83%	Behind target
Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence			11.9	9.8	9.5	10.05	Behind target
The percentage of capital receipts received in line with forecasts			101.08% of the £2,401,000 forecast	54.2% of the £21,165,000 forecast	100%	51% of the £10,235,000 forecast	Behind target
Percentage of staff that require a performance appraisal who have completed an appraisal			N/A ^{viii}	84%	100%	84% (latest available data)	Behind target
Percentage of new housing benefit claims decided within 14 days			94%	98%	100%	98%	Maintained

Other indicators of our work	2013/14	2014/15	2015/16
Percentage of people who agree the local authority provides high quality services. ^{ix}	63%	57%	N/A
Percentage of national performance indicators that are improving or at maximum ^x	70%	84%	N/A
Percentage of national performance indicators that are in the top quartile	32%	44%	N/A

Partners we are working with?

We are involved in over 100 collaborative projects and partnerships. Details can be found [here](#)

How do we Compare?



Appendix D

Outcome Agreement Theme	Theme 4: Living within environmental limits and acting on climate change		
Monmouthshire Theme(s)	Our County Thrives		
Wales Programme for government theme & outcome:	Theme: Environment and Sustainability Outcome: Living within environmental limits and acting on climate change		
MCC Projected Score 2015/16:	Fully Successful – 2 points		
What will success look like?			
<ul style="list-style-type: none"> • Council services are better prepared for potential climate change impacts • Improved energy efficiency of Council buildings and increased capacity for renewable energy production • Maintaining recycling rates above Welsh Government targets • Delivering an environmentally sustainable waste management solution, Project Gwyrdd, that in 2016 will provide a facility that will turn waste produced in Monmouthshire into heat and energy and divert waste from landfill. 			
Overview			
The Council's preparation for the Implementation of the Well-being of Future Generations Act in April 2016 as an early adopter continues, including training, amending decision making process and a WAO preparedness audit. The Project Gwyrdd contract is now in its Commissioning Stage, the recycling rate is broadly in line with the rate achieved in the previous year and is projected to be in line with or slightly below the 63% achieved last year, the landfill rate has continued to decrease. There has been an increase in electricity generated from renewable energy and reduction in carbon emissions, seasonal conditions will impact on performance in the rest of the year.			
During the term of the agreement we will:	What have we done?	What difference has it made?	Progress
Prepare for the Implementation of the Well-being of Future Generations Act as an early adopter of the act in April 2016.	<p>The Council has volunteered to be an early adopter of the Wellbeing of Future Generations Act and has received support from the WLGA as well as working with Wales Audit Office in preparing for the implementation of the act. Preparation has included:</p> <ul style="list-style-type: none"> • An all member seminar to raise awareness of the Act. • Wales Audit Office reviewing the Council's preparedness for the Act and identifying key next steps for delivery. • Revising the Equalities and Sustainability evaluation as part of the decision making process to align with the act and trained over 60 officers on its use. 	<p>The Council through WLGA support has increased awareness of the Act through member and leadership training and building the principles of the act into the early stages of the decision making processes through revising the Equalities and Sustainability evaluation tool.</p> <p>The outcomes of the work with Wales Audit Office will further help guide the areas the Council needs to focus on to be ready for the Act by April 2016. This has identified the Council is well placed to meet its obligations, however there are key next steps that need to be taken forward such as:</p>	On target

During the term of the agreement we will:	What have we done?	What difference has it made?	Progress
	<ul style="list-style-type: none"> • Hosted a round table on digital engagement and its role in delivering the future generation act. • Specific workshops with key service areas to identify what their role will be in delivering the Act. • Training and awareness raising with Local Service Board (LSB) in readiness for the transition to Public Service Board. 	<ul style="list-style-type: none"> • Building the principles of the Act into our business processes • Improve the understanding and communication on the Act <p>This report will also inform the preparation of other public bodies across Wales.</p>	
<p>Improve energy efficiency and install renewable energy on Council buildings.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 256</p>	<p>The Council's property maintenance and new build programme has continued, replacing equipment that has come to the end of its life with more energy efficient equipment, for example lighting and boilers. Installations of renewable technologies in the year have created 155 Kw of extra generating capacity. The Amount of energy generated from renewable source is projected to meet the target for the year.</p>	<p>There has been a total, absolute, 7% reduction in carbon emissions from Council buildings. Renewable electricity generated so far accounted for 7.6% of electricity used in Council buildings. Renewable energy generation will continue to be influenced by seasonal conditions.</p>	<p>On target</p>
<p>Sustain improvements in recycling performance following successful implementation of fortnightly two grey bag general rubbish collection and charging to use green waste service in 2013/14</p>	<p>Monmouthshire residents have continued to comply with the changes to the waste service. As part of the budget for 2015/16 two changes have been made to the waste process in 2015:</p> <ul style="list-style-type: none"> • The removal of the free supply of grey refuse bags as agreed by Council in April 2013 with householders once more being asked to provide their own black bags, but would still be restricted to two per fortnight; and • The removal of the nappy/hygiene collection service and householders advised they would be allowed an additional allocation of black bags for collection fortnightly. 	<p>Monmouthshire residents continue to recycle and compost their waste helping the Council achieve a recycling rate of 64.7% (Q2 – provisional data) which is broadly in line with the rate achieved in the previous year. This rate will decrease in the autumn and winter months, at present performance is projected to be in line with or slightly below the 63% achieved last year. The Welsh Government target for the year is 58%.</p>	<p>On target</p>

During the term of the agreement we will:	What have we done?				What difference has it made?		Progress
Implement Project Gwyrdd as an environmentally sustainable waste management solution in 2016	Project Gwyrdd signed a contract with Viridor in December 2013. The contract is now in its Commissioning Stage meaning that all MCC's residual waste is being managed by Viridor as part of the contract. The plant is operational and taking waste.				<p>There was a significant decrease in the landfill rate due to the use of Energy From waste, which has continued in 2015/16 with 12.4% of waste sent to landfill (Q2 – provisional data). The landfill rate is projected to achieve the targeted rate for 2015/16.</p> <p>The Project Gwyrdd contract, when fully implemented in April 2016 will deliver at least a further 5% recycling and the facility can generate 28 mega watts of power by producing electricity which is the equivalent electricity needs for 50,000 homes</p>		On target
	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	Trend	Comment
How much did we do?							
Completion of new waste treatment infrastructure project- Project Gwyrdd	Viridor appointed as preferred bidder	Project Gwyrdd contract signed with Viridor in December 2013	Project Gwyrdd being constructed.	Waste delivered to facility as part of commissioning of contract to be ready for formal contract start Apr 2016	Waste delivered to Viridor as part of the Contract.	On target	
Total installed capacity of renewable energy.	425 kW	796 kW	852kw	1,000 kW	1,007 kW	Improved/ on target	Further installations completed in 2015/16

How well did we do it?	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	Trend	Comment
Percentage of municipal waste recycled / composted	56% Welsh Gov Target – 52%	63%	63%	63% Welsh Gov Target – 58%	64.7%	Maintained / in line with target	Q2 provisional data. The target is to continue to maintain performance levels. This rate will decrease in the autumn and winter months.
The percentage of municipal waste sent to landfill	43%	35%	18%	17.5%	12.4%	Improved/ on target	Q2 provisional data. Performance has significantly improved due to the use of energy from waste
Amount of energy generated from renewable sources ^{xi}	292,174 kWh	509,649 kWh	657,446kWh	750,000 kWh	379,791kWh	on target	
Is anyone better off?							
Percentage reduction in Carbon dioxide emissions ^{xii} i) Absolute ii) Weather adjusted	i) 1% ii) 11%	i)5% ii)+2%	i) 7% ii)3%	3%	i) 7% ii) 3%	Maintained /on target	
Percentage of electricity consumed that is generated from renewable sources ^{xiii}	1.25%	2.41%	3.74%	3.75%	7.61%	Improved/ on target	Earlier quarters of the year are usually higher due to increased solar generation

Appendix E

Ref	Definition	2013/14	2014/15	2015/16 Target	2015/16 Q2	2015/16 RAG Trend	Quartile 2014/15	Wales Average 2014/15	Wales Rank 2014/15
PSR/004	The percentage of private sector homes that were returned to occupation through direct action by the local authority	4.66	10.27	11	Annual data		Upper Middle	11.8	8
PLA/006b	The percentage of all additional housing units provided during the year that were affordable.	31	53	Not Set	Annual data		Top	41.3	3
WMT/009	The percentage of municipal waste collected and prepared for reuse and/or recycled that are composted or treated biologically in another way	62.94	63.21	63	64.70 (Provisional)		Top	56.2	3
WMT/004	The percentage of municipal waste collected by local authorities sent to landfill	34.23	18.06	17.5	12.40 (Provisional)		Upper Middle	29.8	8
STS/005b	The percentage of highways and land inspected of a high or acceptable standard of cleanliness	99.38	99.43	99	98.32		Top	96.9	2

Ref	Definition	2013/14	2014/15	2015/16 Target	2015/16 Q2	2015/16 RAG Trend
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days	95.98	97.71	97.5	100	
THS/007	The percentage of adults aged 60 or over who hold a bus pass	77.5	79.2	80	Not available	
THS/012	The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	9.8	9.7	11	Annual Data	
LCL/001b	The number of visits to public libraries during the year, per 1,000 population	7,270	7,434	7450	7,213	
PPN/009	The percentage of food establishments which are 'broadly compliant' with food hygiene standards	91.2	93.9	93	Annual Data	
CHR/002	Average sickness days per employee (FTE)	11.0	9.8	9.5	10.05	

Quartile 2014/15	Wales Average 2014/15	Wales Rank 2014/15
Upper Middle	93.0	7
Bottom	85.8	18
Lower Middle	11.9	15
Top	5526	2
Lower Middle	94.2	12
Upper Middle	9.9	11

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- ⁱ Data provided by BT
- ⁱⁱ ONS, Annual Survey of hours and earnings. Median earnings in pounds for employees who work in Monmouthshire. This based on place of employment not place of residence; therefore this is likely to include a mix of people who live outside as well as inside Monmouthshire. NOMIS Official labour market statistics - www.nomisweb.co.uk
- ⁱⁱⁱ Stats Wales, [Active Business Enterprises](#) per 10,000 population by area and year. Data relates to previous calendar year, e.g 2014/15 is 2013 calendar year data.
- ^{iv} NOMIS Official labour market statistics, obtained from NOMIS Local authority profile at <https://www.nomisweb.co.uk> , All people - Economically active - Unemployed (Model Based) for Monmouthshire
- ^v Stats Wales, [Detailed commuting patterns](#) in Wales by Welsh local authority
- ^{vi} Based on annual calendar year data produced by STEAM
- ^{vii} Based on annual calendar year data produced by STEAM. Income is indexed using the Retail Price index therefore data from 2012 is revised from £163.33 and 2013 from £165.08.
- ^{viii} A new employee performance framework, was introduced in April 2014, therefore previous measurement before April 2014 is not comparable with the new framework.
- ^{ix} Welsh Government [National Survey for Wales](#) Data relates to previous calendar year, e.g 2014/15 is 2013 calendar year data.
- ^x National performance indicators from the National Strategic Indicators and Public accountability measures set. Only indicators that can be directly compared to the previous year and were published in the year by the council are included.
- ^{xi} Calculated from total electricity generated from renewable sources expressed as a percentage of total electricity consumption.
- ^{xii} Calculated from all stationary sources, for example buildings and street lighting. Absolute and weather adjusted figures have been included to provide a more standardised and comprehensive comparison as emissions are dependent on energy consumption used for heating which will be influenced by periods of cold weather.
- ^{xiii} Calculated from total electricity generated from renewable sources expressed as a percentage of total electricity consumption.

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SUBJECT:	Strategic Risk Assessment 2015
MEETING:	Strong Communities Select Committee
DATE:	10th December 2015
DIVISIONS/WARDS AFFECTED:	All

1. PURPOSE:

- 1.1 To provide members with an overview of the current strategic risks facing the authority as provided in appendix 1.

2. RECOMMENDATIONS:

- 2.1 That members consider the strategic risks presented for the next three years, in particular those of relevance to the committee and scrutinise the extent to which:
- all relevant risks facing the authority are appropriately captured,
 - the level of risk applied is appropriate based on the matrix in the council's risk management policy and guidance (appendix 2) and
 - mitigating actions are proportionate and appropriate
- 2.2 That members use the risk assessment on an on-going basis to hold the responsibility holders to account to ensure that risk is being appropriately managed.
- 2.3 Use the risk assessment to inform the future work programme of the committee.

3. KEY ISSUES:

- 3.1 The risk assessment ensures that:
- Strategic risks are identified and monitored by the authority.
 - Risk controls are appropriate and proportionate
 - Senior managers and elected members systematically review the strategic risks facing the authority.
- 3.2 The existing risks on the Strategic Risk Assessment have been updated based on evidence available in 2015, as presented at Appendix 1. Changes to the council's risk management policy were approved by Cabinet in March 2015. These are:
- including pre-mitigation and post-mitigation risk scores, this was also a key recommendation from scrutiny of the 2014 risk assessment
 - ensuring greater clarity to the phrasing of risk so that each statement includes an event, cause and effect as shown below:

Event	Cause	Effect
Risk of...Failure to...Lack of ...Loss of...Uncertainty of ...Inability to...Delay in...	Because of...Due to...As a result of...	Leads to...and/or... result in...

- 3.3 The risk assessment only covers high and medium level risks. Lower level operational risks are not registered unless they are projected to escalate within the three years covered. These need to be managed and monitored through teams' service plans. The pre and post mitigation risk levels are presented separately. In most cases mitigating actions result in a change to the likelihood of the risk rather than the consequences as our actions are generally aimed at reducing the chance of a negative event occurring rather than lessening it's impact. Clearly there will be exceptions.
- 3.4 Following presentation to select committees, the risk assessment will be presented to Cabinet for sign off. Prior to this, it will also form part of budget papers for discussion at Council to reflect alignment with strategic risks and proposed budget decisions the Council is taking.
- 3.5 The risk log is a living document and will evolve over the course of the year as new information comes to light. An up-to-date risk log is accessible to members on the Council's intranet - The Hub. This will ensure as well as the ongoing specific scrutiny of the risk assessment annually, that select committees are able to re-visit the information at any point in the year to re-prioritise their work plan as appropriate.

4. REASONS:

- 4.1 To provide timely and contributory information to the authority's performance management framework in ensuring that the authority is well-run and is able to contribute to achieving sustainable and resilient communities.

5. AUTHORS:

Richard Jones, Policy and Performance Team

6. CONTACT DETAILS:

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Appendix 1

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
1 new	The authority is unable to deliver its political priorities in the future because it does not yet have clarity on its future business model or longer term financial plan.	<p>While work is continuing on the need to address the longer term issue of a reducing resource base as part of the MTFP, these are often only looking 2-3 years ahead which will mean the authority does not have a longer term financial plan and its current business model could become unsustainable in the long term.</p> <p>The Council's partnership administration continuance agreement sets clear priorities and performance expectation in line with these resource priorities, this only extends to 2017.</p> <p>The introduction of the Well-being of Future Generations Act requires us to plan on a decadal and generational basis and our current models do not extend to this timeframe.</p> <p>Lack of understanding of the future model of the organisation means it is difficult to develop consistent Workforce planning, preparing a workforce plan for the authority is a proposal for improvement from Wales Audit Office Annual Improvement report 2014/15.</p>	2015/16	Unlikely	Major	Low	<p>The Budget setting process has set a number of guiding Principles to help focus the process of developing budget savings.</p> <p>In October 2015 Cabinet agreed a report setting out the budget proposals that have been developed particularly focused on the next year (2016-17) for budget consultation with Members, the public and community groups. Work is continuing on the need to address the longer term issue of a reducing resource base. Further work is continuing on proposals to address the savings in the latter years of the MTFP.</p>	<p>To develop and specify the business model for the authority in the long term.</p> <p>Ensure the Council's key delivery strategies Improvement Plan, MTFP, People Strategy, Asset Management Plan and iCounty Strategy all align to this model.</p> <p>Extend planning timelines for council's key strategic documents to ten years.</p>	2015/16	Unlikely	Major	Low	Paul Matthews	Peter Fox	All
			2016/17	Possible	Major	Medium			2016/17	Unlikely	Major	Low			
			2017/18	Possible	Major	Medium			2017/18	Unlikely	Major	Low			

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
2	Some services may become financially unsustainable in the short to medium term as a result of reducing budgets and increasing demand	<p>- From April 2016/2017 we have to make savings of £6.319m. We have looked at making savings amounting to £4.176m. We still have a gap of £1.743m to close and we need to continue to look at ways to do this. These are on top of the £5.8m savings we are working on to achieve the 2015/2016 budget.</p> <p>- This is after several years of reducing budgets (over £22 million in last 5 years) resulting in achieving further savings becoming increasingly more challenging.</p> <p>- At Month 6 of the 2015/16 budget the bottom line situation is a £1,066,000 (0.7%) potential overspend. In October 2015 the MTFP had modelled budgetary pressures up to 2019/20 of £6.5million.</p> <p>- A range of services have identified demand for services is increasing including planning, housing and public protection.</p> <p>- A range of services have identified the risk of not complying with legislative changes for example Welsh Language Standards.</p> <p>- An ageing population and complexity of demand in children's services will place increased pressure on services.</p> <p>- Children's services is forecast to overspend by £1.1M</p>	2015 /16	Unlikely	Major	Low	<p>In January 2015 council agreed the Medium Term Financial Plan (MTFP) to set the 2015/16 budget with a 4.95% increase in council tax and a small contribution from reserves of £40,000. This includes £4.8million of specific saving initiatives identified for 2015/16.</p> <p>Work has continued to refine the modelling assumptions and outline the income generation or savings proposals that will need to be considered as part of the MTFP. The effect of the roll forward of the model, revised assumptions and pressures a revised gap of £11 million over the period of the plan 2016/17 – 2019/20 at October 2015</p>	<p>- Continue to develop Budget Mandates to deliver savings for April 2016/17 onwards.</p> <p>- Monitor progress against existing mandates that are part of the MTFP and report progress to Cabinet and Select Committee quarterly.</p> <p>- Develop a recovery Plan for the current year revenue budget 2015/16</p> <p>- Engage with the public, members and community groups on emerging proposals for the 2016/17 MTFP.</p> <p>- Agree proposals to balance the MTFP in 2016/17 to 2018/19 taking into account the need to match the expected performance targets with adequate resources.</p> <p>- Consider how best to use capacity fund and any external funding sources to supplement the change programme required</p> <p>- Ensure that the detailed business cases that will deliver the MTFP are fully costed, stress-tested and managed</p> <p>- Review contractual arrangements to balance stability, value for money & risk</p> <p>- Implement a three year service and financial plan in children's services to ensure the service is able to deliver a balanced budget and continue to develop workforce practice.</p>	2015 /16	Unlikely	Major	Low	Joy Robson	Phil Murphy	All
			2016 /17	Possible	Major	Medium			2016 /17	Unlikely	Major	Low			
			2017 /18	Possible	Major	Medium			2017 /18	Unlikely	Major	Low			

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
3	A failure to meet income targets could lead to unplanned changes in other services or a call on reserves to balance the budget.	<ul style="list-style-type: none"> - An increasing numbers of services have stretching income targets as part of their budgets. - Some services have limited skills and experience of income generation. - Other programmes can impact on planned savings targets for example the loss of income from the swimming pool in Monmouth as a result of school rebuild. - 48% of the income related mandated budget savings for 2015/16 are forecast to be achieved at month 6. 	2015/16	Likely	Moderate	Medium	An income generation strategy has been agreed by Cabinet	<ul style="list-style-type: none"> - Continue to Monitor the delivery of budget proposals agreed as part of the 2015/16 budget - Implement the income generation strategy. Use the ideas listed in the appendix to the income generation strategy to explore if there is any scope to increase income for the future years in the MTFP. - Develop a Recovery plan of alternative savings to present to members to agree at Cabinet in December 2015 	2015/16	Likely	Moderate	Medium	Joy Robson	Phil Murphy	All
			2016/17	Likely	Substantial	Medium	Roll of communications and engagement team has been broadened to include marketing.		2016/17	Possible	Substantial	Medium			
			2017/18	Likely	Substantial	Medium	Fixed term appointment of marketing officer made to support service delivering budget mandates. e.g. school meals		2017/18	Possible	Substantial	Medium			
4a	Potential that the authority is unable to deliver its new schools capital programme due to capital receipts not generating the required income	<ul style="list-style-type: none"> - There are forecast delays in capital receipts from 2015/16 to future years. At month 6, £5.2 million of the £10.2million capital receipts originally forecast to be delivered in the year (2015/16) are forecast to be achieved. - Reduction in capital budget - Ambitious 21st Century Schools programme and need to provide Welsh medium education - The core programme has been constrained in order to enable the new schools programme to be funded. - A number of significant pressures are documented that are not currently funded. - In the event of emergency pressures resources will have to be diverted due to lack of capacity in the capital budget - Highways and property surveys highlight significant capital demand which is presently unfunded. 	2015/16	Possible	Major	Medium	The Asset Management Plan was agreed by Cabinet in November 2014 providing a clear strategy and plan for the management of the council's property and land assets.	<ul style="list-style-type: none"> -Implement the Asset Management Plan as the structure to effectively manage property assets that the Council owns or occupies aligned to key corporate priorities and service needs -Ensure resource is available to maintain sale of assets -Development of the strategic use of Community Infrastructure Levy when available - Further refinement of priority assessments in the property and infrastructure budgets to ensure all pressures have been considered and ranked. 	2015/16	Possible	Major	Medium	Deb Hill-Howell	Phil Murphy	Economy and Development Strong Communities
2016/17	Possible		Major	Medium	2016/17	Possible			Major	Medium					
2017/18	Likely		Major	High	2017/18	Possible			Major	Medium					
4b	Pressure on capital budget from 21 st Century schools programme will impact on other areas requiring capital investment.														

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
5	Potential that the Council does not make sufficient progress in areas of weakness identified by regulators leading to underperformance	<p>- Following a positive performance trajectory over the past three years it will be challenging to deliver further improvements against key performance indicators.</p> <p>- Education services currently remain in special measures, although feedback from the Monmouthshire Recovery board is positive</p> <p>- Latest published WAO Annual Improvement Report highlighted "...that it is uncertain whether Monmouthshire will comply with the requirements of the Local Government Measure during 2015-16" a significant factor in this conclusion is that the Council's education services for children and young people still require special measures.</p>	2015 /16	Possible	Substantial	Medium	<p>Worked With the Ministerial Recovery Board to address recommendations in the last Estyn Report and we have seen marked improvements in performance from Foundation Phase to Key Stage 4.</p> <p>We have strengthened our performance management processes and introduced further self-evaluation arrangements</p>	<p>- Manage our actions in response to Estyn, CSSIW and WAO via existing mechanisms including the Post Inspection Action Plan and directorates' service planning.</p> <p>- Report Proposals for improvement and overview of performance arrangements to audit committee.</p> <p>- Complete a review of our self-evaluation procedure and implement any changes to the process to ensure that performance is evaluated and any problems are identified and acted upon.</p>	2015 /16	Possible	Substantial	Medium	Sarah Mc-Guinness & Will McLean	Peter Fox	CYP
			2016 /17	Possible	Substantial	Medium			2016 /17	Unlikely	Substantial	Low		Geoff Burrows	
			2017 /18	Possible	Substantial	Medium			2017 /18	Unlikely	Substantial	Low		Liz Hackett-Pain	

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
6a	Potential for significant harm to vulnerable children or adults due to factors outside our control.	<p>- The likelihood of this occurring in a given year is low. However the significant harm that can occur due to factors that are outside our control mean that this will always be a risk.</p> <p>- In November 2012, Estyn made safeguarding one of six recommendations to</p> <p>- Volunteering is increasingly part of meeting community needs and it is important to have consistency across the LA in the use of volunteers particularly in respect of HR practices and training.</p>	2015 /16	Possible	Major	Medium	<p>We have strengthened our safeguarding arrangements in both Adults and Children’s Services.</p> <p>We commissioned Ellis Williams to produce a report on our Safeguarding arrangements and are addressing his findings via the safeguarding service plan.</p> <p>We have raised awareness of safeguarding across the authority and its partners.</p> <p>A number of reviews and also constructive self-evaluation by the authority has identified what looks like good practice in safeguarding. The authority has used these to scope how far it effectively delivers on safeguarding of both adults and children and young people. A corporate safeguarding coordination group is looking at how to progress the strategic and operational accountabilities.</p> <p>The authority has given a clear strategic accountability for safeguarding to the chief officer for SC&H by incorporating the responsibility for safeguarding. Similarly safeguarding has been added to the role title of the Cabinet member.</p> <p>We have Implemented a quality assurance framework (SAFE - Self-assessment framework for evaluation)</p>	<p>- Continually monitor and evaluate process and practice and review accountability for safeguarding</p> <p>- Deliver actions set in service plans for POVA and Safeguarding</p> <p>- Ensure that robust systems are in place within the authority to respond to any concerns arising from allegations or organised abuse</p> <p>- Undertake a second review of safeguarding policy.</p> <p>- continue to promote and review safe recruitment practices.</p> <p>- Implement second phase of the SAFE process</p> <p>- Drive the strategic agenda and the associated programme of activities for safeguarding through the Corporate Coordinating Group</p> <p>- Deliver the direction of the Corporate Coordinating Group and the associated activity programme</p> <p>- Ensure safeguarding is reflected in all council service improvement plans.</p>	2015 /16	Possible	Major	Medium	Tracy Jelfs/ Julie Boothroyd	Liz Hackett Pain Geoff Burrows	CYP Adults
6b	Potential for significant harm to vulnerable children or adults due to failure of services and/or partners to act accountably for safeguarding														

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
7	Failure to meet the needs of individual learners may result in them not achieving their full potential.	<p>- Gap in attainment between ‘all pupil’ and the eligible for Free School Meals cohort has narrowed in some key stages but remains a significant issue</p> <p>- Variation in standards across schools</p> <p>- To date we have not in all cases appropriately supported pupils with additional learning needs</p> <p>- Poor assessments in some schools due to leadership, management, capacity and performance issues</p> <p>- Unsustainable provision to meet the demand for Welsh Medium education provision</p> <p>- Not achieving the number of A* and A grades amongst the cohort of more able and talented pupils</p>	2015/16	Likely	Major	High	<p>We progressed the review of Additional Learning Needs strategy and policy. The first stage of a new policy was adopted by Cabinet in November 2014.</p> <p>Better targeted intervention based on better understanding of individual pupils potential.</p> <p>We continued working with the EAS to ensure:</p> <ul style="list-style-type: none"> That the gap in performance between pupils receiving free school meals and those not receiving free school meals is narrowed Greater scrutiny of the Pupil Deprivation Grant (PDG) expenditure to tackle the impact of poverty on pupil learning and performance 	<p>- Continue to self-assess and deliver effective responses to the Estyn inspection recommendations</p> <p>- Ensure that the Additional Learning Needs review delivers a sustainable, adequate and appropriate support to pupils with Additional Learning Needs</p> <p>- Ensure the commissioned arrangements with the EAS address the authority’s concerns in challenging and supporting schools</p> <p>- Deliver the Welsh Education Strategic Plan in collaboration with neighbouring authorities</p>	2015/16	Likely	Major	High	Sarah Mc-Guinness	Liz Hackett Pain	CYP
8a	<p>Potential that council services, including schools do not have the necessary ICT infrastructure meaning they are unable to maximise their offer to service users or learners needs.</p>	<p>- The SRS review has identified scope for improvement and greater realisation of opportunities for its partner bodies.</p> <p>- Schools and the EAS depend on reliable equipment and support from the SRS to implement systems for pupil tracking and to meet curriculum needs.</p> <p>- The Wales Audit Office Annual Improvement report 2014/15 identified the Council is developing its Information Technology arrangements in order to support its strategic vision but more work needs to be done.</p>	2015/16	Likely	Substantial	Medium	<p>Officers have now completed the SRS review, and it has been scrutinised by MCC’s Economy and Development Select and Audit Committees.</p> <p>Member organisations now agree an annual commissioning document with the SRS, detailing the individual services to be bought in from the SRS.</p> <p>Linked to the Council’s Asset Management plan a whole authority review has been undertaken of network infrastructure and will be updated alongside the acquisition or disposal of buildings</p>	<p>-Work with the SRS Board to implement the findings of the review specifically around: finance and the core service, governance and cultural and identity</p> <p>Following the approval of the SRS strategy in November 2015, develop a strong business plan, aligning with the strategy and MCC’s direction of travel.</p> <p>Work with the SRS to further strengthen business continuity arrangements within the SRS. The review date is January 2016</p> <p>Implement phase 1 of the ICT in schools improvements,</p>	2015/16	Likely	Substantial	Medium	Peter Davies	Phil Murphy Bob Greenland	Economy and Development

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
							The council has approved a business case for £885,000 of investment in schools ICT infrastructure, bringing it up to a common standard and platform commensurate with the 21st century schools programme and WG aspirations for connectivity.	upgrading equipment and infrastructure as well as implementing SIMS in the classroom. This first phase is due for completion in July 2016. Phase 2 will see the migration of school based server infrastructure up to the SRS over an 18 month period. The revised SLA will become operational in April 2016							
85	Insufficient ICT infrastructure and skills in the county have the potential to lead to social and economic disadvantages	<p>- Broadband ‘not spots’ remain in the county despite Monmouthshire being part of the roll-out of Superfast Cymru;</p> <p>-It is likely that 4-6% of our most rural areas will not be impacted by this roll out</p> <p>A significant skills issue exists in the County. 19% of households don’t have internet access and 20% (approximately 14,363) adults in Monmouthshire don’t use the internet¹.</p> <p>Monmouthshire residents have high demand for broadband services, Ofcom figures indicating a 74% adoption rate.</p> <p>Other drivers include the council needs to prepare for increased digital public service delivery, the implementation of the Online Universal Credit system, children’s learning opportunities and the provision of digital health care.</p>	2015 /16	Likely	Substantial	Medium	<p>AB Internet have been awarded funding from UK Government to provide wireless broadband coverage to 1600 rural households and premises suffering from a poor broadband connection. The Council is working with AB Internet, the UK and Welsh Government to enable the delivery of the project albeit within a very tight timeframe.</p> <p>A Monmouthshire broadband mapping study identifying future opportunities was completed and presented to Cabinet in March 2015. This secured resources to ensure that the potential of Superfast Cymru and associated programmes identified are maximised for the benefit of Monmouthshire businesses and residents, Including:</p> <ul style="list-style-type: none"> - Continued promotional activity to support the Super-connected Cities voucher Scheme. - Local promotion and maximisation of the WG ICT exploitation programme - Completion of a Digital Monmouthshire section on the 	<p>-Deliver the I County digital road map which has three main areas of focus:</p> <ol style="list-style-type: none"> 1) internal systems, processes, data and infrastructure 2) community, economic, business and education dimensions 3) opportunities for commercialisation <p>Promote the rollout and exploitation of high speed broadband across the County for both businesses and communities.</p> <p>A funding application to the new RDP for an urban/rural skills programme.</p>	2015 /16	Likely	Substantial	Medium	Peter Davies	Phil Murphy Bob Greenland	Economy and Development

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
							<p>new Monmouthshire Business and Enterprise website.</p> <p>By September 2015 32,900 premises in Monmouthshire have been enabled with high speed fibre broadband.</p>								
9	Reductions in our workforce due to budgetary pressures will impact on our capacity to deliver transformational change and improve performance.	<p>- Our people are central to the success of our council and county. Organisational culture impacts on our ability to address future challenges and make sustained improvements in areas that require it.</p> <p>- Continued economic constraint and local government reform can impact on staff morale and service objectives.</p> <p>-The number of employees has reduced in recent years, the head count at 31st March 2015 is 3,849.</p> <p>- Corporate self-evaluation identified we need to do more to support staff</p> <p>- A range of services have identified risks to their capacity for service delivery.</p>	2015/16	Possible	Substantial	Medium	<p>The people and organisational development strategy was further developed following engagement with staff and was subsequently focussed on developing people within and outside the organisation.</p> <p>The Monmouthshire Minds group consisting of 60 members of staff were established to enable us to “test” the meaningfulness of the strategy; helping disseminate and promote involvement and publicise the staff survey.</p> <p>A staff survey has been completed and the findings used to inform the action plan as part of the People and Organisation Development Strategy.</p> <p>Based on feedback received, the staff appraisal process, check in check out, is being reviewed and further developed.</p>	<p>- Continue to engage with staff on the People and Organisational Development Strategy to ensure the strategy continues to focus on addressing identified needs.</p> <p>-Take forward the activities in the programme plan of the strategy which brings together the many facets of people and organisational development we run to provide support and development for people whether they are inside or outside of our organisation.</p> <p>- Implement the updated staff appraisal process, check in check out, across the organisation.</p>	2015/16	Possible	Substantial	Medium	Peter Davies	Phil Murphy	Strong Communities
			2016/17	Possible	Substantial	Medium			2016/17	Possible	Substantial	Medium			
			2017/18	Possible	Substantial	Medium			2017/18	Unlikely	Substantial	Low			
10	Not having appropriate governance mechanisms does not make it easy for communities to work with us when we are co-delivering and co-developing services which will impact on our	<p>Concerns on overlapping and complicated community governance structures have led to some dissatisfaction amongst community stakeholders.</p> <p>There is a recognised disconnect between the process and</p>	2015/16	Possible	Substantial	Medium	<p>A community governance review has been completed. A members seminar was held to discuss the suggestions in the Community Governance Review.</p> <p>A volunteer coordinator was appointed and is leading the</p>	<p>Council to consider and agree the community governance action plan endorsed by Cabinet in October 2015 to clarify structures and align process and delivery frameworks to support community governance. Take the actions from the review to</p>	2015/16	Possible	Substantial	Medium	Kellie Beirne / Will McLean	Phil Hobson	Strong Communities
			2016/17	Possible	Substantial	Medium			2016/17	Possible	Substantial	Medium			
			2017/18	Possible	Substantial	Medium			2017/18	Unlikely	Substantial	Low			

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Page 273	shared ability to deliver sustainable and resilient communities.	<p>delivery frameworks set up to support community governance.</p> <p>The Council works collaboratively to deliver a variety of services and is increasingly considering alternative delivery models to sustain services. The council has already agreed an approach to involving volunteers and community organisations.</p>					<p>council's <i>A County That Serves</i> volunteering programme that aims to support and enable volunteers.</p> <p>As part of the budget setting process a budget mandate proposal to develop a 'Local Fund' across the county into which Town and Community Councils can make a contribution to sustaining the services they feel are most important to the wellbeing of their towns has been developed.</p>	<p>each locality for further development and consideration reflecting local needs and priorities.</p> <p>Continue to implement the "A County That Serves volunteering programme"</p> <p>Continue to implement the volunteer tool kit to clarify information, procedures and processes on volunteering</p>							
	11 new	The current configuration of the recycling service becomes unviable because of legislation requirements and financial constraints.	<p>Monmouthshire does not currently collect recycling in line with the preferred Welsh Government method.</p> <p>The review of the existing Welsh Government environmental grant worth £1.9m to the service could be cut by 50% in 2016/17.</p> <p>An Increase in recycling costs, the potential Welsh Government grant reduction and growth in waste tonnages means the waste service has an existing £1.4 million total pressure modelled in the Medium Term Financial plan over 2016/17 and 2017/18.</p>	2015/16	Unlikely	Moderate	Low	<p>A review of the Monmouthshire recycling service is currently being finalised. The initial findings of the review presented to cabinet in December 2014 identified that the service was currently compliant with EU regulations but that further work over 2015 will be undertaken to determine the long term recycling strategy and compliance with EU legislation and Welsh Government policy.</p> <p>On-going liaison with Welsh Government on the Environmental Grant funding, its importance to the service and positive impact it makes on the long term strategy.</p>	<p>To complete the recycling review report to determine the Council's long term recycling strategy and submit for Select Committee Scrutiny in January 2016 and cabinet approval in March 2016.</p> <p>To continue to liaise with Welsh Government on Environmental Grant funding.</p>	2015/16	Unlikely	Moderate	Low	Rachael Jowitt	Bryan Jones
			2016/17	Likely	Substantial	Medium			2016/17	Likely	Substantial	Medium			
			2017/18	Likely	Substantial	Medium			2017/18	Likely	Substantial	Medium			

Risk Matrix

The Council uses a 'traffic light' system of Red/Amber/Green associated with High/Medium/Low. A copy of the full policy and guidance is available to staff and members on [The Hub](#).

Impact/Severity	major	Low	Medium	High	High
	substantial	Low	Medium	Medium	High
	moderate	Low	Low	Medium	Medium
	minor	Low	Low	Low	Low
		Unlikely	possible	Likely	Almost certain
		Likelihood			

ⁱ Recent figures obtained from the 'Get Monmouthshire On Line'