

Public Document Pack



County Hall
Rhadyr
Usk
NP15 1GA

Wednesday, 1 June 2016

Notice of meeting

Economy and Development Select Committee

Thursday, 9th June, 2016 at 2.00 pm

County Hall, The Rhadyr, Usk, NP15 1GA

AGENDA

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

Item No	Item	Pages
1.	To note the appointment of the Select Chair	
2.	To elect a Vice Chair	
3.	Apologies for absence	
4.	Declarations of Interest	
5.	To confirm the minutes of the previous meetings: <ul style="list-style-type: none">• Tuesday 11th April 2016 – Special Meeting• Thursday 14th April 2016	1 - 14
6.	Verbal Update: Skutrade and Circuit of Wales	Verbal Report
7.	Scrutiny of the Revenue and Capital Outturn report	15 - 132
8.	Monmouthshire Business and Enterprise end of year report Update	133 - 138
9.	Economy and Development Select Committee Business Breakfast Feedback	139 - 142
10.	Update report - Events Strategy	To Follow
11.	Forward Work Programme	143 - 144

12.

**To confirm the date and time of the next meeting as Thursday 14th
July 2016 at 10.00am**

Paul Matthews

Chief Executive

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

S. Jones
S. White
D. Dovey
D. Edwards
D. Evans
B. Hayward
J. Prosser
A. Watts
A. Wintle

Public Information

Access to paper copies of agendas and reports

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

Watch this meeting online

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

Welsh Language

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

Aims and Values of Monmouthshire County Council

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.

This page is intentionally left blank

Public Document Pack Agenda Item 5

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Monday, 11th April, 2016 at 2.00 pm

PRESENT: County Councillor S. Jones (Chairman)
County Councillor S. White (Vice Chairman)

County Councillors: D. Dovey, D. Evans, B. Hayward, J. Prosser and A. Wintle.

County Councillors V. Smith and R.J.W. Greenland attended the meeting by invitation of the Chair.

OFFICERS IN ATTENDANCE:

Kellie Beirne	Chief Officer, Enterprise
Sian Hayward	Digital and Technology Manager
Matt Lewis	Deputy Director Shared Resource Services
Hazel Ilett	Scrutiny Manager
Richard Williams	Democratic Services Officer

APOLOGIES:

Councillors D. Edwards

1. Declarations of Interest

There were no declarations of interest raised by Members.

2. Scrutiny of the i County Strategy and Business Plan 2016/19

Context:

To receive the iCounty Strategy Business Plan for 2016/19 for Member scrutiny, along with a report on Monmouthshire County Council's Digital and Technology service and how it aligns with Monmouthshire County Council's iCounty, People and Place strategies.

Key Issues:

Technology is moving at pace, and digital services need to keep up with the changes in order for the Council to support sustainable communities and economies. In order to ensure that Monmouthshire County Council captures the benefits of digitization, the iCounty Strategy was developed in April 2014 and was agreed through the Council's committee approval processes in July 2014.

This is the second year of implementation, and the business plan has evolved and has been refined through learning and experience, as well as through collaborating with partners and organisations across the UK to ensure the strategy is robust and sustainable.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Monday, 11th April, 2016 at 2.00 pm

Monmouthshire County Council has achieved some significant developments since iCounty was first approved, and the foundations have been laid for a sustainable ICT infrastructure, Council ICT platforms, digital transformation and digital service provision.

Members' Scrutiny:

- Coding events for young people were being run in Monmouthshire's schools and in Monmouthshire's libraries. Young People needed to be digitally enabled to ensure more coders were available in the future.
- The Alacrity Foundation has put 12 to 16 graduates through its scheme providing training for them to start up their own businesses. The County Council is working in partnership with Alacrity, which is also working with Monmouthshire's schools.
- The Education Achievement Services (EAS) is visiting schools with a view to developing IT and digital strategies. The Authority is also working closely with the EAS regarding this matter.
- The Chief Officer, Enterprise stated that computer coding is a national issue and the Enterprise Directorate is working with schools.
- The Authority is investigating ways to provide Wi-Fi provision for all community halls and youth clubs throughout Monmouthshire via the Rural Development Programme (RDP) Fund.
- An Item should be added to the Select Committee's Forward Work programme to receive a report in due course regarding ways to directly work with schools regarding computer coding for students, as currently the Directorate is having to work around the curriculum with regard to this matter.
- There is scope for further talks with the Children and Young People Directorate and schools regarding the need to create a closer link with the way Maths, IT, and Engineering are taught. These are currently taught under the subject entitled STEM. This could be included in the report that will be presented to the Select Committee in due course regarding computer coding and potential gaps this the provision of this subject.
- The Council's infrastructure is very well controlled by the SRS.
- The Authority is a Member of the Severn Valley Cyber Launch Pad.
- There are several pillars to the iCounty Strategy. It enables the community to access the service and work more easily with the Authority. The more we digitally enable County Council staff, this will improve the service that the Authority provides to the public.
- The Community Hub is available for the public to access the Authority digitally. iCounty can help both businesses and the community.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Monday, 11th April, 2016 at 2.00 pm

- In response to a Select Committee Member's question in which it was suggested that the iCounty strategy might not be focussed enough and was potentially too expensive, it was noted that the Authority's services were being amalgamated with other authorities which is saving the Authority a considerable amount of money. Currently the Authority has 80 systems. Using the new technologies available, this could be reduced down to three or four separate IT platforms. The Authority has invested in the My Council Services application at a small cost. The new systems are intuitive which means that training is not required which saves the Authority money. If there are products available on the market that are fit for purpose, then the Authority will use them. However, if there isn't a product available, then we will build it. The benefits of this are that these products can be sold to other authorities.
- The efficiency savings being generated could be reported back to a future meeting of the Select Committee.
- The Authority is working with the SRS and Welsh Government creating efficiency savings.
- The SRS is trying to build an infrastructure in which the Authority can build on to it in a most cost effective way.
- iCounty is a Monmouthshire County Council Strategy but requires technology partners to develop it.
- The Authority is trying to build relationships with industry with a view to companies going into schools to talk to students. Over the coming years, developing this link will be crucial.
- In response to a Select Committee Member's question regarding staff resources, it was noted that whilst the Authority's team was small, areas have been identified that require bolstering on a project basis. Currently, the team is performing well.
- Staff have worked with coders to develop appropriate systems.
- There are several opportunities available around the region to work with technology industries. Working with such industries would be massive for the local economy.
- There was a need to map out and prioritise potential changes over the next three to five years.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Monday, 11th April, 2016 at 2.00 pm

Committee Conclusion:

The Committee welcomed the report and the views expressed.

The Committee resolved to receive a further report regarding ways to directly work with schools in respect of computer coding for students, as currently the Directorate is having to work around the curriculum with regard to this matter. Also, it was noted that there was scope for further talks with the Children and Young People Directorate and schools regarding the need to create a closer link with the way Maths, IT, and Engineering are taught. These are currently taught under the subject entitled STEM.

3. Scrutiny of the Shared Resource Service (SRS)

Context:

To receive a Shared Resource Service (SRS) progress update for scrutiny purposes.

Key Issues:

Since the last SRS update, the SRS has made significant progress in admitting new partners into the organisation. The SRS ambition has always been to expand the provision of services to other Public Sector partners. Blaenau Gwent County Borough Council has completed and agreed a business case through its own authorisation and committee processes, and all the existing partners have agreed to invite Blaenau Gwent County Borough Council to join the SRS.

The SRS Strategy (2016 – 2020) is focused on consolidating the demand of multiple partners and brokering the supply of single ICT solutions. The SRS strategy is scalable to support Welsh Government public sector objectives.

The SRS operates with 5 strategic aims to:

- 1) Deliver effective ICT services from a single combined unit.
- 2) Provide a solid foundation upon which partner organisations can operate in order to improve service delivery.
- 3) Ensure the investment in ICT is focused on delivery of the corporate priorities of the partner organisations.
- 4) Develop a capable, professional workforce that can meet the challenges within ICT over the coming years.
- 5) Provide a collaborative platform for public sector organisations to share digital capacity and capability through shared platforms.

Blaenau Gwent County Borough Council has a business need to develop and implement a sustainable service improvement model for its ICT provision that:

- Supports the Welsh Government's objectives for collaboration.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Monday, 11th April, 2016 at 2.00 pm

- Addresses some of the financial issues that affect the Authority.
- Responds to the Authority's growing delivery needs and previously identified issues.
- Future proofs the service.

The SRS Public Board has agreed that accepting a new partner is in line with its strategic aims to grow the business. With the addition of new partners the SRS is able to further achieve economies of scale and realise savings through the equal share of strategic and service management costs.

The challenges experienced by Blaenau Gwent County Borough Council offer an opportunity to the SRS to showcase ability, supported by its strategic vision, to realise its potential for public sector collaboration in line with Welsh Government aspirations.

The acceptance of this proposal will generate additional revenue of £163,665 into the SRS to invest in service improvement that will generate efficiency savings for the existing partners.

The SRS is now in negotiations with other Greater Gwent local authorities to further expand the company in line with its objectives and in line with the SRS Strategy 2016/20.

Members' Scrutiny:

- SRS Public Board meeting minutes will be made available to Select Committee for future meetings.
- Public Sector Broadband Aggregation (PSBA) is a Wales-wide network which connects public sector organisations in Wales to a private secure Information and Communications Technology (ICT) Wide Area Network (WAN). This is a very good service which prevents local authorities' data from being stolen.
- The Authority works with the SRS to ensure that the appropriate tools are available to allow County Council officers to carry out their duties efficiently. For example, the Authority has officers who have become digital champions and are available across the authority to support colleagues and Members with their IT issues.
- In response to a Select Committee Member's question regarding the SRS becoming under the auspices of Welsh Government, it was noted that legal advice regarding this matter was being sought. An update on progress would be welcomed in due course.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Monday, 11th April, 2016 at 2.00 pm

Committee Conclusion:

The Committee welcomed the report and considered that a watching brief be held via the SRS Public Board Meeting minutes with regard to progress being made in respect of the SRS.

The Committee resolved to receive the report and noted its content.

The meeting ended at 4.20pm.

Public Document Pack

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 14th April, 2016 at 10.00 am

PRESENT: County Councillor S. Jones (Chairman)
County Councillor S. White (Vice Chairman)

County Councillors: D. Dovey, D. Evans, J. Prosser and A. Wintle

Also in attendance County Councillor(s): R. Chapman, R.J.W. Greenland, P.A.D. Hobson, P. Jordan, P. Murphy and V. Smith

OFFICERS IN ATTENDANCE:

Hazel Ilett	Scrutiny Manager
Nicola Perry	Democratic Services Officer
Roger Hoggins	Head of Operations
Peter Davies	Head of Commercial & People Development

ALSO IN ATTENDANCE:

Martin Jones	Superfast Cymru Programme Manager
Susan Ward	Marketing Manager Superfast Cymru
Lee Gripton	Partnership Manager, Superfast Business Wales

APOLOGIES:

Councillors D. Edwards

1. Declarations of Interest

County Councillor S. Jones declared a personal, non-prejudicial interest under the Members Code of Conduct as a Director of the Welsh Retail Consortium.

County Councillor S. White declared a personal, non-prejudicial interest under the Members Code of Conduct as a member of Monmouth Town Council, and a family member is a blue badge holder.

County Councillor declared a personal, non-prejudicial interest under the Members Code of Conduct as a member of Abergavenny Town Council.

County Councillor D. Dovey declare a personal, non-prejudicial interest under the Members Code of Conduct as a member of Chepstow Town Council, and the Chamber of Commerce.

County Councillor D. Evans declared a personal, non-prejudicial interest under the Members Code of Conduct as a member of Caldicot Town Council.

2. Public Open Forum

There were no members of the public present.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 14th April, 2016 at 10.00 am

3. To confirm the minutes of the previous meeting

The minutes of the Economy and Development Select Committee held on 3rd March 2016 were confirmed as an accurate record and signed by the Chairman, with the following amendment:

We acknowledged that the problems of the Velothon 2015 had been addressed and looked forward to the 2016 Velothon event.

4. Broadband and Superfast Business ICT Exploitation Programme - British Telecom invited to discuss progress of the programme

Superfast Cymru Update

We welcomed visitors from BT Superfast Cymru, who were in attendance to discuss progress of the programme.

The Head of People and Commercial Development highlighted that we were at an important stage of the Superfast Cymru roll-out, with around 15 months left on the contract. There was significant remaining infrastructure to be put in place, and officers were working closely with Welsh Government, BT and other providers to ensure connectivity.

Following a presentation from the Superfast Cymru Programme Manager Members were invited to comment and discuss.

The Chair noted that the presentation was a welcome follow on from an iCounty Item discussed at a previous meeting, and recognised the importance that in order to meet our aspirations under our digital strategy we need the infrastructure to be in place. The Chair then asked who had determined the intervention areas of the roll-out of the programme, and expressed that as a gateway to Wales, Monmouthshire would have liked to have been further up the plan.

In response we heard that Welsh Government had requested that all local authorities had submitted feedback on priorities, and due to the response time Monmouthshire had been a latter area to get started. There was also consideration of the way the infrastructure was built, Monmouthshire would be a later area for roll-out. The amount of people benefitting from FTTP (Fibre to the Premises) would have also meant Monmouthshire would have been at the back end of the programme.

A member raised a question regarding the lack of access to broadband. It was explained that there should be no reason for lack of access, and BT advisors would address any technical issues. There was a misconception that people would automatically get an increase in speed. This was not the case, as an order needed to be placed with the provider.

A Member expressed that the progress was pleasing, and added as a point of interest that Abergavenny was embarking on an Agri-Urban Project, a European project aimed at generating sustainability and innovation in the agricultural industry in Abergavenny town. It was stressed that the availability of broadband was a vital element of this project. Assurances were requested that, in respect of the updated pavements in the town centre, work would be inter-linked with MCC Operations department. In response, Members were reassured that BT would engage with the local authority prior to infrastructure works, resulting in extended planning periods, hence why projects may be delayed.

The Chair suggested that in order to improve communication, it would be beneficial for Councillors to receive correspondence of updates in their wards. The Head of Operations

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 14th April, 2016 at 10.00 am

advised that as a Highway Authority we publish a weekly list of works within highways, and would ensure officers distributed this to Members accordingly.

The Cabinet Member for Enterprise expressed disappointment with regards to the comment made suggesting that MCC had not seemed interested in the uptake of the roll-out. We were informed that MCC had been at the forefront at the outset to ensure Monmouthshire were at the front of the programme. The Cabinet Member had met with the then director of BT Wales on at least two occasions to discuss the position on the roll-out. The Cabinet Member would be looking into the misunderstanding regarding the misinformation that there was a lack of enthusiasm from Monmouthshire. Mr Jones of BT explained that he may have mis-worded his comment and explained that Monmouthshire had always been at the forefront of build but when it came to identifying priority areas from a Welsh Government perspective, there were areas around growth zone which needed to be prioritised first.

The Cabinet Member for Community Development added that over the next 5 years with the takeover of EE, there would be a Quadplay provider, meaning internet, telephone, broadband and mobile coming together in one package. When it comes to enthusiasm for Monmouthshire, we would want Quadplay for all, and 5G, as we are not satisfied with 4G. Monmouthshire could be a rural example of how 5G can transform, and would be keen to be part of a pilot programme.

A Member raised concerns regarding old cabling restricting connections. In response we heard BT were building the infrastructure but were aware of issues on copper connection, which had been highlighted as a service issue.

A Member highlighted Llanbadoc as an area with very poor reception. We were asked to provide specifics which would be addressed.

A member stressed that with the growth of the technology industry in Chepstow, there was a keen need for the best possible services in order to develop industries. It was asked that this be recognised as prime importance.

In response to query regarding the new mast at Parkwall, we heard this was part of the AB Internet pilot scheme to provide broadband to the hardest to reach areas. The aim was to reach most of the 1500 households identified.

Susan Ward explained that anyone who requested it would receive a newsletter providing information on progress. Also a request could be made to receive notification as soon as fibre becomes available. The Chair suggested that this information should be made available to ensure that members of the public are aware of this registration process, funding from Welsh Government would be beneficial.

The Head of People and Commercial Development advised that all information would be pushed through social media, and would ensure that any e-shots be circulated to all Members.

In response to a request for clarification we heard that by the build was due to complete by June 2017, a 12 month extension due to the addition of 50,000 properties, with a 95% coverage. Monmouthshire was expected to be over 90%.

Superfast Business ICT Exploitation Programme

We received a presentation from Mr. L. Gipton, the Partnership Manager of Superfast Business Wales in order to provide the Committee with information on the five year fully funded

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 14th April, 2016 at 10.00 am

programme by Welsh Government and Superfast Business Wales designed to work with Small and Medium Enterprises in order to help grow their business.

Following the presentation Members were invited to discuss and comment, during which time the following points were noted:

A Member expressed how people in agricultural areas would benefit greatly through this scheme. Members were welcomed to contact Mr. Gripton with further detail of groups and events in the Monmouthshire area.

We were advised of an Agri-Urban presentation that afternoon which would be beneficial for Mr. Gripton to attend. This would address networking with 10 towns throughout Europe.

In comparison to other authorities, we were informed that Monmouthshire was in line with the rest of Wales, and the enthusiasm seen from officers was very encouraging and outshone other authorities. As far as take up was concerned, Monmouthshire were at 25% of the services offered.

A member raised a concern that Caldicot may be at risk of missing opportunities and extended an invitation to the next Severnside Area Committee, and would encourage business owners to attend also.

The Head of People and Commercial Development would look into how best to ensure maximise awareness across Councillors.

A Member invited Mr. Gripton to the next meeting of Central Monmouthshire Area Committee.

The Chair thanked BT colleagues for their attendance and welcomed the opportunity to engage, key for ongoing communication with residents and businesses. Communication would continue in terms of resident, or business, issues.

The Chair concluded that the discussion with BT had been highly useful in clarifying the timescale and process for the rollout across Monmouthshire which would assist Members in advising their communities on progress. She advised that Members are receiving many requests for information on the likely completion of the rollout and that there is a need for clearer engagement with the public on expected timescales. The Chair highlighted the need to improve communication of progress of works within their wards and reminded Members that the Council publishes a weekly list of works within highways. She asked that this be distributed to Members by email each week.

The Chair reminded the Committee that whilst the rollout is progressing steadily, there remains a significant amount of infrastructure to be put in place and that this is a critical requirement for the Council if it is to achieve its aspirations in terms of its digital strategy. She highlighted that broadband is a fundamental requirement for key projects such as Abergavenny's Agri-Urban Project and that the success of such projects will hinge on the availability of broadband infrastructure.

The Committee supported the Cabinet Member's suggestion that there is a clear opportunity for Monmouthshire to become an example of how 5G can transform a rural area and offered their support to the Cabinet Member in taking forward the idea of Monmouthshire being part of a pilot programme.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 14th April, 2016 at 10.00 am

5. Car Parking Charges - Scrutiny of progress against recommendations made by the Select Committee - ALL MEMBERS INVITED

Context:

We received a report from the Head of Operations in order for Members to scrutinize the feedback arising from the statutory consultation exercise in relation to the proposed new car park order for MCC public car parks and comment as members see fit.

Key Issues:

In 2014 the Economy and Development Select Committee scrutinized proposals to introduce numerous changes to the MCC car parking regime.

Following scrutiny proposals went to Cabinet for approval in September 2014.

Various recommendations were approved (new car parks, increase in charges) including the drafting of a new car park order.

The proposed car park order has been published and is presently in a statutory consultation period, the formal consultation process closes on 22nd April 2016. The feedback from the consultation exercise showed a few predominant themes:

- Charging blue badge holders: 24 of the 62 pieces of correspondence have been received. The consistent response has been that to charge blue badge holders is unfair. In some instances mitigation has been suggested such as the first hour of parking being free.
- Creating short term (no return within 2 hours) car parks: The withdrawal of the opportunity to park all day in a short stay car park means that those wishing to park all day must now use an alternative car park which may be less convenient.
- Charging (Monday to Saturday) in Byefield Lane, Abergavenny: concern that this removes the only free car park in Abergavenny (other than Tuesday) resulting in those regularly using the car park moving to park on street to avoid charges.
- Charging for the station car park, Chepstow: concern that this might deter travellers from using the train and prompting drivers to park on street to avoid car park charges.

Member Scrutiny:

The Chair noted that a progress report would be received at future date. We were now given an opportunity to reflect upon the responses from the consultation. On the basis of the responses received today, Members should decide if they wish to comment further before the draft order is presented to Cabinet.

Members expressed concern surrounding the issue of blue Badge holders being charged for car parking, particularly as one of the Councils priorities is the protection of vulnerable people. In the Abergavenny area there were concerns from the police that this may result in parking on yellow lines, frustrating an already difficult situation. It was recommended that Cabinet reflect on the values, and contributions, and seriously reconsider the need to charge blue badge holders.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 14th April, 2016 at 10.00 am

The Cabinet Member for Community Development explained that the issue had been a struggle and after the previous meeting in 2014, Committee had agreed to the recommendation with a proviso that committee comments were included in the Cabinet report. Since the previous scrutiny Welsh Government had issued new criteria for blue badge holders, considerably tightening who can receive a badge. A full year set of figures show that 20-25% of renewals are being declined. We heard that Cabinet have serious reservations around introducing the charges and would be looking at the issue seriously again before making any final decisions.

We noted that through consultation responses there was concern regarding the position of payment machines. It was questioned if people needed to move to different car parks, would they have to pay each time. In response the Head of Operations highlighted the following points:

- Machines must be accessible and therefore would be replaced and improved. Money was to be re-invested into new machines to allow payment by different methods.
- The recommendation would be that blue badge holders would be able to move car parks on one ticket.
- Not all blue badge holders in Monmouthshire are from Monmouthshire.
- There are 7 authorities in Wales who apply a charge of some kind.

There were concerns regarding the qualification of people assessing if applicants met the criteria for blue badge.

A Member raised concern regarding the economic element in that not all blue badge holders are economically stretched and questioned how we could get to the point where the system was fair for all.

A Member requested clarification on the criteria for blue badge. The Cabinet Member explained automatic qualification related to any person on higher rate disability living allowance, Armed Service or Army Reserve Forces scheme due to medical retirement, severe sight impairment, and war pensioners mobility supplement. Discretionary qualification related to children under the age of three, disability in both arms, a severe cognitive impairment and walking disability.

A Member expressed that she did not support the recommendation but did welcome closer scrutiny on the issue of blue badges.

Members were keen to express concern for vulnerable people in Monmouthshire.

The Cabinet Member highlighted that there was concern surrounding the station car park at Chepstow. A proposal had been made by the ticket office which would be investigated further.

Recommendations:

The report recommended that Members note the contents of the draft car park order and the feedback arising from the consultation exercise.

Also, that Members reflect upon the outcome of their previous scrutiny and confirm if they wish to comment further as a result of the statutory consultation process.

Committee Conclusion:

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 14th April, 2016 at 10.00 am

The Chair concluded that Members had commented sufficiently, and the focus had been around the blue badge issue, including the stress of the application process, affordability, enforcement.

In terms of the wider impact the Committee would welcome a progress report to ensure Members are updated.

Options would be investigated regarding Station Road, Chepstow to incentivise train users.

6. Economy and Development Select Forward Work Programme

We noted the next ordinary meeting would be Thursday 9th June 2016 at 2.00pm to discuss:

- Events update
- Monmouthshire Business and Enterprise Update
- Possible Chief Officer Annual Report

We confirmed a Business Breakfast would be held at County Hall, 4th May 2016.

7. To confirm the date and time of the next meeting

We noted the date of the next meeting as Thursday 9th June 2016, 2.00pm.

The meeting ended at 1.15 pm

This page is intentionally left blank

REPORT

SUBJECT	REVENUE & CAPITAL MONITORING 2015/16 OUTTURN STATEMENT
DIRECTORATE	Chief Executive's Unit
MEETING	Economy & Development Select Committee
DATE	9th June 2016
DIVISIONS/ WARD AFFECTED	All Authority

PURPOSE

The purpose of this report is to provide Members with information on the forecast revenue outturn position of the Authority at the end of reporting period 4 which represents the financial outturn position for the 2015/16 financial year.

This report will also be considered by Select Committees as part of their responsibility to,

- assess whether effective budget monitoring is taking place,
- monitor the extent to which budgets are spent in accordance with agreed budget and policy framework,
- challenge the reasonableness of projected over or underspends, and
- monitor the achievement of predicted efficiency gains or progress in relation to savings proposals.

2. RECOMMENDATIONS PROPOSED TO CABINET

- 2.1 That Members consider a net revenue outturn underspend of £676,000, an improvement of £878,000 on quarter 3 outturn predictions.
- 2.2 Members consider a capital outturn spend of £18.3m against a revised budget of £18.8million, after proposed slippage of £43.7 million, resulting in a net underspend of £508k, of which circa £433k is available for recycling onto other projects/priorities which it is recommended will be held pending review of the additional pressures identified in paragraph 3.6.3.

- 2.3 Consider and approve the £43.7m capital slippage recommended, paying attention to those schemes included in paragraph 3.5.4 where slippage has been requested by the service manager but is not being recommended to slip (£170k), and notes the significant level of slippage required at outturn not manifest earlier in the year highlighting a concern in managers capital forecasting going forward.
- 2.4 Considers the use of reserves proposed and notes the significant decline on earmarked reserve levels at end of 2015-16 and the likely indication at end of 2016-17.
- 2.5 Approves the reallocation of reserve balances, as per paragraph 3.9.5 following the actuarial review of the insurance reserve and review of other small reserve balances, in order to address reserve pressures and the apportionment of general underspend in supplementing reserve levels as follows:
- £1,037 million to Redundancy and Pensions reserve
 - £419k to IT reserves
 - £350k to Invest to Redesign reserve
- 2.6 Approves the use of the Invest to Redesign reserve during 2016-17 totalling £30,835 as MCC's additional contribution to enable the work on the City Deal initiative to continue.

3. MONITORING ANALYSIS

3.1 Revenue Position

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

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

Table 1: Council Fund 2015/16 Outturn Forecast Summary Statement at Period 4 (Month 12)	Actuals at Outturn £'000	Revised Annual Budget @ Outturn £'000	Over/ (Under) Spend @ Outturn £'000	Variance Over/ (Under) Outturn to Month 9 £'000	Forecast Over/ (Under) Spend @ Month 9 £'000	Forecast Over/ (Under) Spend @ Month 6 £'000	Forecast Over/ (Under) Spend @ Month 2 £'000
Social Care & Health	39,530	38,247	1,283	55	1,228	1,101	519
Children & Young People	51,265	51,351	(86)	(226)	140	197	274
Enterprise	10,070	10,140	(70)	(92)	22	601	338
Operations	15,818	16,216	(398)	(238)	(160)	339	634
Chief Executives Unit	6,634	7,001	(367)	(175)	(192)	(31)	(120)
Corporate Costs & Levies	18,020	18,215	(195)	(95)	(100)	(61)	63
Net Cost of Services	141,337	141,171	166	(771)	938	2,146	1,708
Attributable Costs – Fixed Asset Disposal	138	233	(95)	(13)	(82)	(51)	0
Interest & Investment Income / losses	(165)	(51)	(114)	(65)	(49)	(33)	(30)
Interest Payable & Similar Charges	3,295	3,663	(368)	19	(387)	(382)	(202)
Charges Required Under Regulation	5,566	5,806	(240)	1	(241)	30	74
Contributions to Reserves	389	95	294	299	(5)	0	0
Contributions from Reserves	(2,031)	(2,773)	742	(169)	911	108	(90)

Capital Expenditure financed from reserves	272	272	0	0	0	0	0
Amounts to be met from Government Grants and Local Taxation	148,800	148,416	384	(700)	1,084	1,818	1,460
General Government Grants	(67,642)	(67,642)	0	0	0	0	0
Non-Domestic Rates	(26,737)	(26,737)	0	0	0	0	0
Council Tax	(61,003)	(60,094)	(909)	(159)	(750)	(600)	(500)
Council Tax Benefits Support	5,906	6,097	(191)	(19)	(172)	(152)	(93)
Net Council Fund (Surplus) / Deficit	(676)	40	(716)	(878)	162	1,066	867
Budgeted contribution from Council Fund	0	(40)	40	0	0	0	0
	(676)	0	(676)	(878)	162	1,066	867

3.1.3 The bottom line underspend situation of £676k requires further analysis to understand the underlying net cost of services position which is artificially benefitted by a reduced draw on reserves, and compromised by net redundancy costs not funded by reserves that the services have had to accommodate, as these wouldn't normally be budgeted transactions.

3.1.4 The net cost of services overspend position of £166k reported above includes £702k of reserve funded projects which are now going to be deferred to 2016/17, and also a net £209k additional contributions to reserves which were unbudgeted. Whilst this has no effect on the outturn position overall, it artificially improves the net cost of services by this amount and for transparency taking this into account results in an overspend of circa £1.077m. This is still a good result for services considering the financial challenges that have been absorbed in relation to a £1.4 million overspend in Social Care Children's Services, accommodating £717k in redundancy costs as well as making ad hoc saving to compensate for mandate pressures that were unachievable or delayed (in para 3.3 below) of £537k. However the need to make such considerable ad hoc savings per annum will continue to introduce an unhelpful volatility to service budget monitoring, and compromise robust and sustainable service re-engineering

3.1.5 The analysis in the table below takes the “simple” outturn for services and adjusts for the level of redundancy costs incurred by Directorates this year, includes the effect of replenishment to reserves that are accounted for within Appropriations rather than service Directorates and adjusts for budgeted expenditure to be funded from reserves where costs have not been incurred during 2015-16 and instead a request has been received to transfer such spending to 2016-17, that have the effect of introducing artificial underspends.

Directorate Cost	Reported Outturn Variance	Redundancy costs (excl schools) absorbed by Directorates unbudgeted for	Unbudgeted Contributions to Reserves recorded in Appropriations	Reserve funded expenditure requested deferred	Revised Services Outturn
Social Care & health	1,283	(11)		48	1,320
Children and young people	(86)	(43)	104	49	24
Enterprise	(70)	(562)	63	586	17
Operations	(398)	(76)			(474)
Chief Executives	(367)	(25)	42	19	(331)
Corporate Costs & levies	(195)				(195)
Net Cost of Services	166	(717)	209	702	361

3.1.6 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 and deliver on the periodic recovery plan agreed by Cabinet.

3.1.7 Slippage on Reserve funded projects

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

Directorate	Project	Reserve Source	Reserve funding utilised in 2015-16	Reserve funding deferred to 2016-17
Enterprise	Superfast Broadband facilitation	IT transformation	73,200	0
	Centre of Innovation funding was £130k no longer required, compensates for £110k Circuit of Wales expenditure	Invest to Redesign/Priority Investment	110,500	0
	Reserve funding to facilitate 14-15 mandates	Invest to Redesign	0	49,000
	Eisteddfod	Priority Investment	72,700	372,300
	Local development plan	Priority Investment	0	100,000
	HR restructure	Invest to Redesign	22,500	0
	Innovation and marketing assistance to deliver mandates	Invest to Redesign	51,300	13,700
	Informing the future of Cultural services	Invest to Redesign	24,000	0
	City Deal Contribution	Priority Investment	30,300	
	CMC2 shortfall 14-15	Priority Investment	140,000	
	Alternate Deliver model consideration		9,300	50,700
	Museums Acquisitions	Museum acquisitions	3,000	
Sub Total Enterprise			536,800	585,700
Social Care & Health	Service Transformation Adult Social Care	Invest to Redesign	111,900	48,200
	Children's Services Temporary Staff	Priority Investment	153,300	
	Youth Offending Team Partnership	Trading Account	57,200	
Sub Total Social Care			322,400	48,200

Children & Young People	Innovation and marketing assistance to deliver mandates	Invest to Redesign	10,600	49,400
	CYP development fund	Priority Investment	273,400	
	Restorative Approaches	Priority Investment	61,000	
	Raising Education standards	Priority Investment	56,000	
Sub Total Children & Young People			401,000	49,400
Sub Total Operations	Bus lease repayments	Grass Routes Buses	25,900	0
Chief Executives	Council Tax Recovery	Invest to Redesign	28,800	0
	Innovation and marketing assistance to deliver mandates	Invest to Redesign	66,200	18,800
	Reserve funding to facilitate 14-15 mandates	Invest to Redesign	13,000	0
	NNDR hardship case	Priority Investment	18,750	
Sub Total Chief Executive's			126,750	18,800
Sub Total Corporate	Redundancy Strain Costs	Redundancy & pension	325,400	0
Appropriations	Fixed asset disposal	Capital receipts generation reserve	138,000	95,400
	Vehicle leasing	Invest to Save Advances	69,300	
	Prudentially borrowed vehicle repayments	Invest to Redesign	0	0
Sub Total Appropriations			207,300	95,400
Total			1,945,550	797,500

3.1.8 Redundancy costs

In support of the summary table redundancy column included in para 3.1.5 above, the following provides greater detail for members of the redundancy costs incurred by Sections during the year.

Directorate	Service	Redundancy Costs 2015-16
Enterprise	Strategic Management	85,279
	Strategic Property	17,136
	Community Hubs	289,709
	Community Education	96,317
	Leisure	18,081
	Markets	24,519
	Whole Place	31,392
	Sub total	562,443
Operations	Transport	9,131
	Building Cleaning	1,091
	Resources	7,271
	Grounds	54,154
	Highways	3,978
	Sub total	75,625
Social Care & Health	Supporting People	1,932
	My Day	8,783
	Sub total	10,715
Chief Executives	Revenues	24,918
	Sub total	716,647
Children & Young People	Schools	465,728
Total		1,085,241

3.1.9 When managers initially highlight the re-engineering of services, there is often a potential for redundancy payments, but it is not possible to quantify the extent of these costs without prejudicing the outcome of the interview process or the success of redeployment. A second report is required to quantify these costs prior to being incurred for member approval. Ignoring the schools aspect which is either funded by the CYP revenue budget, or proportionate

schools contribution, it is commonplace for managers to make requests for reserve funding to afford redundancy costs caveated on services looking to afford such costs in the first instance. Given the revenue account's net underspend, it is not necessary to utilise reserves to afford such costs in 2015-16, which is a fantastic and welcome achievement by services.

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

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
Social Care & Health (SCH)					
ADULT SERVICES					
Severn View DC & My Day DC	(35)	0	(35)	(12)	Underspend due to low Superannuation take up, manager temporarily reduced to a three day week
Mardy Park Rehabilitation Unit	(10)	0	(10)	(12)	Section 33 income increased throughout the year
Mardy Park	74	0	74	14	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 in 2016-17.
Severn View Residential	112	0	112	19	Overspend mainly in salaries & wages due to sickness cover and backfilling of posts due to ICF schemes. Supplies & Services budget also overspent by £27k.
Direct Care	(110)	0	(110)	(39)	Reflects increased income from client referrals and Management vacancy
Transition Co-operative	(24)	0	(24)	0	Relates to income from staff seconded to an external agency.
Adult Services Man/Support	(124)	0	(124)	(21)	Current Disabilities team manager vacancy plus ICF grant meeting costs of the Direct Care team manager.
Other Adult Services	(8)	0	(8)	(18)	See Appendix 6
CHILDREN SERVICES					
Fostering Allowances and Payments For Skills	150	0	150	6	Reflects financial support to the current number and age mix of children in foster care and skills payments to carers with SGO's
Younger People's Accommodation	(72)	0	(72)	(6)	This budget is prone to volatility and since month 9 further work has been undertaken to control costs.

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
Ty'r Enfys	(52)	0	(52)	0	This facility with now remain closed for the entire year.
Counsel Costs	111	0	111	93	Increased legal costs in regard to Solicitor / Barrister fees not expected to crystallise within 2015-16 at M9
Therapeutic Service	(26)	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	1,038	0	1,038	(56)	Outturn activity resulted in 71 placements compared to 70 at month 9. 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	(96)	0	(96)	0	This cost centre is generally used to fund the over spend within S026 – External Placements LAC.
GWICES (Gwent Wide Integrated Community Equip Services)	(24)	0	(24)	(2)	Based on the costs associated with the GWICES costs incurred from the hosts -Torfaen
Other Children's Services –appendix 6	(10)	0	(10)	(8)	See Appendix 6 Children's Services
SCYP - Placement & Support Team	150	0	150	28	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	(32)	0	(32)	(5)	Under spend relates to a vacant part time Independent Reviewing Officer post not expected to be filled until 2016/17.
SCYP - Supporting Children & Young People Team	250	0	250	17	Overspend relates to the employment of 7 agency workers to cover staff sickness and capacity issues and a 77% increase in transport costs since last year.
Disabled Children	84	0	84	(7)	Large part of overspend relates to the continued use of agency staff to cover sickness and the employment of a Student Placement Social Worker, improved since M9.
FRS – Family Support Team	(8)	0	(8)	(50)	This budget is currently employing the services of social workers to cover for various staff absences.
Bus Cases / Temp Funding - Cabinet 06/05/15	(45)	0	(45)	22	Underspend relates to delayed appointment to social worker posts connected with approved business cases

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
Other Children's Services	12	0	12	32	See Appendix 6
COMMUNITY CARE					
Aids for Daily Living	44	0	44	22	Based on GWICES report received from the host Torfaen CBC
Adult Transformation	(48)	0	(48)	(56)	Head of Service to make formal reserve slippage request to take underspend into 2016-17 to close off the scheme in June.
Other Community Care / Adult teams	287	n/a	287	274	Chepstow area of the county has suffered from a low framework provider take up of domiciliary care packages resulting in more costly providers being used. Residential numbers have increased in the year with a lack of in house provision in this area. See appendix 6 for detailed explanation on adult care teams. The overspend in this area needs to be read collectively with the underspend to "contingency in the line below.
Contingency	(242)	0	(242)	(242)	To plan for the £1.2m budget mandate saving for Practice Changes, budgets were moved from teams into this cost centre to accelerate developments ready for 2016/17
Frailty	(62)	0	(62)	(62)	Reflects the deferment of the loan repayment until 2016/17
Other Com Care	1	0	1	12	See appendix 6
COMMISSIONING					
Drybridge Gardens	(22)	0	(22)	(9)	Vacancy at unit has led to underspend
Commissioning Strategy	(42)	0	(42)	(26)	Reduction in Contract and Diesel costs for Minibuses
Other Commissioning	4	0	4	20	See appendix 6
PARTNERSHIP	57	0	57	57	Overspend will be funded from the specific Youth Offending Service reserve
RESOURCES	(16)	0	(16)	(18)	See appendix 6
Total SCH at Outturn	1,284	0	1,284	56	Total SCH Outturn at 2015-16 financial year end

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
Children & Young People (CYP)					
ISB	129	0	129	14	Additional costs of protection at schools and additional professional fees for legal services
Service Level Agreement	(159)	0	(159)	(149)	Savings in Maternity, Premature Retirement and Supply Compensation
Management	50	n/a	50	26	Professional fees relating to schools moved to ISB and additional recovery board costs
Financial Management Services	36	n/a	36	6	vacancy has been temporarily filled earlier than previously anticipated
Support Services	20	n/a	20	11	Additional Health & Safety assessment costs for pupils
Additional Learning needs	(320)	n/a	(320)	(168)	Additional savings of £140k for out of county placements and an increased level in recoupment income of £68k. These were not known at month 9, due to the decision of a tribunal and the de-statementing of a pupil. In addition, more pupils were admitted to Mounton House, therefore increasing the recoupment income.
ALN Management	42	0	42	42	Cost of redundancy which maybe met from reserves
Community Education Youth General	0	116	116	5	Funding from Torfaen Training has since reduced in 15-16, however the ESF grant will now start in 2016-17. The departmental recovery plan anticipated a further £60,000 in grant income, notification has been received that this has been delayed until 2016-17 financial year.

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
Other CYP	0	n/a	0	(13)	See Appendix 7
Total CYP at Outturn	(202)	116	(86)	(226)	Total CYP Outturn at 2015-16 financial year end

Enterprise (ENT)					
Sustainability	65	18	83	(15)	Sections' inability to achieve the expected full income targets. Though increased income from PV schemes
Strategic Property Management	(65)	0	(65)	(15)	Under spend relates partly to a staff vacancy, and a reduction in budgeted professional fee's.
Cemeteries	(76)	n/a	(76)	0	Increase in budgeted income during the financial year along with lower than anticipated expenditure,
County Farms Unit	(16)	n/a	(16)	(1)	Due to a reduction is expected maintenance along with higher than anticipated income.
Markets	105	28	133	(5)	Overspend on employee costs due to delayed implementation of restructure along with unbudgeted overtime. The alternative delivery plan of reducing maintenance work has produced some savings
Community Education	147	0	147	(31)	£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. Educational leisure course income has increased during the final 3 months of the year
Community Hubs	255	125	380	(6)	due to £328k one off redundancy costs which have already been incurred at month 9 and £58k of redundancy costs which will be incurred by year end, Slight reduction since M9 due to savings on restructure
Eisteddfod	(502)	0	(502)	(72)	This year's spend is £73k but there is still uncertainty around the final costs with the remaining £372k needing to be rolled forward into 16-17 as the agreed project runs over two financial years. At present Community fund raising totals circa £130k, which avoids an equivalent underwriting from reserves.
Homelessness	(52)	0	(52)	(7)	Funding of the Financial Inclusion Officer coming from the Implementing the Housing Act Grant £28,000 and a reduction

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
					in expenditure against B&B accommodation offset by bad debt write offs since M6 Also £7k saving on professional fees
Renovation Grants	5	0	5	(12)	Overspend relates to unbudgeted overheads on DFG grant income
Lodgings Scheme	(96)	0	(96)	(55)	The under spend is due to occupancy levels being at a high level than predicted/budgeted therefore increasing the amount of rental income and HB benefit.
Spend to Save	(29)	0	(29)	(2)	Saving due to unexpected one-off grant funding
Whole Place	(17)	n/a	(17)	3	Increased event costs since M9
People Services, Innovation & Business	(77)	0	(77)	123	This is mainly the effect of underspends in the Innovation services compensating for overspends in Business Growth and Enterprise, People Services and IT.
General Overheads	(22)	100	78	(35)	The 100k savings that were to be achieved through in-house software development and the sale of products will not occur. This formed part of the departmental recovery plan set at month 6 and it is currently anticipated that none of these savings will be achieved. Movement due to staff savings since M9.
Development Plans, Mgmt and Business Control	(221)	0	(221)	(71)	LDP savings as scheme not implemented in 2015-16 and savings on Professional fees not manifest at M9
Cultural Services, incl. Museums & Shirehall,	168	30	198	163	117k relates to a service assumption to treat significant adhoc expense (replacement of vehicles and equipment) as part of simple trading deficit, when instead that reserve funding should have been subject to a formal request of Members. The museums section overspend relates to 10k green screen savings that couldn't be achieved and 20k conservation income that couldn't be achieved.
Leisure Services	12	30	42	2	20k over spend from Children's Services. 30k relates to a learning Co-ordinator post that is not grant funded anymore, 15k 3G pitch income issues with the lighting and electricity supply. The £35,000 saving built into the departmental

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
					recovery plan from increased income has not materialised see Appendix 8 for further detailed comments
Tourism, Caldicot Castle & Country Parks	83	15	98	(46)	Most significantly caused by continuing net overspend at Caldicot castle, which has struggled for last 2 years to reconcile activity with budget. Situation compromised still further by separate managers at Old Station and Castle, where service budget presumes a sharing/halving of such resource costs. TIC costs affected by a need to "double man" facility due to threatening and abusive behaviour from a member of the public which has contributed to the total overspend, a cost situation improved by the closure of facilities during winter months.
Other Enterprise	(82)	0	(82)	(10)	See Appendix 8
Total ENT at Outturn	(415)	346	(69)	(92)	Total ENT Outturn at 2015-16 financial year end

70
30
30

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
Operations (OPS)					
Transport Policy	(67)	0	(67)	(48)	Increase in income due to favourable winter weather conditions
Green Car Scheme	(12)	0	(12)	(12)	The scheme has produced an under spend due to the increased uptake in staff joining the scheme.
Highways	(405)	50	(355)	(46)	SWTRA and Mechanical infrastructure has underspent by £301,000, an improvement of £51,000 from Month 9. Income activity shows that our Annual Activity programme came in as expected but we had an increase in the last 3 months of the year in Task order and Emergency response work. These are both reactive functions and are difficult to predict and is the reason for the variance from M9.

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
Public Transport Subsidy LTSG Grant	59	0	59	22	Un-budgeted staff costs, mainly on salaries and overtime and an increase in transport costs.
Public Transport Subsidy Grant	(39)	0	(39)	5	Administering the Bus Services Support Grant is claimable against the grant £50,000, this has been offset by small over spend on vehicle and transport costs of £11,000 at Outturn.
Home To School Transport	201	0	201	(133)	Similar to Caldicot Castle above, the net budget for these services presumes historic savings endorsed by Council that have not been made, 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. However, the variance from month 9 is due to an increase in forecast private hire income, a decrease in fuel costs and additional income from the collaborative arrangement with NCC on an integrated Transport Unit. This situation has been addressed in setting the 2016-17 budget.
School Transport – External	(112)	0	(112)	(20)	The under spend is due to a saving from a vacant post £9,000 and reductions in transportation costs due to pupils moving and savings made from the retender of some contracts £104,000. The variance from month 9 is due to the value of retendered contracts not being known at month 9.
Special Educational Needs	(61)	0	(61)	(29)	Vacant post £11,000 and reductions in transportation costs and season tickets £21,000 and some retendered contracts.
Passenger transport	63	0	63	72	The over spend primarily relates to overtime.
Procurement	(102)	0	(102)	(102)	Saving due to not needing to fund joint procurement venture
Schools Catering	24	n/a	24	(18)	Variance from month 9 due to increased school meals income, meal number have continued to increase in the last qtr. above expectations leading to an improved outturn position
Resources	213	n/a	213	93	Forecasted deficit position is due to a reduction in income as a result of a shortfall in capital fees.
Accommodation	(125)	n/a	(125)	34	Underspend due to a continued reduction in premises and supplies and services costs on all accommodation though reduced from M9
Grounds Maintenance	(54)	0	(54)	(44)	Variance from month 9 relates to lower than predicted reactive maintenance costs. This partly relates to a reduction on non-

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
					essential unnecessary expenditure being incurred along with the profile of expenditure being higher during winter months this winter was particularly mild resulting in reduced costs.
Refuse & Cleansing Operations	(35)	25	(10)	(10)	pressures of the budget mandates are still real, however have been mitigated by a reduction in fuel costs (£80k 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. All of the £30k listed in the departmental recovery plan is expected to be found by year end.
PAGE 3 S AG Training	39	0	39	(7)	Has seen demand fall due to both increasing competition from other training providers and Council's facing major budget pressures only undertaking mandatory training.
Grounds Operational Management	(68)	0	(68)	6	Grounds operational management savings
Other Operations	9	0	9	0	See Appendix 9
Total OPS at Outturn	(472)	75	(397)	(237)	Total OPS Outturn at 2015-16 financial year end

Chief Executive's Office (CEO)					
Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
Customer Relations	10	0	10	(2)	Professional fees incurred during a complaint investigation.

Members Costs	5	0	5	(12)	Improvement from month 9 due to savings realised from the Committee Chair.
Democratic Services	(84)	0	(84)	(24)	Savings in supplies & services and Cabinet office grants
Legal	(19)	0	(19)	(1)	Savings in supplies & services and unfilled staff vacancy
Public Protection	(58)	0	(58)	(23)	Savings in supplies & services and increased income
Audit	(22)	0	(22)	(12)	Savings in supplies & services and unfilled staff vacancy
Benefits	(182)	n/a	(182)	(114)	Savings in Housing Benefit awarded and reduced administration costs.
Council Tax & NNDR Administration	39	0	39	(17)	Overspend due to shortfall in Court summons income and redundancy costs for Officer
Cashiers	9	0	9	(5)	Overspend is largely attributable to increased annual card fees
Revenues Systems Administration	(32)	0	(32)	0	Vacant post, reduced petrol costs and reduced system costs as proportion now charged to Housing Benefits
Policy and Partnership Management	(39)	0	(39)	15	Movement due to contribution to Modern Government project and additional supplies and services costs
Other CEO	6	0	6	19	See Appendix 10
Total CEO at Outturn	(367)	0	(367)	(176)	Total CEO Outturn at 2015-16 financial year end

Page 33

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
Corporate (COL)					
Audit Commission Fees (Certification Grant Claims)	(41)	n/a	(41)	(9)	Mainly savings in relation to the auditing of grant claims and statutory inspection fees
Drainage Levies	10	0	10	0	Drainage Levy original budget insufficient for service cost
Coroner Fees	16	0	16	0	Original budget insufficient for service costs
Gwent Crematorium	(138)	0	(138)	(48)	Increased income from activity at the Gwent Crematorium
Early Retirement Pension Costs	202	n/a	202	35	Additional pension strain cost of notified in latter part of 2015/16

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
Insurance Premium Payment(Direct)	(98)	n/a	(98)	(31)	Based on reduction in premium costs as a result of the tender completed in September 2015.
Insurance Settlement Expenditure	(2)	0	(2)	(2)	Insurance settlement claims predicted to be lower due to reduced claims activity
Indirect Revenue Gains Reserve	(138)	0	(138)	(41)	Rate rebates from MCC Properties
Other Corporate	(5)	0	(5)	2	See appendix 11
Total COL at Outturn	(194)	0	(194)	(94)	Total COL Outturn at 2015-16 financial year end

Part 4
2016/17

Appropriations (APP)					
Attributable Costs - Fixed Asset Disposal	(95)	0	(95)	(13)	12 Schemes delayed mainly due to a rethink of disposal strategy to optimise receipts. The balance on this budget is requested as slippage into 1617
Interest and Investment Income	(52)	0	(52)	(3)	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.
Interest Payable and Similar Charges	(368)	n/a	(368)	19	Saving against budget due to long term debt not being taken out and temporary borrowing being at a lower rate than budgeted
Charges Required Under Regulation	(240)	n/a	(240)	1	Consistent with recovery plan intentions, a planned set aside of £6m of capital receipts in 2016/17 will be brought forward a year from 16/17 as there is a balance of receipts available to do this and this has achieved a saving on MRP payments due.
Earmarked Contributions Reserves (Revenue)	1,035	n/a	1,035	130	See separate reserves section
Other Appropriations	(62)	0	(62)	(62)	Other investment income

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
Total APP at Outturn	218	0	218	72	App Outturn at 2015-16 financial year end

Financing (FIN)					
Council Tax	(910)	n/a	(910)	(160)	Surplus due to projected better Council Tax Collection rates and an increased Council Tax base.
Benefit Support	(191)	n/a	(191)	(20)	The outturn reflects the current commitments within the system. As caseloads continue to reduce,
Total Financing	(1,101)	0	(1,101)	(180)	
Grand Total @ Outturn	(1,213)	537	(676)	(878)	Total Outturn at 2015-16 Financial Year End

3.1.11 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 Schools' balances outturn position for 2015-16.

Council Fund Outturn 2015/16– Schools position (Period 4)	(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 on School Balances @ Outturn £'000	Reserve Balances at 2015-16 Outturn (A+D) £'000	(D) Draw Forecasted on School Balances @ Month 9 £'000	Variance Month 9 To Outturn £'000	Draw Forecasted on School Balances @ Month 6 £'000	Draw Forecasted on School Balances @ Month 2 £'000
Clusters									
Abergavenny	(412)	124	(305)	(181)	(594)	46	(227)	(19)	100
T Caldicot	(426)	275	(439)	(164)	(590)	112	(276)	153	252
CS Chepstow	98	36	84	120	218	80	40	63	45
MS Monmouth	(424)	166	(41)	125	(299)	138	(13)	154	193
WS Special	24	(18)	103	85	109	116	(31)	105	(28)
Total	(1,140)	583	(598)	(15)	(1,156)	491	(507)	457	562

3.2.2 School balances at the beginning of the financial year amounted to £1,140,000. The Schools will contribute a net £15,000 to school balances for 2015/16, therefore leaving £1,156,000 as the closing reserve balances. This is against a declining collective school reserves position both budgeted for and reported in previous 3 quarters. The same volatility in outturn has been experienced as in 2014-15. CYP regard their forecasting compromised by the ad hoc release of funding from Education Achievement Service during the last quarter. By way of illustration, unanticipated grant awards to Monmouthshire schools amounted to £315k in just March 2016 alone. CYP regard pragmatically there is very little structured improvement that can be achieved in such a volatile funding arrangement, and that such awards will tend to compensate for project costs already being progressed, so having a generally beneficial effect on the schools usage of their reserves. It is not an ideal situation, but one that is being addressed with EAS colleagues.

3.2.3 Within these summary figures, of particular note, is the deficit reserve position forecasted for the Chepstow Cluster. Chepstow Comprehensive School does have a recovery plan in place, however it has missed its recovery target by circa £100k for 2015-16. This simplistically is due to the contribution to redundancy costs that the school has incurred and additional water rates demands. The formal school budget submitted for 2016-17 proposes an improvement on reserve levels of £200k. Governors accept a proposition to make a further £56k savings, to keep on track with the reserve improvements supplied and endorsed in their original recovery plan. This would rectify the effect of 2015-16 position in full. They are working through the detail of that at the moment and intend to communicate intentions to CYP colleagues for consideration of their continued support.

- 3.2.4 5 Five schools exhibited a deficit position at the start of 2015/16; Llanvihangel Crucorney, Castle Park, Chepstow Comprehensive, Llandogo and Mounton House Special School. Of these five schools, the following three have seen an increase in their deficit at outturn and their balances are as follows: Chepstow School (£414,067) due to water charges and an increase in exam fees; Llanvihangel Crucorney (£23,605) as a result of having to employ an additional teacher due to increased pupil numbers; and Mounton House Special School (£154,854), due to significant staffing changes and a delay in grant funding through the ESF project. The other two schools have seen a decrease in their deficit balance. One additional school, Overmonnow Primary, is now also exhibiting a deficit (£19,101), taking the total number of schools in a deficit position to six at the end of 2015/16.
- 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	(1,156)

- 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, to the extent that a number of balances now exceed Welsh Government guideline levels of no more than £50,000 for a primary school and £100,000 for a secondary school. CYP colleagues are intent to undertake a more in-depth review into extent of individual balances in conjunction with recent 2016-17 reported reserve usage with a view to ensuring levels do not exceed WG guidance levels. The results of this exercise will be reported alongside 2016/17 qtr1 activity.
- 3.2.7 Further information on Schools is provided in Children & Young People Select Appendix 5. Individual School Balances are available in Appendix 14 CYP School Select.

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 Outturn

DIRECTORATE	Specific Savings Initiatives 2015/16 £'s	Savings Identified @ Outturn £'s	Percentage of Savings Achieved %	Delayed Savings to 2016/17 £'s	Savings Unachievable in 2015/16 £'s
Children & Young People	1,514,000	1,398,000	92%	0	116,000
Social Care & Health	274,000	274,000	100%	0	0
Enterprise	1,392,983	1,046,728	75%	125,000	221,255
Operations	1,513,000	1,463,000	97%	75,000	0
Chief Executives Office	85,000	85,000	100%	0	0
Total Budgeted Savings	4,778,983	4,266,728	89%	200,000	337,255

3.3.2 Mandated savings of 89% were achieved by outturn, with £337,255 being deemed as unachievable, a further £200,000 is expected to crystallise in 2016-17. This is an improvement on month 9 data which concluded 83% savings being made collectively.

3.3.3 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 against the original and revised delivery recovery plans. The following comments are in regard to savings mandates that have not been met.

Operations (OPS)

- Highways advertising income is forecasting a £50,000 delayed saving due to planning issues in regard to the implementation of the scheme. The saving against budget has been achieved through other means to compensate for these delayed savings.
- Trade Waste cannot reach the extra trade waste re-cycling bags target of £25,000, expectations are that this can be achieved in future periods.

Enterprise (ENT)

- Utility supply issues at the Caldicot 3G sports pitch has resulted in reduced income of £15,000 and £15,000 for caretaker charges at Abergavenny Leisure Centre. Delayed Lighting installed at the 3G pitch resulted in only partial income being reached against alternative delivery plans amounting to £5k since month 6 in total.
- Sustainable Energy Initiatives is reporting £18,110 of unachievable income targets though this has been offset by additional Cemetery income.
- Museums, Shirehall & Castles and Tourism – £15,000 shortfall due extra staffing requirements at Chepstow TIC which was closed for the winter and unattainable green screen savings (£10,000) and conservation income (£20,000). There has been no positive impact as a result of the alternative delivery plan at Outturn.
- In House development of ICT systems and associated income generation through future sales estimated at £100,000 will not occur.
- MCC Markets has reported that the extra income of £28,145 from the Markets has been unachievable due to budget pressures relating to the Borough theatre. The service has achieved £42k against the alternative delivery plan of ceasing all repair and maintenance work to the asset portfolio.
- The delayed implementation of the Community Hubs project to 2016-17 has led to a £125,000 savings shortfall.

Children and Young People (CYP)

- The Youth Service are forecasting to achieve £84,000 of the mandated savings (£200,000) and have identified the shortfall as being two grants that have been delayed until 2016/17 that were also part of the alternative delivery plan agreed in December by Cabinet

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.

- 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 Outturn is as follows

MCC CAPITAL BUDGET MONITORING 2015-16 AT Outturn by SELECT COMMITTEE						
CAPITAL BUDGET SELECT PORTFOLIO	Actual Outturn	Slippage Brought Forward	Total Approved Budget 2015/16	Provisional Capital Slippage to 2016/17	Revised Capital Budget 2015/16	Capital Expenditure Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Children & Young People	11,276	7,267	51,330	(39,731)	11,599	(323)
Adult	321	35	353	(30)	323	(1)
Economic & Development	88	531	759	(680)	79	9
Strong Communities	6,637	2,940	10,073	(3,243)	6,831	(193)
Capital Schemes Total	18,322	10,773	62,515	(43,684)	18,832	(508)

MCC CAPITAL BUDGET MONITORING 2015-16 AT Outturn BY SCHEME CATEGORY

CAPITAL BUDGET SCHEME	Actual Outturn	Slippage Brought Forward	Total Approved Budget 2015/16	Provisional Capital Slippage to 2016/17	Revised Capital Budget 2015/16	Capital Expenditure Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Asset Management Schemes	2,710	889	3,603	(604)	2,999	(289)
Future Schools	10,022	6,699	48,896	(38,875)	10,022	0
Other School development Schemes	171	219	1,075	(847)	227	(56)
Infrastructure & Transport	3,135	671	4,566	(1,408)	3,158	(23)
Regeneration Schemes	517	947	1,654	(1,096)	558	(41)
Sustainability Schemes	4	81	81	0	81	(77)
County Farm Schemes	208	152	352	(144)	208	0
Inclusion Schemes	1,235	348	1,354	(119)	1,235	0
ICT Schemes	181	188	288	(107)	181	0
Other Schemes	142	580	646	(483)	162	(20)
Capital Schemes Total	18,323	10,773	62,515	(43,684)	18,831	(508)

3.5 Proposed Slippage to 2016-17

3.5.1 Slippage volunteered in relation to Future Schools programme amounted to £38.875m at outturn. Other service managers have volunteered a further £4.809m. This is actually higher than 2014-15 levels which is worrying given the motivations and communications made to reduce in year slippage.

3.5.2 At quarter 3 it was highlighted that service managers had requested far lower slippage levels £2,433,000 and £38,000 for services managers and property services respectively. The risk that managers would struggle to convert the extent of commitments during the last quarter into actual expenditure has been borne out, and raises a concern about the quality of their forecasting.

3.5.3 The same discipline has been applied to the consideration of slippage at outturn as in 2014-15 to recommend appropriate slippage levels to Members, i.e.

- whether there has been little or no progress in previous 12 month,
- the level of expenditure incurred this year has been less than in year budget and slippage b/fwd., to consider any opportunity to realign the budget to more realistic levels or reprofile budget more accurately over multiple years,
- or where there are identified problems/barriers to progress e.g. no agreement over scheme, archaeological considerations, planning considerations not yet satisfied or where the manager hasn't clearly evidenced why this should be slippage in the request made.

3.5.4 The following services have made requests for slippage, which are categorised into those proposed to Members for endorsement and those not.

Service Officer	Project Narrative	Amount Proposed for endorsement £'000	Amounts not proposed for endorsement £'000
S Kneafsey	Future Schools	38,875	
P Mullen	Connected Worker application	38	
	Retaining wall & bridges	30	
	Carriageway resurfacing	196	
	Public Realm improvements	443	
	Rockfield Car Park	265	
	Sub total	972	
R Joy	Energy Efficiency Street Lighting	434	
S Hayward	ICT Schools	827	
	SharePoint/active directory purchase	11	
	Intranet/internet functionality	35	
	EPOS Museums		(10)
	Sub total	873	(10)

L Widenham	Agresso upgrade	10	
	Revenues online facilities	13	
	Sub total	23	
I Bakewell	DFGs	7	
S Wiggam	Low cost home ownership	112	
D Hill Howells	Woodstock Way Linkage (sc106)	177	
	Community Hubs Infrastructure	60	
	Farms Portfolio maintenance	138	
	Area Management	20	
	Caerwent House	300	
	Town Centre partnership	2	
	Sub total	697	
R Rawlings	Abergavenny Town Team	30	
R Hoggins	Granville St & Wyebridge St Car park	185	
R O'Dwyer	Property – combined	207	
	ESR Access for all schools		(49)
	Replacement cattle market	173	
	Provision of gas interlocks school kitchens		(11)
	Asbestos removal		(45)
	Sub total	380	(105)
M Lewis	Caldicot Castle Kitchen improvements	34	
	Public rights of way improvements	40	
	Sub total	74	
M Moran	Monmouth Sports Ground Drainage	23	
	MUGA Byfield Lane (sc106)	5	
	Magor & Undy (sc106)		(32)
	Recreation Croesonen (sc106)	40	
	Caldicot 3g pitch (sc106)	27	
	Combined 3 Monmouth Developments (sc106)	314	
	Caerwent offsite recreation (sc106)	300	
	Sub total	709	(32)
P Keeble	Croesonen Infant Site (sc106)		(23)

M Davies	Pedestrian Improvements land off Sudbrook Way (sc106)	28	
B Winstanley	County Farms disposal	7	
	Non county farms disposal	278	
	Sub total	285	
	TOTAL	43,686	(170)

3.5.5 The section 106 unendorsed slippage provides no net saving to the authority and will be returned to sc106 balances for subsequent recommendation for subsequent reallocation by officers and consideration by Cabinet.

3.5.6 The net underspent funding envelope for Future schools is being slipped forward in full but as yet scheme specific costs identified still fall significantly outside this limit, pending further consideration by Project Board.

3.6 Capital Outturn

3.6.1 After allowing for most of the indicative slippage volunteered by services, the capital programme for 2015-16 is £508k underspent, a significant improvement on £76k reported underspend at month 9, and is predominantly the effect of underspends to Thornwell sewer diversion works £231k, slippage requests proposed to be declined totalling £170k, and £80k underspends in development schemes under £250 (mainly abortive PV schemes). £13k underspend Rogiet carpark and £10k unspent road safety grant expenditure.

3.6.2 Of this £508k underspend, considering the financing sources below, £433k is available to be reallocated to other schemes, with the balance either being returned to Sc106 pot, or resulting in an underspend in grant income which cannot be re-utilised

3.6.3 There are number of capital pressures that are not currently captured in the capital programme:

- The tendered prices on the Future Schools programme are currently being worked through and may result in a capital pressure
- The demand for Disabled Facility Grants is currently running ahead of the annual £600k budget. There is an indicative backlog totalling circa £350k.
- The Community Hub in Abergavenny - the previous decision made by Members in de-committing the Abergavenny Library project recommended that specific capital budgets to develop a Community Hub along with projects to improve the public realm that supports regeneration of the town centre (the Better Bryn Y Cwm Plan) be brought forward to be financed from the funding released.
- There has been a proposal that the Council vacate Innovation House and sell the asset, to generate a capital receipt and generate revenue savings. This necessitates work to J and E block at the Usk HQ to convert to office space and early indications suggest costs of circa £1.2m
- Long list of capital pressures presented at Cabinet and Council when setting the Capital MTFP in January 2016, including considerable backlogs in Infrastructure, property, compliance with DDA, and Public Rights of Way.

3.6.4 It is recommended that Members hold the available balance of circa £433k resources, until there is cost certainty with the Future Schools programme as this remains the Council's top priority.

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 Outturn BY FINANCING CATEGORY								
CAPITAL FINANCING SCHEME	Annual Financing Forecast	Slippage Brought Forward	Original Budget	Budget Revisions	Total Approved Financing Budget 2015/16	Provisional Budget Slippage to 2016/17	Revised Financing Budget 2015/16	Increase / Reduction 2015/16 Capital Financing
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Supported Borrowing	2,420	0	2,420	0	2,420	0	2,420	0
General Capital Grant	1,462	0	1,462	0	1,462	0	1,462	0
Grants and Contributions	5,366	3,952	16,816	672	21,441	(16,050)	5,391	(25)
S106 Contributions	379	690	0	619	1,309	(880)	429	(50)
Unsupported Borrowing	10	1,274	15,311	(5,023)	11,563	(11,553)	10	0
Earmarked Reserve & Revenue Funding	920	409	490	622	1,520	(590)	930	(10)
Capital Receipts	7,689	4,414	11,134	7,062	22,611	(14,500)	8,112	(423)
Low Cost Home Ownership Receipts	77	33	0	156	189	(112)	77	0
Unfinanced	0	0	0	0	0		0	0
Capital Financing Total	18,323	10,773	47,633	4,108	62,515	(43,684)	18,831	(508)

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 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Balance b/f 1 st April	17,440	5,312	11,815	(2,684)	(1,751)
Deferred Capital Receipts	4	4	4	4	4
Less: Set aside Capital Receipts	(6,250)	0	0	0	0
Less: Receipts to be applied – General	(2,397)	(2,009)	(509)	(509)	(509)
Less : Receipts to be applied - 21C Schools	(5,292)	(5,918)	(17,662)	(3,962)	0
TOTAL Actual / Estimated balance c/f 31st March	3,501	(2,615)	(6,356)	(7,155)	(2,260)
Receipts forecast to be received in year as 2015/19 MTFP	10,235	25,220	2,150	0	0
Increase / (decrease) in forecast receipts forecast at month 6	(8,428)	(3,520)	3,250	5,400	5,500
Less Set Aside Capital receipts (end of Year)	0	(7,274)	(1,732)	0	0
Anticipated Capital Receipt Levels	5,312	11,815	(2,684)	(1,751)	3,244
TOTAL Estimated balance reported in 2015/19 MTFP Capital Budget proposals	11,660	21,104	11,542	10,388	10,388
Increase / (Decrease) compared to MTFP Capital Receipts Forecast	(6,348)	(9,290)	(14,227)	(12,139)	(7,144)

Points to note:

- The net reduction in the capital receipts forecast in 15/16 is due to the delay in an LDP receipt & the Coed Glas receipt from 15/16 to 16/17 (£8.1m).
- The deposit received against the old Abergavenny cattle market sale is not included in 2015-16 receipts (£1.6m), and has been subsumed alongside the balance of receipt in 2016-17.
- The decrease in receipts in 16/17 is due to a delay in LDP receipts offset by delayed Coed Glas receipt.

- The increase in forecast receipts in 17/18 is due to slippage of LDP receipts from 16/17 to 17/18.
- 3.8.2 The decrease in the Capital receipts balance of £6.3m compared to the MTFP at 31/3/2016 is due to: the reduction in forecast receipts (£8.4m); an increase in receipts applied to the 21C schools program (£6.2m) and corresponding decrease in borrowing - approved in the 16/17 capital mtfp; and a set aside of capital receipts to reduce MRP payments (£6.2m) approved by Cabinet; Offset by slippage of capital receipts funded budgets (mainly 21C schools) to 16/17 (£14.6m).
- 3.8.3 The balance of receipts forecast to be available at the end of the mtfp window, 31/3/2019 is reduced against the forecast in the 15/16 MTFP by £7.1m mainly due to the increase in total set aside of capital receipts from £10.5m to £15.2m and an increase in budgets funded by capital receipts, including virements from borrowing within the 21C schools program (£5.0m).
- 3.8.4 It is normal practice to only utilise capital receipt balances received in previous years. Although this was planned in the Capital mtfp, it is necessary to utilise receipts within the year of receipt. This introduces a considerable risk around the impact of delayed receipts.
- 3.8.5 The Council has agreed to the inclusion of Future Schools initiative within the Capital Programme 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. There is increasing concern given the apparent slippage in realising receipts, that the funding of Future schools may be compromised, and necessitate unbudgeted borrowing costs as borrowing replaces receipts, thereby requiring greater revenue savings from Directorates.

Reserve Usage

- 3.8.1 Revenue and capital monitoring reflects an approved use of reserves. Building upon the inclusion of a reserve summary provided as part of 2014-15 monitoring 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. It also includes the reserve recommendations being made as part of this report.

SUMMARY EARMARKED RESERVES POSITION 2015-16 AT Outturn

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	(1,483,522)	(399,431)	406,883	177,915	(1,298,155)	(72,508)	507,357	233,363	(639,943)
IT Transformation	(639,840)	(418,674)	73,200	98,479	(886,835)			248,862	(637,974)
Insurance & Risk Management	(2,250,388)	(30,000)	1,043,992		(1,236,396)				(1,236,396)
Capital Receipt Regeneration	(460,342)		137,981		(322,361)		95,376		(226,985)
Treasury Equalisation	(990,024)				(990,024)				(990,024)
Redundancy & Pensions	(599,936)	(1,036,754)	325,434		(1,311,256)		592,521		(718,735)
Capital Investment	(1,620,945)	(15,500)		371,846	(1,264,599)			619,236	(645,363)
Priority Investment	(1,973,294)	(62,717)	915,942		(1,120,069)		703,914		(416,155)
Museums Acquisitions	(59,798)		3,038		(56,760)				(56,760)
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	(10,321,888)	(1,993,076)	2,932,383	648,239	(8,734,342)	(102,508)	1,999,168	1,091,461	(5,936,499)
Restricted Use Reserves									
Chairman's	(36,754)		36,754		0)				0
Youth Offending Team	(382,226)		57,226		(325,000)				(325,000)
Building Control Trading	(490)	(11,518)			(12,008)				(12,008)
Outdoor Education Centres	(190,280)				(190,280)				(190,280)
CYP Maternity	0	(104,000)			(104,000)				(104,000)
I Learn Wales	(48,674)		48,674		0				0
Total Earmarked Reserves	(10,980,311)	(2,108,594)	3,075,037	648,239	(9,365,628)	(102,508)	1,999,168	1,091,461	(6,377,507)

3.9.2 This indicates that by the end of 2016-17 the Council is likely to utilise about 42% of the useable earmarked reserves brought forward from 2014-15, based on approvals to use reserves so far. This is a small improvement on the reported levels at month 9 and is a mixture of revised delayed usage together with the welcome effect from Enterprise Directorate activities. This Directorate's activities no longer necessitates £130k funding for innovation services allowing the effect of MCC's Circuit of Wales costs (£110k) to be absorbed (subject to a separate report for Member approval of this) without

further compromising reserve levels. In addition, the community fundraising levels in relation to Eisteddfod of £130k so far, has the effect of reducing the Council's exposure and obligation to bankrolling the shortfall in community funding targets of £300k. This latter revision is based on the extent of fundraising achieved at the end of 2015-16, it may be possible to reduce this obligation still further during 2016-17 based on further community success.

3.9.3 Given the forecast use of earmarked reserves, Cabinet approved the following change in practice to ensure adequacy of reserves for the MTFP:

- 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 If action is not taken to slow down the use of ear marked reserves through the above mechanisms, consideration will increasingly 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 and the need for a greater extent of revenue savings and upheaval to services.

3.9.5 An actuarial assessment on the Council's insurance provision allows earmarked reserve levels to be realigned largely to part replenish redundancy reserve, invest to redesign and IT reserve. The iLearnWales (£49k) reserve is recommended to be transferred to the IT reserve to help fund schools IT replacement as Raglan underspend hasn't manifested itself to extent proposed. The Chairman's Reserve (£37k) has not been used for several years and therefore it is recommended that it is released to enable replenishment of other reserves. The recommended replenishment of reserves is indicated in the table below:

Sources of Reserve Replenishment	£'000	Proposals	£'000
General underspend	677	Redundancy reserve top up	1,037
Chairman's reserve extinguishment	37	IT reserve top up	419
Ilearn Wales extinguishment	49	Invest to redesign top up	350
Release of 201516 MMI reserve contribution	168		
Reallocation of insurance provision balance	876		
Total	1,806	Total	1,806

- 3.9.6 The extent and nature of reserve replenishment is based on a trend in pressure rather than explicit costs anticipated. The only exception to this being a recent understanding that City Deal considerations will require an additional top up contribution of £500,000 from partner Councils. Our anticipated proportion necessitates a payment of £30,832 which is proposed to be an additional budgeted draw on the invest to redesign reserve.

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 AND CORPORATE PARENTING

The decisions highlighted in this report have no future generations and corporate parenting implications.

CONSULTEES

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

8 BACKGROUND PAPERS

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

9 AUTHOR

Mark Howcroft – Assistant Head of Finance
Dave Jarrett – Senior Accountant Business Support

10 CONTACT DETAILS

Tel. 01633 644740

e-mail. markhowcroft@monmouthshire.gov.uk

Appendices (attached below)

- Appendix 1 Mandated Savings Progress Report
- Appendix 2 Strong Communities Select Committee portfolio position statement
- Appendix 3 Economy and Development Select Committee portfolio position statement
- Appendix 4 Adult Select Committee portfolio position statement
- Appendix 5 Children and Young People Select Committee portfolio position statement

Appendix 2C to 5C (click link to reports page on Hub)

[Appendix 2C M9 Capital Monitoring Strong Communities Select 2015-16](#)

[Appendix 3C M9 Capital Monitoring Economic & Development Select 2015-16](#)

[Appendix 4C M9 Capital Monitoring Adult Social Care & Health Select 2015-16](#)

[Appendix 5C M9 Capital Monitoring Children & Young People Select 2015-16](#)

Appendix 6 to 14 (click link to reports page on Hub)

[Appendix 6 M9 Social Care & Health Revenue Budget Monitoring 2015-16](#)

[Appendix 7 M9 Children & Young People Revenue Budget Monitoring 2015-16](#)

[Appendix 8 M9 Enterprise Revenue Budget Monitoring 2015-16](#)

[Appendix 9 M9 Operations Revenue Budget Monitoring 2015-16](#)

[Appendix 10 M9 Chief Executive Office Revenue Budget Monitoring 2015-16](#)

[Appendix 11 M9 Corporate Revenue Budget Monitoring 2015-16](#)

[Appendix 12 M9 Appropriations Revenue Budget Monitoring 2015-16](#)

[Appendix 13 M9 Financing Revenue Budget Monitoring 2015-16](#)

[Appendix 14 M9 School Movement on Reserves 2015-16](#)

[Appendix SM M9 Savings Mandates 2015-16](#)

This page is intentionally left blank

Budgeted Service Savings Mandates Progress 2015/16

DIRECTORATE	Saving included in 2015/16 Budget £'000	Savings reported achieved month 2 £'000	Savings reported achieved month 6 £'000	Savings reported achieved month 9 £'000	Savings achieved @ outturn £'000	Percentage progress in achieving savings % %	Delayed savings £'000	Savings not achievable £'000
Children & Young People	1,514	1,400	1,377	1,377	1,398	92%	0	116
Social Care & Health	274	274	274	274	274	100%	0	0
Enterprise	1,393	1,025	975	1,015	1,047	75%	125	221
Operations	1,513	1,211	1,258	1,438	1,463	97%	75	0
Chief Executive's	85	85	85	85	85	100%	0	0
Total Mandated Service Savings 2015-16	4,779	3,995	3,969	4,189	4,267	89%	200	337

CHILDREN & YOUNG PEOPLE											
Budget proposals 2015/16	Mandate No.	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved (High / Medium /
Schools delegated budgets	16	Proposal is about finding opportunities to reduce costs in schools. Schools budgets will be protected at cash limit, this means no pay inflation and or non pay inflation is provided for in funding,	1,124,000	1,124,000	1,124,000	1,124,000	1,124,000	0	0	Fully met, the delegated funds were reduced to all schools.	
School library service - combine with general library service	18	Continuation of 2014-15 mandate. Service costs expired in 2014-15	20,000	20,000	20,000	20,000	20,000	0	0	Fully met, SLS has closed	
School Music service - Reduction in subsidy	20	Continuation of 2014-15 mandate. Total MCC contribution to schools music service is £260k, exploration of alternative models to reduce the subsidy required	50,000	50,000	50,000	50,000	50,000	0	0	Fully met, Gwent music have worked very successfully on other income generation and have worked very closely with us to achieve this	

CYP Transformation Additional Needs/Mounton House	35	Review the core offer and funding for all Special Needs Resource Bases across Monmouthshire £100k, Review of service functions to create efficiencies across services and rationalise with a view to reduce expenditure £20k.	120,000	120,000	120,000	120,000	120,000	0	0	Fully met, new SLA produced and schools have brought in	
Youth Services	42	Replace core funding with other income sources	200,000	86,000	63,000	63,000	84,000	0	116,000	£84,000 the savings have been met, but the service are reporting an £116k overspend at Outturn. This is due to two grants being delayed.	High

1,514,000	1,400,000	1,377,000	1,377,000	1,398,000	0	116,000
-----------	-----------	-----------	-----------	-----------	---	---------

SOCIAL CARE & HEALTH											
Budget proposals 2014/15	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved (High / Medium / Low)	Risk of current forecast saving NOT being achieved (High / Medium / Low)
SCH Transition project staff transfer to Bright New Futures	Combining our initiative with Bright new futures to establish a shared service model	14,000	14,000	14,000	14,000	14,000	0	0	Savings Achieved	N/A	Low
Sustaining Independent Lives in the community	Cabinet report and business case presented on 2nd Oct 2013, aim is to divert people from needing statutory services through Local Area Co-ordination and small local enterprises	260,000	260,000	260,000	260,000	260,000	0	0	Savings Achieved	N/A	Low
		274,000	274,000	274,000	274,000	274,000	0	0			

ENTERPRISE											
Budget proposals 2015/16	Mandate No.	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved (High / Medium / Low)
DEVELOPMENT OF LEISURE SERVICES	1	Leisure centre staffing remodelled £115k, admin and clerical review £66k, support services review £20k, reduction caretaking Abergavenny £15k, outdoor education reduction £25k, leisure supplies and service £25k, increased income through fitness and sport offer £155k	420,983	420,983	385,983	390,983	390,983	-	30,000	15k Caretaker savings will not be achieved as the school didn't charge us until 15-16 so there is a full years charge in this year. 15k 3G pitch income will not be achieved due to delays in the implementation of the lighting and electricity which had affected the number of bookings, this is a £5k improvement on the position at M6 £35K achievable in alternative delivery plans Delayed Lighting	High

Collaboration on housing services and development of careline services	2	Continuation of 2014-15 mandate involving the commercialisation of careline service, one housing solutions service with TCBC focussed on enabling wider access to housing options and providing greater	55,000	55,000	55,000	55,000	55,000	-	-	Saving fully achieved	Low
Sustainable energy initiatives	5	3 year mandate starting 2014-15, 2015-16 commitment Investing in biomass boilers £15k,sustainable energy initiatives £18k	33,000	-	-	-	14,890	-	18,110	The section has achieved £14,890 through the Alternative Delivery Plan (agreed by cabinet 2nd Dec) - £33K achievable. The remaining element of the saving that has not been achieved has been offset in the division through increased income from within the cemeteries section.	

Museums, Shirehall & Castles and Tourism	6	Continuation of 2014-15 mandate. Consolidation of tourism and culture offer throughout the County through considering shared services models; making attractions self-sustainable and income generation. This relates to the museum business plan and explores roll-out of some community ownership models.	190,000	170,000	145,000	145,000	145,000	-	45,000	Museums - 30,000 of savings will not be achieved. Green Screen savings of 10,000 and 20,000 conservation income. The Green Screens are not yet up and running and they will not generate that amount of income within 1 year. The conservation income in the mandate was higher than agreed the total income from conservation was initially agreed as 30,000 not 50,000, the museums are	
Strategic Property Review (phase 2)	26	The Accommodation Working Group is now charged with reviewing all property usage with the aim of minimising the costs and releasing any property that can be made surplus.	100,000	100,000	100,000	100,000	100,000	-	-	Achieved	

Community Hubs & Contact Centre	28	Continuation of 2014-15 mandate. Reducing staffing costs £85k, improved management of green spaces £40k	250,000	125,000	125,000	125,000	125,000	125,000	-	"Forecast overspend of £10,000 is mainly due to higher than anticipated employee costs, this has been partly off set by a reduction in supplies and services expenditure where possible. Increase staffing costs are due to the delayed implementation of the of the Community Hubs restructure the mandate savings of £250k related to a full year saving where as it is only possible to achieve 6 months of reduced costs. The community Hubs are likely to achieve savings from September 2015." This outturn includes
ICT	31	Staffing efficiencies, integrate enterprise agreement, reduce supplies and services budget	250,000	130,000	140,000	138,000	150,000	-	100,000	Savings mandate 31 - SRS have achieved their 150k saving. The 100k savings that were to be

Planning Income	40a	To reduce budget requirement in a number of areas through a range of actions including Management restructure, increased income generation, removal of part of a	24,000	24,000	24,000	24,000	24,000	-	-	Fully achieved	Low
Market Income	41a	Increased Market Income generation	70,000	-	-	37,000	41,855		28,145	The section has been unable to deliver the mandate saving of £50k for increased income, part of the savings mandate had been delivered through a reduction in Advertisement and the processes outlined in Alternative Delivery Plan (agreed by cabinet 2nd Dec) – 50k achievable Cease all repair and maintenance work to asset portfolio.	

1,392,983	1,024,983	974,983	1,014,983	1,046,728	125,000	221,255
------------------	------------------	----------------	------------------	------------------	----------------	----------------

CHIEF EXECUTIVE'S UNIT & OPERATIONS											
Budget proposals 2015/16	Mandate No.	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved (High / Medium / Low)
OPERATIONS											
Home to School Transport - fundamental review of policy	14	Continuation of 2014-15 mandate. Fundamental policy review to nearest school, and more zealous application of free school travel criteria.	101,000	0	72,000	101,000	101,000	0	0	£72k from mandate has been found by reducing the post 16 grants awarded. £30k achievable by other means through a reduction in the fuel budget to reflect reduced diesel prices.	Low

Facilities - transfer functions to other providers	15	Continuation of 2014-15 mandate. Engaging with town and community councils, friends clubs to take on service related costs - Linda Vista, Bailey Park, Public Conveniences	100,000	10,000	10,000	100,000	100,000	0	0	Building Cleaning £50k mandate saving has been partly achieved through transfer of public conveniences to town councils the remaining proportion of the saving has been achieved through the alternative delivery plan ". Waste - "Also there is £40k resulting from the shortfall on additional external income budget, (£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." £90k achievable A reduction in grounds and	
Transport Rationalisation	25	Rationalisation of transport services	62,000	62,000	62,000	62,000	62,000	0	0	Saving fully achieved	Low

Cost neutral waste service	36	Cleansing service efficiencies £50k, Trade waste recycling £40k, Grey and Nappy bag changes £180k	270,000	184,000	184,000	270,000	270,000	0	0	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. 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
Waste Management - Project Gwyrdd	37	Landfill cost reduction	250,000	250,000	250,000	250,000	250,000	0	0	Forecasted to be fully achieved
Waste Mgt - Efficiency & Realignment	37a	Staff Restructuring	50,000	50,000	50,000	50,000	50,000	0	0	Achieved - Grounds Vacancies

Waste Mgt - Modernising Trade Waste Services	37b	Modernising Waste Collection Services	50,000	50,000	50,000	25,000	50,000	25,000	0	£15K were generated through the sale of trade recycling bags and £10k from the introduction of waste transfer notes. The £25K has been mitigated through fuel and superann contributions.	
Waste Mgt - Collection changes, Grey bags and nappies	37c	Coollection Changes to Waste Services	180,000	180,000	180,000	180,000	180,000	0	0	Achieved	
Highways	41	Staffing reduction £162k, materials and plant reduction £70k, procurement, stores and fuel savings £50k, trading account savings £113k, additional advertising and skip income £55k	450,000	425,000	400,000	400,000	400,000	50,000	0	No advertising savings achieved as previously reported - this shortfall has been found through other means.	Low

TOTAL

1,513,000	1,211,000	1,258,000	1,438,000	1,463,000	75,000	0
------------------	------------------	------------------	------------------	------------------	---------------	----------

CHIEF EXECUTIVE'S UNIT											
Budget proposals 2015/16	Mandate No.	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved (High / Medium / Low)
Democracy and Regulation Services	40a	To reduce budget requirement in a number of areas through a range of actions including Management restructure, increased income generation, removal of part of a vacant post and reduction in mileage budget.	85,000	85,000	85,000	85,000	85,000	-	-	Achieved	Low

85,000	85,000	85,000	85,000	85,000	0	0
---------------	---------------	---------------	---------------	---------------	----------	----------

2015/16 Budgeted Service Savings Mandates Progress

CHILDREN & YOUNG PEOPLE											
Budget proposals 2015/16	Mandate No.	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved (High / Medium / Low)
Schools delegated budgets	16	Proposal is about finding opportunities to reduce costs in schools. Schools budgets will be protected at cash limit, this means no pay inflation and or non pay inflation is provided for in funding,	1,124,000	1,124,000	1,124,000	1,124,000	1,124,000	0	0	Fully met, the delegated funds were reduced to all schools.	
School library service - combine with general library service	18	Continuation of 2014-15 mandate. Service costs expired in 2014-15	20,000	20,000	20,000	20,000	20,000	0	0	Fully met, SLS has closed	
School Music service - reduction in subsidy	20	Continuation of 2014-15 mandate. Total MCC contribution to schools music service is £260k, exploration of alternative models to reduce the subsidy required	50,000	50,000	50,000	50,000	50,000	0	0	Fully met, Gwent music have worked very successfully on other income generation and have worked very closely with us to achieve this	
CYP Transformation Additional Needs/Mounton House	35	Review the core offer and funding for all Special Needs Resource Bases across Monmouthshire £100k, Review of service functions to create efficiencies across services and rationalise with a view to reduce expenditure £20k.	120,000	120,000	120,000	120,000	120,000	0	0	Fully met, new SLA produced and schools have brought in	
Youth Services	42	Replace core funding with other income sources	200,000	86,000	63,000	63,000	84,000	0	116,000	£84,000 the savings have been met, but the service are reporting an £116k overspend at Outturn. This is due to two grants being delayed.	High

1,514,000	1,400,000	1,377,000	1,377,000	1,398,000	0	116,000
-----------	-----------	-----------	-----------	-----------	---	---------

2015/16 Budgeted Savings progress

SOCIAL CARE & HEALTH										
Budget proposals 2014/15	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved (High / Medium / Low)
SCH Transition project staff transfer to Bright New Futures	Combining our initiative with Bright new futures to establish a shared service model	14,000	14,000	14,000	14,000	14,000	0	0	Savings Achieved	N/A
Sustaining Independent Lives in the community	Cabinet report and business case presented on 2nd Oct 2013, aim is to divert people from needing statutory services through Local Area Co-ordination and small local enterprises	260,000	260,000	260,000	260,000	260,000	0	0	Savings Achieved	N/A
		274,000	274,000	274,000	274,000	274,000	0	0		

2015/16 Budgeted Service Savings Mandates Progress

ENTERPRISE											
Budget proposals 2015/16	Mandate No.	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved (High / Medium / Low)
DEVELOPMENT OF LEISURE SERVICES	1	Leisure centre staffing remodelled £115k, admin and clerical review £66k, support services review £20k, reduction caretaking Abergavenny £15k, outdoor education reduction £25k, leisure supplies and service £25k, increased income through fitness and sport offer £155k	420,983	420,983	385,983	390,983	390,983	-	30,000	15k Caretaker savings will not be achieved as the school didn't charge us until 15-16 so there is a full years charge in this year. 15k 3G pitch income will not be achieved due to delays in the implementation of the lighting and electricity which had affected the number of bookings, this is a £5k improvement on the position at M6 £35K achievable in alternative delivery plans Delayed Lighting installed at the 3G pitch resulted in only partial income being reached against alternative delivery plans amounting to £5K. Increase income against swimming and fitness not achieved. This has resulted in a £5K improvement since month 6.	High
Collaboration on housing services and development of careline services	2	Continuation of 2014-15 mandate involving the commercialisation of careline service, one housing solutions service with TCBC focussed on enabling wider access to housing options and providing greater scope for increasing the resources with which to address housing need and homelessness	55,000	55,000	55,000	55,000	55,000	-	-	Saving fully achieved	Low
Sustainable energy initiatives	5	3 year mandate starting 2014-15, 2015-16 commitment Investing in biomass boilers £15k, sustainable energy initiatives £18k	33,000	-	-	-	14,890	-	18,110	The section has achieved £14,890 through the Alternative Delivery Plan (agreed by cabinet 2nd Dec) - £33K achievable. The remaining element of the saving that has not been achieved has been offset in the division through increased income from within the cemeteries section.	
Museums, Shirehall & Castles and Tourism	6	Continuation of 2014-15 mandate. Consolidation of tourism and culture offer throughout the County through considering shared services models; making attractions self-sustainable and income generation. This relates to the museum business plan and explores roll-out of some community ownership models.	190,000	170,000	145,000	145,000	145,000	-	45,000	Museums - 30,000 of savings will not be achieved. Green Screen savings of 10,000 and 20,000 conservation income. The Green Screens are not yet up and running and they will not generate that amount of income within 1 year. The conservation income in the mandate was higher than agreed the total income from conservation was initially agreed as 30,000 not 50,000, the museums are looking at other ways to raise this income but the additional 20,000 will not be achieved this year. Castle - Achieving in year savings of 9k but reporting total overspend of 90k as reported at M2 due to historic budget assumptions and savings from 14-15 of 20,000. Tourism - 15,000 savings not achievable. The use of volunteers is not available at the moment due to issues with a member of the public which means the site has to be doubled manned which is having an effect on the staffing budget. Alternative delivery Plan : The current staffing budget only runs until the end of October, the TIC has now closed for the winter and this has reduced the overall overspend but this hasn't affected the savings. We requested 15,000 from the town council but only 5,000 has been secured.	

Strategic Property Review (phase 2)	26	The Accommodation Working Group is now charged with reviewing all property usage with the aim of minimising the costs and releasing any property that can be made surplus.	100,000	100,000	100,000	100,000	100,000	-	-	Achieved
Community Hubs & Contact Centre	28	Continuation of 2014-15 mandate. Reducing staffing costs £85k, improved management of green spaces £40k	250,000	125,000	125,000	125,000	125,000	125,000	-	"Forecast overspend of £10,000 is mainly due to higher than anticipated employee costs, this has been partly off set by a reduction in supplies and services expenditure where possible. Increase staffing costs are due to the delayed implementation of the of the Community Hubs restructure the mandate savings of £250k related to a full year saving where as it is only possible to achieve 6 months of reduced costs. The community Hubs are likely to achieve savings from September 2015." This outturn includes £113k of mitigating underspends including keeping a post vacant until April 2016 to help offsets the delayed mandate saving .
ICT	31	Staffing efficiencies, integrate enterprise agreement, reduce supplies and services budget	250,000	130,000	140,000	138,000	150,000	-	100,000	Savings mandate 31 - SRS have achieved their 150k saving. 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.
Planning Income	40a	To reduce budget requirement in a number of areas through a range of actions including Management restructure, increased income generation, removal of part of a vacant post and reduction in mileage budget.	24,000	24,000	24,000	24,000	24,000	-	-	Fully achieved Low
Market Income	41a	Increased Market Income generation	70,000	-	-	37,000	41,855	-	28,145	The section has been unable to deliver the mandate saving of £50k for increased income, part of the savings mandate had been delivered through a reduction in Advertisement and the processes outlined in Alternative Delivery Plan (agreed by cabinet 2nd Dec) – 50k achievable Cease all repair and maintenance work to asset portfolio.
			1,392,983	1,024,983	974,983	1,014,983	1,046,728	125,000	221,255	

CHIEF EXECUTIVE'S UNIT & OPERATIONS											
Budget proposals 2015/16	Mandate No.	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved (High / Medium / Low)
OPERATIONS											
Home to School Transport - fundamental review of policy	14	Continuation of 2014-15 mandate. Fundamental policy review to nearest school, and more zealous application of free school travel criteria.	101,000	0	72,000	101,000	101,000	0	0	£72k from mandate has been found by reducing the post 16 grants awarded. £30k achievable by other means through a reduction in the fuel budget to reflect reduced diesel prices.	Low
Facilities - transfer functions to other providers	15	Continuation of 2014-15 mandate. Engaging with town and community councils, friends clubs to take on service related costs - Linda Vista, Bailey Park, Public Conveniences	100,000	10,000	10,000	100,000	100,000	0	0	Building Cleaning £50k mandate saving has been partly achieved through transfer of public conveniences to town councils the remaining proportion of the saving has been achieved through the alternative delivery plan ". Waste - "Also there is £40k resulting from the shortfall on additional external income budget, (£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." £90k achievable A reduction in grounds and highways, fuel and manpower budget (45k/45k split respectively) The alternative delivery plan is forecast to achieve the mandate budget shortfalls at month 9 within the service.	
Transport Rationalisation	25	Rationalisation of transport services	62,000	62,000	62,000	62,000	62,000	0	0	Saving fully achieved	Low
Cost neutral waste service	36	Cleansing service efficiencies £50k, Trade waste recycling £40k, Grey and Nappy bag changes £180k	270,000	184,000	184,000	270,000	270,000	0	0	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. 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. An Alternative Delivery Plan (agreed by cabinet 2nd Dec) – 86k achievable Reduced fuel and labour budget to reflect reduced diesel prices and staff not joining the Local Government Pension Scheme.	
Waste Management - Project Gwyrdd	37	Landfill cost reduction	250,000	250,000	250,000	250,000	250,000	0	0	Forecasted to be fully achieved	
Waste Mgt - Efficiency & Realignment	37a	Staff Restructuring	50,000	50,000	50,000	50,000	50,000	0	0	Achieved - Grounds Vacancies	

Waste Mgt - Modernising Trade Waste Services	37b	Modernising Waste Collection Services	50,000	50,000	50,000	25,000	50,000	25,000	0	£15K were generated through the sale of trade recycling bags and £10k from the introduction of waste transfer notes. The £25K has been mitigated through fuel and superann contributions.	
Waste Mgt - Collection changes, Grey bags and nappies	37c	Collection Changes to Waste Services	180,000	180,000	180,000	180,000	180,000	0	0	Achieved	
Highways	41	Staffing reduction £162k, materials and plant reduction £70k, procurement, stores and fuel savings £50k, trading account savings £113k, additional advertising and skip income £55k	450,000	425,000	400,000	400,000	400,000	50,000	0	No advertising savings achieved as previously reported - this shortfall has been found through other means.	Low

TOTAL	1,513,000	1,211,000	1,258,000	1,438,000	1,463,000	75,000	0
--------------	------------------	------------------	------------------	------------------	------------------	---------------	----------

2015/16 Budgeted Service Savings Mandates Progress

CHIEF EXECUTIVE'S UNIT											
Budget proposals 2015/16	Mandate No.	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved (High / Medium / Low)
Democracy and Regulation Services	40a	To reduce budget requirement in a number of areas through a range of actions including Management restructure, increased income generation, removal of part of a vacant post and reduction in mileage budget.	85,000	85,000	85,000	85,000	85,000	-	-	Fully acheieved	Low
TOTAL			85,000	85,000	85,000	85,000	85,000	0	0		

This page is intentionally left blank

Strong Communities Select Committee Portfolio Position Statement at Outturn (2015/16)

Head of Operations Commentary

The Operations Directorate outturn has continued to evidence the steadily improving situation of the previous 3 monitoring reports. It is gratifying to be able to report an underspend of £397,000 to contribute in part to the overall underspend situation.

Despite the exception of gales and flooding over Christmas and new year the winter weather has proved quite mild, which has mitigated some of the traditional volatility around winter maintenance. Notable in the underspend was the net additional contributions from Highways and Grounds maintenance external income and car park income. (However the reliance on Highways income will need to be to a lesser extent going forward following anticipated changes to the financial regime affecting trunk road agency work). Waste modelling continues to benefit from clarity on recycling costs (post tender) together with fuel saving contributions. Whilst still in overall deficit, the PTU position is significantly affected by historic savings that have not been made previously. This is addressed in the 2016-17 budget process so shouldn't prove as significant an issue going forward. But irrespective of this, the service has also made an improvement on quarter 3 activity, consequential to continued effect of retendering previously reported previously and savings in fuel costs. Schools catering and property maintenance also exhibited an adverse situation, the former being much less than the deficit levels inherited when the service came to Operations. The latter being significantly affected by restrictions on the extent of capital recharges and the amount of advice/support to Future schools programme garnered from outside the Council. These will continue to be areas of focus for 2016-17 but encouragingly the degree of overspend in both areas combined is still less than the overall saving achieved in relation to office accommodation costs by the Directorate.

1. Revenue Outturn Forecast

1.1 The combined budget and outturn forecast for this portfolio is

Strong Communities Service Area	Budget @ Month 9	Budget Revision Virements	Budget @ Outturn	Actual Outturn	Variance @ Outturn	Variance @ Month 9	Variance @ Month 6	Variance @ Month 2	Actual Movement Months 9 to Outturn
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's

Chief Executive's	7,001	0	7,001	6,634	(367)	(192)	(31)	(120)	(175)
Operations	16,308	(92)	16,216	15,819	(397)	(160)	339	634	(237)
Corporate	18,215	0	18,215	18,021	(194)	(100)	(61)	63	(94)
Appropriation	7,152	92	7,244	7,463	219	146	(328)	(248)	71
Financing	(148,376)	0	(148,376)	(149,477)	(1,101)	(923)	(752)	(593)	(178)
Total Strong Communities Select	(99,700)	0	(99,700)	(101,544)	(1,844)	(1,229)	(833)	(264)	(615)

1.2 The most significant over and under spends are

Strong Communities Service Area	Overspend	Underspend	Actual Movement Mth's 9 to Outturn (Positive)/ Negative £000's	Commentary on Outturn
	£000's	£000's		
CEO				
Benefits		181	(114)	The underspend is from £111k saving against housing benefit payments, 43k additional grant income, 21k in year saving for administration costs and a 6k underspend against the Discretionary Housing Budget (DHPs). The under spend has increased by 114k predominately due to changes in the Housing Benefit that has been awarded over the period.
Council Tax	38		17	25k relates to redundancy costs, 36k shortfall in summons income which is offset by 8k reduction in

				bad debt provision, 6k staff vacancies, 5k from reduced supplies and services expenditure and 4k additional income for NDR Admin.
Systems and Exchequer		28	0	16k from vacancies, reduced transport costs of 6k and reduced system costs of 6k.
Audit		21	(12)	Under spend due to vacancy savings and general restriction on supplies and services savings.
Corporate and Democratic Services		9	0	Savings from vacancies of 15k, the introduction of Modgov resulted in savings of printing and photocopying of 21k offset by increases in professional fees 27k
Elections		50	(28)	Extra income from cabinet office grants of 26k, savings in printing, postage and subscription costs 24k
Legal and Land Charges		18	(1)	Savings achieved mainly through vacancies and additional income
Public Protection		58	(22)	Increased income in public health 28k and commercial services of 21k and savings in professional fees and transport of 9k
Policy & Partnerships		40	(15)	19k relates to reserve funding of Digital media designer which needs to be carried forward into 16/17, 47k relates to extra grant funding (LSB and Afghan relocation) offset by inability to meet income target in communications of 16k and increased costs of 10k relating to the Modern Government project and compliance with the Welsh Standards legislation.
Total CEO	38	405	(175)	Net Underspend (367)

OPERATIONS				
Service	Overspend	Underspend	Actual Movement Mth's 9 to Outturn (Positive)/ Negative	Commentary on Outturn
	£000's	£000's	£000's	
Operations – Highways		354	(44)	Restrictions were placed on essential spend to meet the target set by the departmental recovery plan, additional income from SWTRA for non-scheduled task and emergency works, and increased income from fixed penalty notices on street works.
Operations – Fleet Transport		79	(61)	Additional car parking income through increased usage and increased income from the Green Car Scheme as numbers of staff using the scheme has increased.
Operations – Passenger Transport Unit	99		(87)	The budget assumed ALN transport savings of 150k but they have proven unachievable. Offsetting savings have been achieved through holding vacancies, reduction in transportation costs and season tickets.
Operations – School Catering	23		(18)	Increased costs to comply with Healthy Eating in Schools Agenda and a reduction in budgeted meals
Operations – Property Services	68		(61)	A reduction in fee income generated from capital projects.
Operations – Accommodation costs		124	35	Maintenance costs for Magor and Usk are underspent mainly due to reduced costs as buildings are relatively new.
Operations – Waste and street scene		30	1	40k over spend in Raglan Training Centre, where there has been a fall in demand offset by additional income of 70k in Grounds Maintenance because

				income expectations as listed in the recovery plan have now materialised.
Total Operations	190	587	(237)	Net Underspend (397)

Corporate Services	Overspend	Underspend	Actual Movement Mth's 9 to Outturn (Positive)/ Negative	Commentary on Outturn
	£000's	£000's	£000's	
CORPORATE				
Audit Commission Fees (Certification Grant Claims)		(42)	(7)	Mainly savings in relation to the auditing of grant claims and statutory inspection fees
Gwent Crematorium		(50)	(48)	Increased income from activity at the Gwent Crematorium
Early Retirement Pension Costs	202		36	Additional cost of redundancies notified in latter part of 2015/16
Indirect revenue Gains		(138)	(41)	Rate rebates from MCC Properties
Insurance Settlement Expenditure		(95)	(2)	Insurance settlement claims predicted to be lower due to reduced claims activity
Insurance Premium Payment(Direct)		(98)	(70)	Based on reduction in premium costs as a result of the tender completed in September 2015.
Other Corporate	27		38	See Appendix 11 for further details
Total Corporate	229	423	(94)	Net Underspend (194)

APPROPRIATIONS				
Attributable Costs - Fixed Asset Disposal		(95)	(69)	The balance on this budget is requested as slippage into 2016-17 on sales as yet uncompleted
Interest Payable and Similar Charges		(368)	(405)	Underspend due to reduce borrowing requirement in 2015-16 than budgeted
Charges Required Under Regulation		(241)	0	There is a balance of capital receipts available and this will achieve a saving on MRP payments due.
Interest and Investment Income		(114)	(64)	Reduction in impairment relating to the Heritable investment not included in M9 forecast
Net Contribution from Reserves	1,037		609	Estimated net draw from Reserves for approval by Cabinet 8 th June 2016
Total Appropriations	1,037	818	71	Net overspend 219
FINANCING				
Council Tax		909	(159)	Surplus due to projected better Council Tax Collection rates as a result of the increased Council Tax base.
Benefit Support		191	(19)	The outturn reflects the current commitments within the system. As caseloads continue to reduce,
Total Financing		1,101	(178)	Net Underspend (178)

6

1.2 Please see Appendix 9,10,11,12 and 13 for further analysis of the directorate expenditure at Outturn.

2. 2015-16 Savings Progress

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

Operations Budgeted savings were £1,513,000 at Outturn. Of the remaining savings, £75,000 are delayed until the 2016/17 financial year and none were unachievable.

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

Man. No.	Mandate Description	Target Savings £'s	Actual Savings Achieved £'s	Delayed Till 2016/17 £'s	Unachievable £'s	Actual Savings Variance Since Month 9 £'s
	STRONG COMMUNITIES					
14	Home to School Policy Changes	101,000	101,000	0	0	0
15	Facilities - Transfer functions to other providers	100,000	100,000	0	0	0
25	Transport Review and Rationalisation	62,000	62,000	0	0	0
36	Cost Neutral Waste Service	270,000	270,000	0	0	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	25,000	25,000	0	0
37c	Waste Mgt - Collection changes, Grey bags and nappies	180,000	180,000	0	0	0
41	Highways	450,000	400,000	50,000	0	0
	Total Operations	1,513,000	1,438,000	75,000	0	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

Budget Mandates

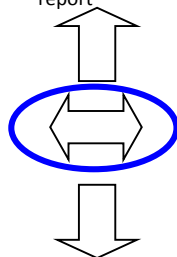
Progress and Next Steps at Outturn

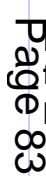
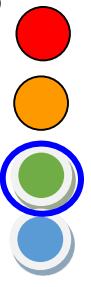
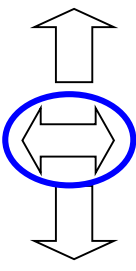
Page 8

Mandate RAG	Savings Progress at Outturn	Next Steps	Type	Year-end target	Achieved	Variance	Owner
Mandate 14 Home to School Transport	<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</p> <p>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, however the 29k target for the financial year 15/16 will not be delivered as already budget savings already realised.</p> <p>Transport Policy currently on hold.</p>	<p>Consultation on the transport policy is currently on hold and consequently the current budget was insufficient to operate the current 'home to school transport policy'.</p> <p>A pressure mandate was submitted and subsequently awarded for the financial year 2016/17 to address budget deficit for the service.</p>	Income Savings Total	0 101,000 101,000	0 72,000 72,000	0 29,000 29,000	Roger Hoggins/ Richard Cope

Current status

Trend since last report

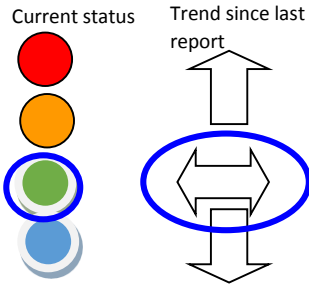



Facilities - transfer functions to other providers
 Current status Trend sin



	<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>Alternative Delivery Plan (agreed by cabinet 2nd Dec) - £30k achievable</p> <p>A reduction in the fuel budget to reflect reduced diesel prices.</p> <p>The savings within the alternative delivery plan have been achieved at outturn.</p>	<p>Alternative Delivery Plan revised budget –based on variance reported on mandate at month 6.</p>	Total	29,000	29,000	0	
<p>Mandate 15 *</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. We will not achieve full year savings on this for 2015/16. PC Cleaning - Overspend mainly due to delayed implementation of the mandate saving - transferring public conveniences to town councils".</p>	<p>Mandate B21 has been included in the budget proposals for the financial year 2016/17.</p> <p>Engagement with the community and town councils commenced on October 2015 and further consultation is scheduled.</p> <p>Will remain red with the limited savings until end of the year.</p>	Income Savings Total	100,000 0 100,000	10,000 0 10,000	90,000 0 90,000	Roger Hoggins

Mandate 25

Fleet Rationalisation



Alternative Delivery Plan (agreed by cabinet 2nd Dec) - £90k achievable on variance reported at month 6. A reduction in grounds and highways, fuel and manpower budget (45k/45k split respectively)

The alternative delivery plan was fully delivered at outturn.

Alternative Delivery Plan – based on variance reported against original mandate at month 6.

Total	90,000	90,000	0	
-------	--------	--------	----------	--

The savings for this mandate were being achieved from the reduction of fleet vehicles across the authority.

This fleet reduction was implemented. The restructure element due to protection of employment policy did not achieve 100% of the targeted savings, however the shortfall was made from other savings within the service.

There are other operational opportunities currently being considered :-

ICT 22 – the connected worker project is currently being trialled.

ICT 13– the pool car booking system – this has not progressed due to financial investment requirements.

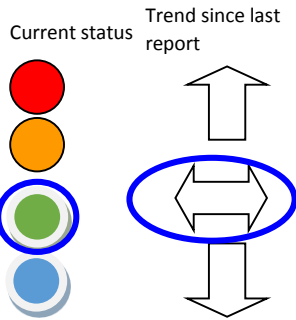
No next steps for fleet reduction as complete.

Continue to review the 2 ICT projects.

Income	0	0	0	Debbie Jackson
Savings	62,000	62,000	0	
Total	62,000	62,000	0	

Mandate 36 *

Route Optimisation



Mandate from 2014/15

Due to the changing to routes the mandate related to the reduction in fleet and staff.

£86k of the £250K will not be achieved on this mandate. Leasing costs were built into the saving yet the vehicles to be removed from the fleet were owned and therefore no revenue savings from leasing could be delivered. In addition the project established that the £250k was too ambitious and we were unable to release the number of vehicles and staff as initially projected.

Alternative Delivery Plan (agreed by cabinet 2nd Dec) – 86k achievable on variance reported at month 6.
Reduced fuel and labour budget to reflect reduced diesel prices and staff not joining the Local Government Pension Scheme. The alternative plan was fully delivered at outturn.

Review the on-going operation and budgets and re-align in line with service needs.

The pressure from this mandate has been mitigated by suppressed fuel process and savings in superannuation (pension) within the department and this is reflected in the month 6 and 9 financial monitoring reports. The route optimisation pressure will not be carried into 2016-17 as the pressure mandate rectifies this position.

Alternative Delivery Plan – based on variance reported against original mandate at month 6

Income	0	0	0
Savings	270,000	184,000	86,000
Total	270,000	184,000	86,000
Total	86,000	86,000	0

Rachel Jowitt

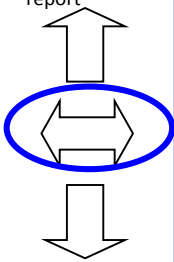
Mandate 37a

Waste Services

Current status



Trend since last report



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.

Vacancies have been deleted therefore savings have been fully achieved at outturn.

No relevant Next Steps

Income	0	0	0
Savings	50,000	50,000	0
Total	50,000	50,000	0

Rachel Jowitt

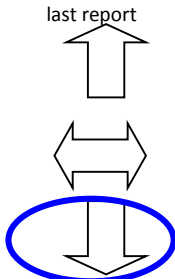
Mandate 37b

Trade Waste

Current status



Trend since last report



Modernising Trade Waste Services
This has 2 elements:-
The introduction of trade waste recycling and realignment of 2 schedule changes.

As at outturn £15k has been generated through the sale of trade recycling bags
 Initially it was anticipated that this would increase as businesses replenished stocks
 In addition £10,000 income generated for administrative charge for issuing new Duty of Care/Waste Transfer Notice

Continue to review operational impact.

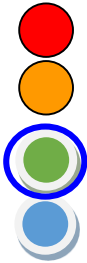
Income	40,000	25,000	15,000
Savings	10,000	0	10,000
Total	50,000	25,000	25,000

Rachel Jowitt

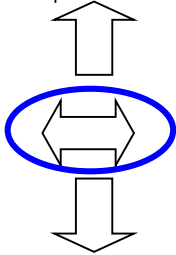
Mandate 37c

Grey bag & nappy collection.

Current status



Trend since last report



This mandate relates to the removal of the free supply of grey refuse bags and the removal of the hygiene/ nappy collection.

The mandate has been fully delivered at outturn.

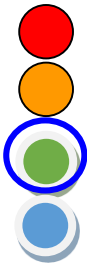
Continue to review as still early stages. No other next steps relevant.

Income	0	0	0
Savings	180,000	180,000	0
Total	180,000	180,000	0

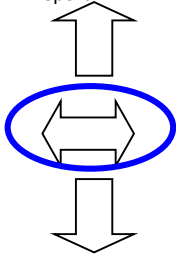
Rachel Jowitt

Mandate 40a
Democracy

Current status



Trend since last report



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.

In relation to budget delivery no next steps

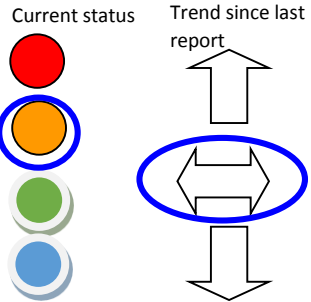
Non budget Service improvements.

Income	24,000	24,000	0
Savings	85,000	85,000	0
Total	109,000	109,000	0

Tracy Harry

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.due to problems with planning.

Savings - on target to be delivered.
Income – The service have encountered planning problems with the installation of signs on the highway, delaying the opportunities to income generate.

Income	55,000	5,000	50,000	Roger Hoggins
Savings	395,000	395,000	0	
Total	450,000	400,000	50,000	

Summary – Outturn	Summary – Month 2	Summary – Month 6	Summary – Month 9	Traffic Light Key
				Not on target Concerns identified with delivery of target. Closely review & monitor.
				Monitoring & required to keep on track
				On target to achieve budget and action Plans.
				On target and over achieve.

Mandate Summary	RAG Outturn	RAG Month 2	RAG Month 6	RAG Month 9
14 Home to School Transport	Green	Red	Green	Green
15 Facilities	Green	Red	Red	Green
25 Fleet Rationalisation	Green	Yellow	Yellow	Yellow
36 Route Optimisation	Green	Red	Red	Green
37a Waste Services	Green	Green	Green	Green
37b Trade Waste	Red	Yellow	Green	Yellow
37c Grey Bag & Nappy Collection	Green	Green	Green	Green
40a Democracy	Green	Green	Green	Green
41 Highways	Yellow	Green	Yellow	Yellow

Capital Outturn Forecast

The budget is separated under the following headings

STRONG COMMUNITIES	Actual Outturn	Original Budget	Slippage from 2014/15	Budget Virement or Revision	Total Approved Budget @ Outturn	Provisional Slippage carried Forward 2016/17	Adjusted Budget @ Outturn	Actual Variance To Budget @ Outturn
	£000's	£000's	£000's	£000's	£000's	£000's	£'000's	£,000's
Fixed Asset Purchases from Revenue	272	0	0	272	272	0	272	0
Development Schemes Over £250k	11	0	11	0	11	0	11	0
Development Schemes under £250k - essential	370	0	373	410	783	(402)	380	(10)
Development Schemes under £250k	551	270	566	0	836	(205)	631	(80)
Infrastructure	2,754	2,112	671	1,392	4,175	(1,408)	2,767	(13)
IT Schemes – Infrastructure / Hardware	74	0	147	0	147	(72)	74	0
IT Schemes – Web Related	0	0	35	0	35	(35)	0	0
Low Cost Home Ownership	77	0	33	156	189	(112)	77	0
General Maintenance Schemes	208	201	145	0	346	(138)	208	0
Renovation Grants	647	600	54	0	654	(7)	647	0
Section 106	420	0	705	479	1,184	(716)	468	(48)
Specific Grant Funded	381	0	0	391	391	0	391	(10)
Property Maintenance Schemes	873	893	200	(43)	1,051	(147)	904	(31)
Grand Total	6,637	4,486	2,940	2,648	10,073	(3,243)	6,831	(193)

Further details of all the schemes are contained in the appendix 5C.

APPENDIX (links to Hub)

This page is intentionally left blank

Economy & Development Select Committee Portfolio Position Statement Outturn (2015-16)

APPENDIX 3

DIRECTOR'S COMMENTARY

The service exhibited a £70k underspend prior to consideration of deferred reserve funding and additional contributions made to reserves. The most significant aspect of reserve funding deferred reflects Eisteddfod facilitation. It has always planned to be a multi-year funding consideration with more significant expenditure elements being incurred in the year the Eisteddfod takes place. Also the extent of community fundraising in relation to Eisteddfod is such to allow a review of reserve funding demands and £130,000 previously caveated reserve funding will not be required going forward into 2016/17. Similarly an underspend of £130k reserve funding to support people and organisational development work, has effectively enabled the absorption of the net cost of our contribution to due diligence works required for the Circuit of Wales scheme, without additional pressure on reserve levels.

The Directorate has also responded to significant upheaval during the year with regard to significant mandated saving delivery and re-engineering of services, having incurred and pleasingly absorbed in full the effect of £562,000 redundancy costs without any additional call on reserve funding being necessary. This is especially important given the scale and nature of the demands placed on the service – both in terms of increased cost efficiency and additional income generation – and the implementation of significant service redesign in Community Hubs and Community Learning and introduction of significant legislation in Planning and Housing.

Looking forward, continuing cost pressures remain around markets, leisure, museums and culture, and whilst we are generating more income than ever – it remains insufficient in meeting annually uplifted targets. This reflects some of the issues we're experiencing whereby the current service formats, mean we have saturated the markets available to us and without considerable capital investment - it is not feasible to charge premium rates. This position which will not change as things currently stand, is now of the rationale underpinning exploration of alternative delivery vehicles and the Future Monmouthshire programme.

Achieving this outturn against a very unstable backdrop and increasingly challenging targets is very pleasing. It is entirely down to the exceptional abilities, willingness and efforts of the many brilliant teams and individuals who work so tirelessly and enterprisingly to maintain local services in our county.

1.1 The combined budget and outturn forecast for this portfolio is

Economic & Development Service Area	Budget @ Month 9	Budget Revision Virements	Budget @ Outturn	Actual Outturn	Variance @ Outturn	Variance @ Month 9	Variance @ Month 6	Variance @ Month 2	Actual Movement Months 9 to Outturn
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Community led Delivery	2,388	0	2,388	2,266	(122)	97	340	138	(219)
Commercial and People Development	4,032	0	4,032	3,980	(52)	(117)	127	100	65
Enterprise Management	397	0	397	412	15	5	10	0	10
Development Planning	911	0	911	691	(220)	(150)	(150)	0	(70)
Tourism, life and Culture	2,412	0	2,412	2,721	309	187	274	100	122
ENT Select	10,140	0	10,140	10,070	(70)	22	601	338	(92)

1.2 The most significant over and underspends are:

E&D Service Area	Overspend £000's	Underspend £000's	Actual Movement Mth's 9 to Outturn (Positive)/ Negative £000's	Commentary on Outturn
Asset Management	54		(42)	Redundancy costs of 25k, inability to achieve income targets for PV schemes 83k, inability to meet increased income targets for Markets of 108k offset by increased Cemeteries income 76k and savings on reduced maintenance, professional fees and vacancies of 85k
Community Education	147		(31)	Redundancy costs of 96k, additional costs of 65k arising from the delay in implementing the restructure.
Community Hubs	381		(6)	Redundancy costs of 374k and reduced supplies and services spending of 6k to mitigate overspending
Eisteddfod		502	(72)	Reserve funding not required until 2016/17 financial year
Housing		184	(70)	Savings from one off grant funding, a reduction in expenditure against B&B accommodation and through increasing occupancy levels in Lodging Schemes
Whole Place		18	2	Savings from vacancies
Business Growth & Enterprise	21		44	Costs of 110k for Circuit of Wales which is reserve funded offset by 62k underspending on RDP which is to be carried forward, 14k reserve funding for Innovation and marketing which will not be used in 2015/16 and other minor savings
Innovation		184	(31)	130k reserve funding will not be called on in 15/16 and savings of premises costs of 27k and restricted expenditure on supplies and services giving further savings of 27k
People Services	86		111	45k additional software costs, 11k agency fees and 30k termination agreement
ICT Technology	25		(59)	Inability to achieve 100k savings that were to be achieved through in-house software development offset by 49k reserve funding which will not be called on in 15/16 but needed in 16/17 and 26k savings from restricting expenditure on supplies and services

Enterprise Management	15		10	Inability to find vacancy factor, full year impact of 15/16 pay award and other minor increases in supplies and services
Development Management		56	(56)	Underspend on professional fees due to reduced number of public enquiries
Development Plans		164	(14)	Additional income 65k and reduced call on LDP reserve £100k which will need to be carried forward into 16/17
Museums and Cultural services	198		164	122k relates to Outdoor Education which will be fully recovered by reserve funding, Green screen savings of 10k and budget mandate savings of 20k from conservation income have not been achieved, further reductions in income of 39k and additional pension costs of 7k.
Leisure Services	12		1	ADM costs of 9k and redundancy costs 18k which will be reserve funded. Budget included pressure arising from closure of Monmouth Pool of 150k which will not be required in 15/16 offset by 20k budget vired to children's service but could not be found, caretaking costs of 15k, 3G pitch issues of 45k, income on 3G pitch of 15k, loss of free swimming grant of 30k and additional staff costs of 30k
Tourism	99		(45)	87k historic underfunding of Caldicot castle, additional staff costs of 72k offset by staff vacancies in Countryside and Rights of way of 60k
TOTAL	1,038	1,108	(92)	Net Total (70)

1.2 Further analysis of Economic and Development Select Expenditure can be found in Appendix 8

2015-16 Savings Progress

The savings required by the 2015-16 have not been secured.

Enterprise budgeted savings were £1,046,728 at Outturn. Of the remaining savings £125,000 are delayed and £221,255 were unachievable.

Man. No.	Mandate Description	Target Savings £'s	Actual Savings Achieved £'s	Delayed Till 2016/17 £'s	Unachievable £'s	Actual Savings Variance Since Month 9 £'s
	ECONOMY & DEVELOPEMNT					
1	Dev of Leisure & Outdoor services	420,983	390,983	0	30,000	0
2	Collaboration of Housing services	55,000	55,000	0	0	0
5	Sustainable Energy Initiatives	33,000	14,890	0	18,110	14,890
6	Museums, Shirehall, Castles & Tourism	190,000	145,000	0	45,000	0
26	Property Review	100,000	100,000	0	0	0
28	Community Hubs & Contact Centre	250,000	125,000	125,000	0	0
31	ICT Savings	250,000	150,000	0	100,000	12,000
40	Planning income	24,000	24,000	0	0	0
41a	Market Income	70,000	41,855	0	28,145	4,855
	TOTAL ENTERPRISE	1,392,983	1,046,728	125,000	221,255	31,745

1.3 Further detailed analysis of Savings mandates are contained with Appendix SM

Budget Mandates

Progress and Next Steps at Outturn

(including Recovery Plan actions agreed by Cabinet 2nd December 2015)

Mandate RAG	Outturn position	Next Steps	Type	Year-end target	Achieved at outturn	Variance	Owner
Mandate 1 Leisure. <div style="display: flex; align-items: center;"> <div style="margin-right: 10px;"> <p>Current status</p> <div style="display: flex; flex-direction: column; gap: 5px;"> <div style="width: 15px; height: 15px; background-color: red; border-radius: 50%;"></div> <div style="width: 15px; height: 15px; background-color: orange; border-radius: 50%; border: 2px solid blue;"></div> <div style="width: 15px; height: 15px; background-color: green; border-radius: 50%;"></div> <div style="width: 15px; height: 15px; background-color: blue; border-radius: 50%;"></div> </div> </div> <div> <p>Trend since last report</p> <div style="display: flex; flex-direction: column; align-items: center; gap: 10px;"> <div style="text-align: center;">↑</div> <div style="text-align: center;">↔</div> <div style="text-align: center;">↓</div> </div> </div> </div>	<p>Leisure centre staffing remodelled £115k, admin and clerical review £66k, support services review £20k, reduction in caretaking provision in Abergavenny £15k, outdoor education reduction £25k, leisure supplies and service £25k, increased income through fitness and sport offer £155k.</p> <p>Restructure process complete.</p> <p>All departments have individual service plans.</p> <p>All plans tracked and monitored by the individual service area.</p> <p>Full ownership of delivery by individual teams. 15k Caretaker savings will not be achieved as the school failed to invoice until 15-16. Consequently the full years charge in this year.</p>	<p>Continue to review the 3G pitch project and review its income generation targets.</p> <p>Review business plans for swimming and fitness to ensure mitigating pressures for 16/17 onwards.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>155,000</p> <p>265,983</p> <p>420,983</p>	<p>135,000</p> <p>250,983</p> <p>385,983</p>	<p>20,000</p> <p>15,000</p> <p>35,000</p>	<p>Ian Sanders</p>

99 age 66

Housing

Current status

Trend since last report

	<p>Alternative Delivery Plan (agreed by cabinet 2nd Dec) - £35K achievable from the variance reported at Month 6.</p> <p>Delayed Lighting installed at the 3G pitch resulted in only partial income being reached against alternative delivery plans amounting to £5K.</p> <p>Increase in swimming income was not achieved.</p>	<p>Alternative Delivery Plan based on variance reported against original mandate at Month 6</p>	Total	35,000	5,000	30,000	
<p>Mandate 2</p>	<ul style="list-style-type: none"> <p>Commercialisation of the care line service. The number of clients at 1st April 2016 was 771. For Q4, the number of new clients was lower than the previous 3 quarters, resulting in a net fall in clients. Nevertheless, the mandate target for the financial year 2015/16 was achieved at outturn.</p> <p>Joint housing solutions service with TCBC. Year 1 and current position is currently being reviewed and evaluated. Report scheduled for Adult's Select committee on the 21st June</p> <p>Expansion of shared housing scheme & B&B reduction.</p> 	<p>Continue to drive marketing plan and bespoke marketing campaign being developed with Communications Team. Future intentions include to further develop the website and link in with key dates/events eg engagement forums; legislation changes.</p> <p>Investigate new equipment options and re-visit the scope for Careline to support Social Care priorities eg: implementation of 'Canary' assessment tool.</p> <p>Key issue continues to be the typical number of clients</p>	Income Savings Total	25,000 30,000 55,000	25,000 30,000 55,000	0 0 0	Ian Bakewell

Expansion of the Shared Housing Scheme has continued. As at the 21st April, there are 55 units. B&B placements during the financial year have increased, however costs have decreased as a result in average stay times.

- **Management restructure.**
The staffing restructure took place in line with planned timeline.

leaving the service due to age related reasons, however potential younger customers will be attracted into the service with the introduction of new equipment, thus increasing income generating opportunities.

Priority going forward into 16/17 is to evaluate the impact and benefit of the Joint Housing approach, engaging with private landlords to facilitate discharging the homeless prevention duty and developing a private leasing model.

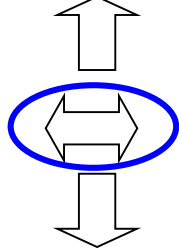
Mandate 6

Museums & Castles

Current status



Trend since last report



Fully integrate cultural services, tourism services and attractions within tourism, leisure and culture section. Maximise synergies & achieve a sustainable long term business footing.

- Income generation target for 15/16
- Weddings – Amber
- Countryside savings – Green
- Savings from Volunteers – Red
- Income made by fundraiser – Green. Fundraiser in place.
- Income from learning – Green.
- Savings from shared service model at Chepstow TIC – Red,
- Income from green screen – Red
- Income from rental of Abergavenny Red Square window - Green
- .

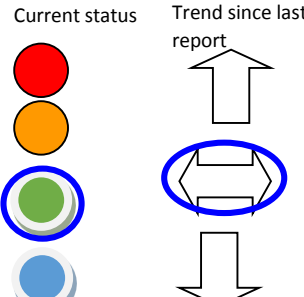
Museums – 30k of savings will not be achieved. Green Screen income of 10k and 20k conservation income. The Green Screens have yet to be utilised. The conservation income in the mandate was higher than agreed the total income from conservation was initially agreed as 30k not 50k, the museums are looking at other ways to raise this income but the additional 20k will not be achieved this year.

Castle - Achieving in year savings of 9k but reporting total overspend of 100k due to historic budget assumptions and savings from 14-15 of 20k.

Tourism – 15k savings not achievable. The use of volunteers is not available at the moment.

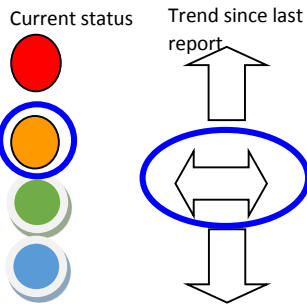
Income	81,000	51,000	30,000
Savings	109,000	94,000	15,000
Total	190,000	145,000	45,000

Ian Saunders

	<p>Alternative Delivery Plan (agreed by cabinet 2nd Dec*) - £30k achievable</p> <p>Winter closure of Chepstow TIC and application of museums acquisition reserve for purchases made in year.</p> <p>The TIC closed during the winter months which released some staff savings, however this was offset by additional staffing arrangements required to cover lone working for a period at the centre.</p> <p>Following legal advice it has been advised that the acquisition reserve can only be used to fund the purchase of artefacts and not to off-set operational expenditure.</p> <p>No movement since Month 9 forecast</p>	<p>Alternative Delivery Plan</p>	<p>Total</p>	<p>45,000</p>	<p>0</p>	<p>45,000</p>	
<p>Mandate 26</p> <p>Property rationalisation</p>  <p>The diagram shows four colored circles representing status levels: red (top), orange, green (bottom), and blue. The green circle is highlighted with a blue border. To the right, a vertical double-headed arrow is labeled 'Trend since last report', with a blue oval around the middle section of the arrow.</p>	<p>These savings were predicted on the need to reduce the 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</p>	<p>The Accommodation Working Group continues to review all property usage and the delivery of the rationalisation plan. Disposal of Authorities Assets will be authorised through the normal Council process. Continue to work alongside agile working policy owner to explore further opportunities for greater agile working, and</p>	<p>Income Savings Total</p>	<p>20,000 80,000 100,000</p>	<p>20,000 80,000 100,000</p>	<p>0 0 0</p>	<p>Ben Winstanley</p>

Mandate 28

Community Hubs



Rates Savings on vacant buildings - Green Rental Grant reductions – Dedicated member of staff now responsible for this.

the potential reduction in office accommodation requirements. The overall Service area has fully achieved the mandate target at outturn.

It's about delivering services in a different way and aligning them with the Whole Place philosophy. This will introduce major changes to how the library and one stop shop services are delivered. We will create a hub in each town where face to face services will be delivered. The contact centre will sustain a reliable and informed first point of contact for people contacting us other than face to face.

Increase staffing costs are due to the delayed implementation of the Community Hubs restructure. The mandate savings of £250k related to a full year saving, however it was only possible to achieve 6 months of reduced costs as the community Hubs opened on the 5th October 2015." Delays in opening earlier were as a result of in internal processes.

15/16
No next steps

16/17 – (50K)
The Abergavenny Hub Project plan requires continuous monitoring, updating and adjusting to reflect the project developments.

Income	0	0	0
Savings	250,000	125,000	125,000
Total	250,000	125,000	125,000

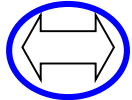
Deborah Hill-Howells

Mandate 31

ICT Savings (SRS & custom built software solutions)

Current status

Trend since last report



The mandate's aim was to :-
Drive cost efficiencies and income generation opportunities within the Shared Resource Service (SRS). This will subsequently result in MCC benefiting from reduced budget without any significant impact to service. And generate ongoing savings and user benefit from custom built software solutions being generated, then productised and sold commercially.

SRS have made all of the 150k proposed savings. The 100k savings that were to be achieved through in-house software development and the sale of products will not occur in 2016/17. However, and through other savings being achieved as part of the Enterprise recovery plan, the pressure was managed with the Enterprise Directorate reporting a balanced budget position at year end.

Alternative Delivery Plan (agreed by cabinet 2nd Dec*) – £110k achievable

Continue to do work that is required to support the sale/licencing and commercialisation of FLO.

Alternative Delivery Plan – based on variance reported against original mandate at month 6.

Work continues to generate commercial returns from the sale or licencing of FLO, the

Income	0	0	0	Peter Davies
Savings	250,000	150,000	100,000	
Total	250,000	150,000	100,000	
Total	110,000	0	110,000	

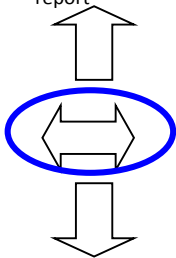
Mandate 40a

Democracy

Current status



Trend since last report



It had been hoped that work would be sufficiently progressed at year-end to realise savings or income from the sale/licencing and commercialisation of FLO. However, delays have been suffered in progressing discussions with a market vendor as a result of a recent takeover of the vendor. As a result no saving has been achieved in 15/16.

Authority's social care app. As stated delays have been suffered in progressing discussions with a market vendor. It is anticipated that progress will be made during Q1 and Q2 of 16/17.

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.

In relation to budget delivery no next steps

Non budget Service improvements.

Income	24,000	24,000	0
Savings	85,000	85,000	0
Total	109,000	109,000	0

Tracy Harry

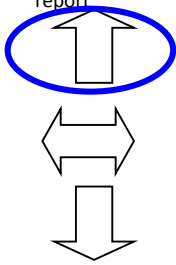
Mandate 41a

Abergavenny Markets

Current status



Trend since last report



The objective was to run additional market stalls on existing market days in Neville street and St Johns Square, Abergavenny. Expansion of flea markets and boot sales and to hold special markets/events in Cross Street Abergavenny.

The service has been unable to generate the additional income. This mainly due to operational, resource and PR challenges.

A new structure has been established from January 2016, and income generation opportunities around events and increased markets activity are being explored.

Alternative Delivery Plan (agreed by cabinet 2nd Dec) – 50k achievable from the variance reported at Month 6

Cease all repair and maintenance work to asset portfolio.





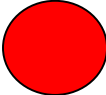















The service achieved £41,855 at outturn.





































To build an income generation plan for future years.

Alternative Delivery Plan – based on variance reported on original mandate at month 6.

Income	70,000	0	70,000
Savings	0	0	0
Total	70,000	0	70,000
Total	70,000	41,855	28,145

Ben Winstanley

Summary – Outturn	Summary – Month 2	Summary – Month 6	Summary – Month 9	Key
				 Not on target Concerns identified with delivery of target. Closely review & monitor.
				 Monitoring & required to keep on track
				 On target to achieve budget and action Plans.
				 On target and over achieve.

Mandate Summary	RAG Outturn	RAG Month 2	RAG Month 6	RAG Month 9
1 Leisure				
2 Housing				
5 Sustainable Energy Initiatives				
6 Museums & Castles				
26 Property Rationalisation				
28 Community Hubs				
31 ICT savings				
40a Democracy				
41a Abergavenny Markets				

2 Capital Outturn

A summary of this year's capital schemes are shown below: -

Economic & Development	Actual Spend @ Outturn	Original Budget	Slippage from 2014/15	Budget Virement or Revision	Slippage to 2016/17	Total Approved Budget @ Outturn	Actual Variance To Budget @ Outturn	Forecast Over / (Under) Outturn @ Month 9	Variance Since Month 9
	£000's	£000's	£000's	£000's	£000's	£000's	£,000's	£000's	£000's
Development Schemes Over £250k	86	0	527	23	(474)	77	9	0	9
Development Schemes Under £250k	0	0	0	30	(30)	0	0	0	0
Section 106	2	0	4	175	(177)	2	0	0	0
Grand Total E&D	88	0	531	228	(681)	79	9	0	9

This page is intentionally left blank

Adult Select Committee Portfolio Position Statement Outturn (2015-16)

DIRECTOR'S COMMENTARY

APPENDIX 4

The overall outturn position for the directorate is £1.2m after reserve funding adjustments, in line with our month 9 predictions.

In terms of the Adult division it is pleasing to deliver an under spend at year end of £204K. We need to recognise the significant achievements of managers and front line staff in meeting and exceeding budgets laid down to deliver an underspend at outturn.

We are on track and on a firm footing moving into 2016/17, but this has its own challenges with the pressures as a consequence of the demographic challenges within Monmouthshire, the SS&WB Act and delivery of the £1.2m savings mandate spanning 2016/17-2017/18.

1. Revenue Outturn Forecast

1.1 The combined budget and outturn forecast for this portfolio is

Adult Service Area	Budget @ Month 9	Budget Revision Virements	Budget @ Outturn	Actual Outturn	Variance @ Outturn	Variance @ Month 9	Variance @ Month 6	Variance @ Month 2	Actual Movement Months 9 to Outturn
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Adult Services	6,382	0	6,382	6,274	(108)	(70)	(131)	(18)	(38)
Community Care	20,320	0	20,320	20,300	(20)	(52)	(56)	(107)	32
Commissioning	1,984	0	1,984	1,924	(60)	(15)	(7)	(4)	(45)
Resources & Performance	864	0	864	848	(16)	2	(1)	(28)	(18)
SCH Directorate	29,550	0	29,550	29,346	(204)	(135)	(195)	(157)	(69)

1.2 The most significant over and underspends are

Adult Select Service Area	Overspend Predicted £000's	Underspend Predicted £000's	Actual Movement Mth's 9 to Outturn (Positive)/ Negative £000's	Commentary on Outturn
Adult Transformation		(48)	9	Part funding from ICF has led to this underspend. A request has been submitted to transfer over to 2016/17 to fund scheme termination at the end of June 2016.
Management team		(123)	(20)	Due to vacancies and ICF funding of Direct Care team manager post
Direct Care		(110)	(39)	Combination of staff vacancies and increased income
Direct Residential Care	175		34	Mainly due to backfilling for staff sickness and secondments
Commissioning Strategy		(65)	(36)	Reduction in Diesel / contract costs and spare unit at Drybridge
Transition co-operative		(24)	0	Income from post secondments to Bridges Community project
Other		(9)	(17)	See Appendix 6 for full details
TOTAL ADULT SELECT	175	(379)	(69)	Net Total (204)

Further analysis of the Costs centres contained within the Adult Select Service areas can be obtained in Appendix 6.

1 2015-16 Savings Progress

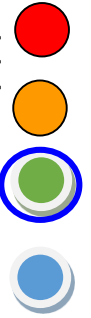
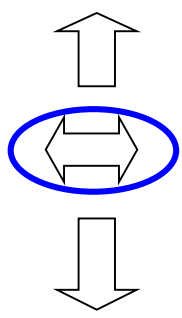
At outturn, SCH are on track to meet our mandated savings as illustrated below: -

Man. No.	Mandate Description	Target Savings £'s	Actual Savings Achieved £'s	Delayed Till 2016/17 £'s	Unachievable £'s	Actual Savings Variance Since Month 9 £'s
	SOCIAL CARE & HEALTH					
24	Bright new futures	14,000	14,000	0	0	0
33	Sustaining Independent Lives in the Community	260,000	260,000	0	0	0
	TOTAL SCH	274,000	274,000	0	0	0

1.1 Further details on the savings mandates can be found in Appendix SM

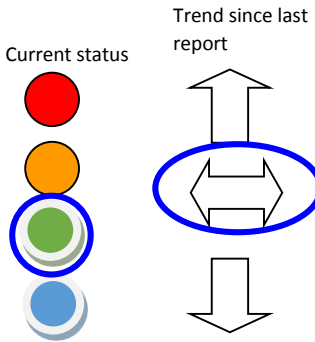
Budget Mandates

Progress and Next Steps at Outturn

Mandate RAG	Savings Progress at Outturn	Next Steps	Type	Year-end target	Achieved	Variance	Owner
Mandate 24 * Transition - Bright New Futures (SC&H) <div style="display: flex; align-items: center;"> <div style="margin-right: 10px;"> <p>Current status</p>  </div> <div> <p>Trend since last report</p>  </div> </div>	2014/15 mandate* In 2014 we combined our Transitions Project Team within Bright New Futures Project. (based in Bridges) This has established a shared service model. No action necessary in relation to the mandate savings. We continue to deliver savings with this partnership working.	Plan to review near the end of the five year project. Review to include :- Budgets Service Resource / secondments. Etc...	Income Savings Total	0 14,000 14,000	0 14,000 14,000	0 0 0	Julie Boothroyd

Mandate 33

Adult Social Care



The service is continuing its journey on practice change and restructuring itself to meet future mandate savings with community links and innovative approaches to domiciliary care, coupled with less reliance on admissions to residential care.

The size of the saving is challenging, however the service is working together as a whole team in order to continue to review its performance in order to meet them.

Change in practice will need to continue at pace and be significant, this will continue to take time.

All targets were fully achieved at outturn.

'Dementia care matters' training roll out continues with vigour and there is full commitment that this training will support the changes in practice that are required.

Continue to review the structures and workforce to establish the resource, knowledge and skills moving forward.

Service transformation will continue to evolve and approval sought as the programme develops.

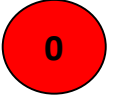
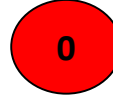
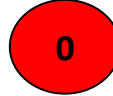
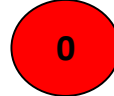
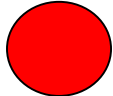
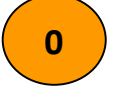
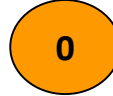
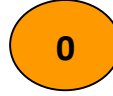
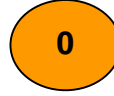











Continue to deliver and ongoing evaluation of the DCM training and other training that supports the workforce to change practice.

Continue to capture and work with teams to further develop ideas and drive practice change.

IT build continues with further developments such as reporting tools, positive feedback from users of FLO continues.

Income	0	0	0
Savings	260,000	260,000	0
Total	260,000	260,000	0

Julie Boothroyd

Summary - Outturn	Summary - Month 2	Summary - Month 6	Summary - Month 9	Traffic Light Key
				 Not on target Concerns identified with delivery of target. Closely review & monitor.
				 Monitoring & required to keep on track
				 On target to achieve budget and action Plans.
				 On target and over achieve.

Mandate Summary	RAG Outturn	RAG Month 2	RAG Month 6	RAG Month 9
24 Transition – Bright New Futures				
33 Adult Social Care (&34)				

2 Capital Outturn

A summary of this year's capital schemes are shown below: -

Social Care & Health	Actual Spend @ Outturn	Original Budget	Slippage from 2014/15	Budget Virement or Revision	Slippage to 2016/17	Total Approved Budget @ Outturn	Actual Variance To Budget @ Outturn	Forecast Over / (Under) Outturn @ Month 9	Variance Since Month 9
	£000's	£000's	£000's	£000's	£000's	£000's	£,000's	£000's	£000's
Development Schemes under £250K	171	0	0	171	0	171	0	171	0
IT Schemes – Infrastructure/Hardware	135	0	35	100	0	135	0	135	0
Maintenance Schemes - Property	15	47	0	0	(30)	17	(2)	47	(30)
Grand Total SCH	321	47	35	271	(30)	323	(2)	353	(30)

Further details of all the schemes are contained in the appendix 4C.

APPENDIX (Links to Hub)

This page is intentionally left blank

Children & Young People Select Committee Portfolio Position Statement Outturn (2015-16)

APPENDIX 5

CYP DIRECTOR'S COMMENTARY

The Directorate's outturn position is an under spend of £87,000; this is an improvement of £226,000 compared to Quarter 3. Taking into account requests to and from reserves, the position adjusts to reflect an over spend of £24,000, therefore resulting in a positive variance of £115,000 compared to Quarter 3. Given the challenging budget settlement, this is a very pleasing result indeed. The youth service is a volatile area having been subject to a £200,000 savings mandate. The over spend for the youth service is £116,000, which is £5,000 more than anticipated at Quarter 3. It is pleasing to note that the Additional Learning Needs service is underspent by £298,000, again an improvement of £168,000 since Quarter 3, due to higher rates of recoupment and decreased costs of placements out of county.

SCH DIRECTOR'S COMMENTARY

The overall outturn position for the directorate is £1.2m after reserve funding adjustments, in line with our month 9 predictions.

In relation to Children's Services, after adjusting for the YOS budget overspend of £57K to be reserve funding, the amended outturn overspend is £1,431m, a variance of £67K on month 9.

In January 2016, Cabinet approved a 3 year service and financial plan. A further £1 million for 2016/17 has been invested in children's services reflecting a 3 year programme to modernise the workforce, practice and commission. This was based on projected number of looked after children as at November 2015. Numbers within the looked after system have continued to rise to year end and the major contributor to the overspend position is the external placement budget of £1.038m. At the start of the year, stood at 106 but closed at 130, an increase of 24. A commissioning strategy (and workforce and practice improvement plans) will be brought forward to the next CYP Select Committee which will also update progress on the business cases approved In May 2015.

1 Revenue Outturn Forecast

1.1 The combined budget and outturn forecast for this portfolio is

Children & Young People Service Area	Budget @ Month 9 £000's	Budget Revision Virements £000's	Budget @ Outturn £000's	Actual Outturn £000's	Variance @ Outturn £000's	Variance @ Month 9 £000's	Variance @ Month 6 £000's	Variance @ Month 2 £000's	Actual Movement Months 9 to Outturn £000's
21st Century Schools	0	0	0	0		0	0	0	0
Individual School Budget	43,918	0	43,918	44,047	129	115	28	0	14
Resources	1,402	0	1,402	1,343	(59)	49	74	61	(109)
Standards	5,434	0	5,434	5,162	(272)	(136)	(42)	99	(136)
Youth	597	0	597	713	116	111	137	114	5
CYP Directorate	51,351	0	51,351	51,265	(86)	140	197	274	(226)
Children's Services	8,696	0	8,696	10,184	1,488	1,364	1,297	675	124
Total C&YP Select	60,047	0	60,047	61,449	1,402	1,504	1,494	949	(102)

Page 120

The most significant over and underspends are

Children & Young People Service Area	Overspend £000's	Underspend £000's	Actual Movement Mth's 9 to Outturn (Positive)/ Negative £000's	Commentary on Outturn
STANDARDS				
Additional Learning Needs		298	(168)	The outturn position against the contingency budget equated to an overspend of £105k. This was £40k more than anticipated at month 9 due to the award of SAPRA funding to schools late in the Spring term. Additional savings of £140k for out of county placements and an increased level in recoupment income of £68k in comparison to month 9 explain the net positive variance of £168k.

Primary Breakfast Initiative Grant	57		2	Take up continues to increase and therefore resulting in additional staffing requirements.
Early Years		45	0	Reduced distribution of funding for non-maintained settings (as per month 9).
Collaborative Arrangements		43	(5)	Contributions to joint services part-refunded due to underspends by host LA's.
ALN Management	42		42	A restructure in ALN as per the report taken to Cabinet meeting on 26 th March 2016 has resulted in a cost to the directorate – a request to fund this from reserves has been agreed.
ISB				
ISB	129		14	This includes an underspend against invest to redesign reserve funding of £49k - a request has been submitted to slip this funding into 16-17 to support the work that is ongoing. As it was assumed at month 9 that this reserve would be fully spent, the actual variance to outturn therefore equates to £63k. This is due to higher than anticipated legal (£8k), transport (£21k) and ICT (£34k) costs.
RESOURCES				
Support Services	83		14	Costs of health and safety assessments for pupils have resulted in an increased overspend in this area in comparison to the month 9 forecast. In addition, the final recovery board costs have resulted in a small further increase in the overspend reported at month 9.
Service Level Agreements		158	(148)	A request has been made to transfer £104k of the underspend for the sickness and maternity compensation schemes to a new reserve to safeguard against any potential overspends in future, given the volatility of the costs involved to the Authority. The costs of this premature retirement compensation are not known to the directorate until year end. Due to the nature of the remaining liability, it is likely that the cost will continue to reduce marginally on an annual basis.
YOUTH				
Community Education Youth General	116		5	Small negative variance to month 9 due to the further delay in commencement of ESF funded project. This has now begun in April 2016.

CHILDRENS SERVICES				
Fostering Allowances and Payments For Skills	150		6	Reflects financial support to the current number and age mix of children in foster care and skills payments to carers with SGO's
Younger People's Accommodation		(72)	(6)	A vast amount of work has been undertaken in this budget over the past two years to deliver, at present, an underspend.
Ty'r Enfys		(52)	0	This facility has remained closed for the entire year. In 2016/17 this budget has been used to deliver an alternative service.
Counsel Costs	111		93	Significant Barrister / Solicitor costs incurred that were unexpected within 2015-16 at M9
Therapeutic Service		(26)	2	Under spend due to part vacant Play Therapist post.
External Placements - LAC	1,038		(56)	Outturn activity resulted in 71 placements compared to 70 at month 9. 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		(96)	0	This budget needs to be considered in conjunction with External Placements - LAC
SCYP - Placement & Support Team	150		28	Mainly due to use of agency staff
SCYP - Supporting Children & Young People Team	250		18	Use of agency staff and increased child transport costs
Disabled Children	84		(7)	Large part of overspend relates to the continued use of agency staff to cover sickness.
Other		18	64	See Appendices 5 and 6 for further detail
Totals	2,200	808	(102)	Net Total 1,402

Further analysis of the Service Areas contained within CYP Select can be found in Appendix 7 and Appendix 6 for Children's Services

2 2015-16 Savings Progress

The target savings required during 2015-16 are outlined below.

Children & Young People's budgeted savings were £1,514,000 and at outturn £1,398,000 have been identified. Of the remaining savings £116,000 are deemed to be unachievable, which is an improvement on month 9 of £23,000.

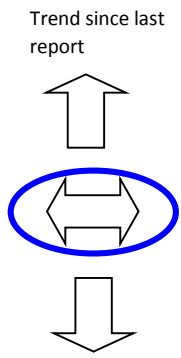
Man. No.	Mandate Description	Target Savings £'s	Actual Savings Achieved £'s	Delayed Till 2016/17 £'s	Unachievable £'s	Actual Savings Variance Since Month 9 £'s
	Children & Young People					
16	Delegated Schools Budget	1,124,000	1,124,000	0	0	0
18	School Library Service	20,000	20,000	0	0	0
20	School Music Service	50,000	50,000	0	0	0
35	CYP / Additional Needs / Mounton House	120,000	120,000	0	0	0
42	Youth Service	200,000	84,000	0	116,000	(23,000)
	TOTAL C&YP	1,514,000	1,398,000	0	116,000	(23,000)

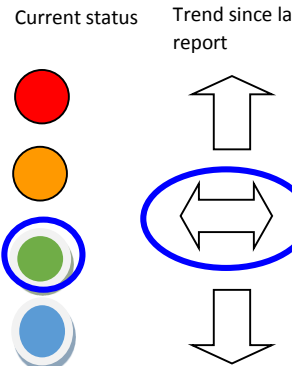
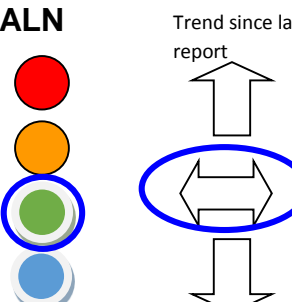
2.1 Further analysis of the Savings mandates can be found in Appendix SM.

Budget Mandates
Progress and Next Steps at Outturn
(including Recovery Plan actions agreed by Cabinet 2nd December 2015)

Mandate RAG	Outturn position	Next Steps	Type	Year-end target	Achieved at outturn	Variance	Owner
Mandate 18 * School library service - combine with general library service	2014/15 mandate with 2015/16 savings* Savings achieved – mandate delivered	No next steps necessary	Income	0	0	0	Sharon Randall - Smith
			Savings	20,000	20,000	0	
			Total	20,000	20,000	0	

Page 124



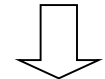
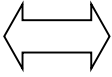
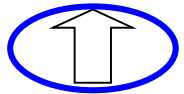
<p>Mandate 20</p> <p>Gwent Music</p> <p>Current status Trend since last report</p>  <p>Page 125</p>	<p>Gwent Music is a joint service hosted by Newport. The plan is to refocus the service to make them more efficient and increase the value by :-</p> <p>Increase charging to parents per term to bring it in line with other LA's delivering the same service i.e Newport.</p> <p>Introduce an instrument charge.</p> <p>Not fill the vacant post.</p> <p>Music access fund agreed as of 19th June by cabinet.</p> <p>Access fund launched from September 2015 which has proved to be very successful and oversubscribed. Gwent Music are administering this on our behalf and dealing direct with schools.</p>	<p>To continue to work with Gwent music to develop the music provision for Monmouthshire schools in light of the reductions.</p> <p>Gwent music have worked very successfully on income generation and very closely with Monmouthshire to achieve this.</p> <p>Gwent music continues to work with MCC to ensure the finding is used to support the need.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>50,000</p> <p>50,000</p>	<p>0</p> <p>50,000</p> <p>50,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Nicky Wellington</p>
<p>Mandate 35</p> <p>Transformation of ALN</p> <p>Trend since last report</p> 	<p>We are undertaking a review of Additional Learning Needs. Its forms a 3 stage process.</p> <p>Savings fully met for this year.</p> <p>Stages 1 and 2 are complete. The team have commenced consultation with families as part of the stage 3.</p>	<p>All timescales of delivery of the mandate to stay in line with the 'complete review' timetable.</p> <p>All future stages of the ALN review will be monitored via the future mandates.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>120,000</p> <p>120,000</p>	<p>0</p> <p>120,000</p> <p>120,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Sharon Randall-Smith</p>

Mandate 42

Youth Service

Current status

Trend since last report



Replace core funding with other income sources.
 The Youth Service is exploring new ways of working. They are embracing this opportunity in an innovative way. Small groups are exploring ideas to generate income streams and savings whilst ensuring quality service is maintained.

Sourced and secured ESF funding for pre and post 16 for a period of 3 years. 130k per year secured and runs an academic year so circa 70k will be in this financial year.

Secured 10k from Supporting People's Programme to assist with Post 16 support for 1 year

Community Kitchen in Abergavenny has been awarded 5 star rating by Environmental Health and is now operational. Taking bookings for buffets; children's parties and lunches for community members. The kitchen is going well and on average making an average of £100 per week.

Skate Park Shop in Abergavenny is near opening
 Finalising details with Legal on contract with local business
 Audit and accounts have been set up
 Marketing ready to go out. The shop is seasonal and a small amount of income was achieved for the financial year. The shop is currently closed.

Propel is steadily progressing
 Courses ready to advertise
 Staffing being trained currently to deliver

Wellbeing is steadily progressing
 Courses being written

Meetings with all schools to look at new roles for staff and outcomes required to meet funding criteria.
 Planning and writing of resources and courses to be completed over summer period
 Programme was due to commence delivery on 2nd September 2015, however this was delayed until April 2016.

Meet with SPP to finalise grant.
 Case load young people to be supported. This has commenced and is currently supporting 18 young people.

Market and promote menus and packages available
 Community Kitchen opened September 2015.


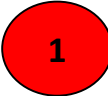
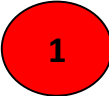

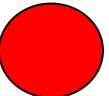

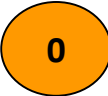
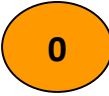












Set income targets once steady business flow is established.
 Shop to be operational by September 2015
 Set income targets once steady business flow is established





















Still awaiting for HUB section to promote courses
 Meeting with staffing team to look at where time can be found in order to free staff up to deliver specialised courses and offer more packages to families and young people.

Income	200,000	63,000	137,000
Savings	0	0	0
Total	200,000	63,000	137,000

Tracey Thomas

	<p>Staff who have expertise in this area are finding it difficult to fit in this as well as working with young people on their case load as these are the priority.</p> <p>£63k of the savings have been achieved, but the service reported an £137k overspend at month 6.</p> <p>Alternative Delivery Plan (agreed by cabinet 2nd Dec) – 60k achievable Combination of increase in Grant Income and savings on staff vacancies. £21k has been achieved on the alternative delivery plan as at outturn.</p>	<p>Courses have run and have been full and created good steady income stream.</p> <p>Amendment to delivery plan.</p>	<p>Total</p>	<p>137,000</p>	<p>21,000</p>	<p>116,000</p>	
--	--	---	--------------	----------------	---------------	-----------------------	--

Summary - Outturn	Summary - Month 2	Summary - Month 6	Summary - Month 9	Key
				 Not on target Concerns identified with delivery of target. Closely review & monitor.
				 Monitoring & required to keep on track
				 On target to achieve budget and action Plans.
				 On target and over achieve.

Mandate Summary	RAG Outturn	RAG Month 2	RAG Month 6	RAG Month 9
16 Schools Delegated budgets				
18 School Library Service				
20 Gwent Music				
35 Transformation of ALN				
42 Youth Service				

3. SCHOOLS

3.1 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.

Draft Council Fund Outturn 2015/16– Schools Summary outturn position	(A) Opening Reserves (Surplus) / Deficit Position 2015/16 £'000	(B) Month 9 Draw on School Balances 2015-16 £'000	(C) Variance on Month 9 Reserve Draw £'000	(D) Draw on School Balances @ Outturn £'000	Forecasted Reserve Balances at 2015-16 Outturn (A+D) £'000	Forecasted Reserve Balances @ Month 9 £'000	Forecasted Reserve Balances @ Month 6 £'000	Forecasted Reserve Balances @ Month 2 £'000
Clusters								
Abergavenny	(412)	46	(228)	(182)	(594)	(366)	(431)	(312)
Caldicot	(426)	112	(276)	(164)	(590)	(314)	(273)	(174)
Chepstow	98	80	40	120	218	178	161	143
Monmouth	(424)	137	(12)	125	(299)	(287)	(270)	(231)
Special	24	116	(31)	85	109	140	129	(4)
	(1,140)	491	(507)	(16)	(1,156)	(649)	(683)	(578)

3.1.2 School balances at the beginning of the financial year amounted to £1,140,000. The Schools budgeted draw upon balances was £620,000 for 2015/16, however at outturn the actual position saw an increase in balances overall of £16,000, therefore leaving £1,156,000 as closing reserve balances.

3.1.3 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, however at outturn the result is an increase in the deficit for the school, as reported at month 9. This is due to the contribution to redundancy costs that the school has incurred and additional water rates. The recovery plan is currently being reviewed and given the predicted increase in number of pupils on roll this deficit will still be met over the duration of the plan.

3.1.4 Five schools exhibited a deficit position at the start of 2015/16; Llanvihangel Crucorney, Castle Park, Chepstow Comprehensive, Llandogo and Mounton House Special School. Of these five schools, the following three have seen an increase in their deficit at outturn and their balances are as follows: Chepstow School (£414,066) due to water charges and an increase in exam fees; Llanvihangel Crucorney (£23,605) as a result of having to employ an additional teacher due to increased pupil numbers; and Mounton House Special School (£154,854), due to significant staffing changes and

a delay in grant funding through the ESF project. The other two schools have seen a decrease in their deficit balance. One additional school, Overmonnow Primary, is now also exhibiting a deficit (£19,101), taking the total number of schools in a deficit position to six at the end of 2015/16.

3.1.5. 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	(1,156)

Page 130
3.1.6 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.

3.1.7 Individual School Balances are available in Appendix 14 CYP School Select.

Capital Outturn Forecast

The total Approved budget for Capital Schemes within the Children & Young People portfolio is £51,350,996 comprising an original budget of £43,100,948 together with authorised capital slippage from 2014/15 of £7,267,647 and virements or revisions of £961,552. The budget is separated under the following headings

CHILDREN & YOUNG PEOPLE	Actual Outturn £000's	Original Budget £000's	Slippage from 2014/15 £000's	Budget Virement or Revision £000's	Total Approved Budget @ Outturn £000's	Provisional Slippage carried Forward 2016/17 £000's	Adjusted Budget @ Outturn £'000's	Actual Variance To Budget @ Outturn £,000's	Forecast Over / (Under) Outturn @ Month 9 £000's	Variance Since Month 9 £000's
Development Schemes Over £250k	13	0	19	(6)	13	0	13	0	0	0
ICT Infrastructure and Hardware	59	0	0	806	806	(827)	(21)	80	0	80
Education Strategic Review	10,134	42,247	6,917	0	49,165	(38,895)	10,270	(137)	(110)	(27)
Maintenance Schemes Property	1,071	854	331	161	1,346	(9)	1,337	(266)	0	(266)
Grand Total	11,276	43,101	7,268	962	51,330	(39,731)	11,599	(323)	(110)	(213)

Further details of all the schemes are contained in the appendix 5C.

APPENDIX (links to Hub)

This page is intentionally left blank

SUBJECT: MONMOUTHSHIRE BUSINESS AND ENTERPRISE – PERFORMANCE REPORT Q4 2015/16

MEETING: Economy Select Committee

DATE: 9th June March 2016

DIVISION/WARDS AFFECTED: All

NON-PUBLICATION: (Insert appropriate non publication paragraph if necessary)

1. PURPOSE:

- 1.1 To provide a final performance update on the 2015/16 activities of Monmouthshire Business and Enterprise (MBE).

2. RECOMMENDATIONS:

- 2.1 To receive the report in evidence of activities detailed in the Monmouthshire Business Growth and Enterprise Strategy Action Plan, as reflected in the Chief Officer's Annual report for Enterprise.

3. KEY ISSUES:

- 3.1 In line with one of the Council's four priorities of 'Supporting Enterprise, Entrepreneurship and Job Creation', the [Monmouthshire Business Growth and Enterprise Strategy](#) hinges on three pillars namely '*Supporting Business Growth*', '*Enabling Inward Investment*' and '*Growing Entrepreneurs*' and addresses customer needs through the provision of a programme of business support, networking and facilitation to help unlock the potential for growth in the County. In 2015/16 activities were targeted towards achieving these key priorities and maximising funding opportunities to reduce the financial burden on the Council.
- 3.2 Further to this the [Vale of Usk Local Development Strategy](#) approved by Cabinet in June 2015, is a key tool in drawing down £2.79M from the new 2014-2020 Rural Development Programme (RDP), expanded to include the rural wards of Newport. In addition MBE also delivers the external strand of the Council's [iCounty Strategy](#) which includes the coordination of broadband infrastructure and ICT exploitation activities.

4. REASONS:

- 4.1 A summary of MBE's activities during 2015/16 are detailed below, in accordance with targets set for year end, 31st March 2016.
- 4.2 '**Supporting Business Growth**' and '**Encouraging Inward Investment**' objectives
- MBE have continued to offer a bespoke package of business development services tailored to individual needs:
- **Business enquiry numbers are on par with our target at 90** received against an annual target of 90;
 - **New business start up numbers are 58 against an annual target of 75.** The final target is one less than reported on 3rd March 2016 due to an issue with data collection. Analysis found that one of the start ups counted by Centre for Business related to 2014/15 and therefore could no longer be included in the total for 2015/16. In addition the cessation of the contract for Centre for Business and the resulting transition to a new contract provider has meant that the

new provider has not yet been in a position to supply the data required since the change of contract in January 2016. As soon as the situation changes a full update will be provided.

- **Jobs created are currently 140 against an annual target of 200.** The deficit is due to delays in pipeline projects coming to fruition which include the south bound roadside service area at Raglan; a 61 bed hotel, restaurant and a drive in restaurant in Llanfoist and a further 60 bed hotel and restaurant in Monmouth. As the number of 'jobs created' figures are out of MBE's control and are often subject to planning and construction delays, they will not be set as an annual target for MBE in the future but reported on for information purposes only;
- **Jobs safeguarded figures have exceeded the target of 60 and are finalised at 121** due to MBE support provided to a large Monmouth employer and a Chepstow manufacturer.
- **Five inward investment enquiries have been received and two investment projects secured against a target of five,** with a further three enquiries in train.

4.3 Unique website visitors to the dedicated on line business support web portal www.monmouthshire.biz continue to grow increasing from 1239 in Q3 to 1705 at the end of Q4. The 'Linked In' presence also continues to increase from 251 connections to 445 and a bespoke media campaign via Business New Wales, will be launched in June 2016 to further increase activity.

4.4 Following a ballot taken by businesses in Abergavenny in July 2015 not to support the development of a Business Improvement District (BID), our Business Insights Manager, has been working with interested parties to consider how they might address some of the needs identified in the BID business plan going forward, however funding continues to be a stumbling block.

4.5 Following approval of the [Broadband in Monmouthshire report](#) the following outcomes have been achieved:

- A [Digital Monmouthshire](#) web portal has been developed which is hosted as part of the www.monmouthshire.biz offer and also includes a database of tech and digital businesses in the county;
- An analysis of Monmouthshire's rate paying businesses has been undertaken to determine their digital maturity using the Welsh Government's scale across six points from *Non- Starter* to *Digital Innovators*. The majority of Monmouthshire's SME's are located on the 2nd and 3rd points between *Novice Entrants* and *Value Orientated Players* with some on the 4th and 5th points as *Growth Focused Players* and *Digital Experts*. Other key observations include:
 - Many independent retailers have invested in quality websites that promote the value of their offer and include online shops for national and international sales. These websites stand out dramatically from the national chain businesses located in all of Monmouthshire's High Streets when only opening times and location details are given online about their presence in the County;
 - In many instances, particularly for micro SMEs including Pubs, Hairdressers, Barbers, Cafes and independent restaurants throughout the County, businesses only utilise Facebook as the method of engaging with their customers and promoting their offer. The MBE team will therefore develop its own Facebook presence to promote its services to this large audience;
 - Solicitor firms, Building firms, cafes and small shops have virtually no online identity at all;
 - Increasing numbers of takeaway food outlets are utilising *Just Eat* and other online platforms that enables customers to order their food for home delivery or collection;
 - Many Monmouthshire restaurants, hotels and pubs feature on *Trip Advisor* and many with Trip Advisor Excellence awards promote their achievements on the front page of their websites. However, there are significant numbers of Monmouthshire businesses who are not responding to both positive and negative comments shared by their customers on the Trip Advisor platform which is ultimately detrimental to the public's perception of them;

- It is apparent that recent intervention measures in Abergavenny concerning the development of an e-Commerce platform have brought positive impacts for the High Street and hospitality businesses in the town. The digital mapping exercise has identified a significant volume of new websites for businesses, often with online retailer functionality and a wide adoption of Facebook and Twitter social media tools and strategies. Abergavenny is therefore well placed for Digital High Street initiatives and the potential for a Wi-Fi town development;
- This exercise has also identified key companies located in the County that the Local Authority can promote more widely as part of the City Deal initiative in order to seek to attract more companies of similar growth potential and to counter any perception of the County as a purely rural economy. These include:
 - Microsemi** - based in Caldicot who are participating in the Compound Semi Conductor Cluster and have a strong track record in securing EU Research funding; **enModus** - based in Chepstow with a specialism in Smart Building Solutions; **TXO Systems** - with their HQ for Europe, the Middle East and Africa based in Chepstow and are the Global leading supplier of used Telecoms equipment; **Qlite** - with their UK and European HQ based in Chepstow, specialise in smart lighting solutions for the office, retail, hospitality and residential sectors; **Somnium Technologies** - based in Chepstow who specialise in key software product development; **Patchwork Technologies** - based in Usk who develop cutting edge GPS products for the farming and agriculture sector with a UK wide market place; **Siltbuster** - based in Monmouth who specialise in waste treatment technology solutions for the construction industry; **Select Security Services** - have their HQ based in Abergavenny and provide next generation security systems for the agricultural, commercial, public and residential sectors across the UK;
- Collaboration continues with the *Superfast Business Wales* team to support their ICT Exploitation programme offered across Wales. The findings of the digital maturity exercise will be shared with this team and a request made to tailor forthcoming workshops to respond to key findings relating to digital skills and the effective use of online tools;
- MCC has now successfully completed a collaboration with the UK Government and AB Internet to enable next generation superfast wireless broadband services to 94% of the County's former broadband not spots (1600 properties). The Commercial Test pilot involved an £850,000 investment from the UK Government and the new connectivity can now be used for digital rural innovation initiatives. A key outcome of this new service is the incidental coverage which means the majority of Monmouthshire businesses now have access to Superfast broadband, even in very rural locations, as key selling point for County within the Cardiff Capital Region.
- At least **36,400 premises are now able to access Superfast Broadband** connections and there is an increased uptake with Monmouthshire's figures now standing at 19.8%;
- The UK Government's Super-Connected Cities Voucher scheme was closed in October 2015. 60 Expressions of Interest were supported from local businesses and 27 vouchers were awarded. In January 2016 the Welsh Government extended its [Ultrafast Broadband Connection scheme](#) for businesses into Monmouthshire and this grant opportunity is now being promoted to local businesses.

4.6 Following the approval of the [Vale of Usk Rural Development Programme](#) significant progress has been made. **Eight funding applications have been approved with a further twenty in development.** Included in the approved applications is a three party cooperation project centring on a queen bee breeding programme. Other activities include continued work on the Abergavenny Agri-Urban project, a planned re-run of the supply chain event held in February at the Big Pit and the final application submission of a cooperation project across S E Wales to map, coordinate and shorten supply chains across the region.

Theme Five of the RDP is the *Exploitation of Digital Technology* in rural contexts. One of the current plans for the RDP team is to increase broadband connectivity in village halls in order to pilot rural start-up co-working spaces, coding clubs and local places where residents can enhance their digital skills, these intervention measures will also seek to address low digital skills in local SMEs.

4.7 Since his appointment our **Strategic Investment and Funding Manager** has received 42 requests for funding and/or project advice. Current projects include:

- Formal approval of the **EU funded AGRI-URBAN project** consisting of ten European member state partners sharing information and best practice in the field of Agri food production and digital innovation; A coordination group has been setup representing all groups within the agri-food sector
- Refocusing the Team Abergavenny's Town Centre Partnership funding to provide **free Wi-Fi to the town** with presence analytics functionality in association with the Whole Place team;
- Providing advice and support for the Alternative Delivery Model business plan;
- The establishment of a **Grant Coordination group** to pool resources, share experience and expertise, and take a strategic approach to funding opportunities;
- Pipeline projects include three applications to the Rural Community Development Fund. Two are at expression of interest stage and one at full application stage to Wi-Fi enable community halls in the Abergavenny area;
- **Support for three large scale European Social Fund projects** covering the four S E Wales competitiveness authorities of Monmouthshire, Newport, Cardiff and Vale of Glamorgan. Inspire2Work and Inspire2Achieve aim to improve the educational attainment and employment prospects for young people (Applications submitted and approval pending). Discussions have commenced with RSL's to explore the feasibility of an ESF funded employability project for those over 25 with complex barriers to employment.
- **Support for two applications to the BIG Lottery** funded *Create your Space* programme, both have been submitted and are awaiting a decision.
- New funding section added to www.monmouthshire.biz providing details of funding opportunities available to businesses and communities.

4.8 Growing Entrepreneurs

Activities in the [Investing in Young Enterprise](#) programme lead by our Business and Enterprise Manager include;

- Development of a **Work Experience Programme** with MCC and Caldicot School which will commence on 4th July – 8th July, ten pupils will complete an enterprise activity within their selected areas;
- Pupils who have selected sport as a career pathway will develop an Olympics based **Primary Sports Festival** with a cluster of primary schools;
- Advice and guidance has been given to King Henry VIII School in the creation of a **Creative Garden** investigating the potential to apply for RDP funding to create a garden to sell fruit and veg to local cafes/restaurants and supply free surplus food to lower income families based on the '*Incredible Edible*' theme. This will also give the opportunity for disengaged learners to complete vocational qualifications in BTEC Land based level 1, essential skills in numeracy and literacy, will be embedded into this programme whilst offering the potential to gain a work skills qualification in Enterprise.
- **Student Ambassadors** are again being selected to attend the 2016 Monmouthshire Business Awards.
- A sponsored '**Monmouthshire 2040**' **Investing in Young Enterprise Challenge** took place on the 15th March 2016 in the Council Chamber providing students with an opportunity to pitch their future business ideas to parents, teachers and local businesses. Participating students are being given the opportunity to go to the Millennium Centre and Lloyds Bank in Cardiff for a behind the scenes experience;
- **Apprenticeships** - Local businesses are being offered the opportunity to take on apprentices and two queries have been received from two local employers;
- An International **ERASMUS** funding application has been submitted, the objective of which is to explore best practice in three countries (Wales, Sweden, and Germany) and create an Online Career Professional Development programme for all teachers, irrespective of subject and level

that combines the best elements from each of the Countries. Feedback on this application is expected on 31st July **2016**;

- **An informal 'Monmouthshire Mentors'** programme has been established. Mentors have supported students to complete various enterprise tasks, given presentations and funded student's presentations i.e.: by buying branded t-shirts. Also mentors have supported students who are looking to set up their own business in a specific field and given advice and guidance to take the product to the market. Mentors will have the opportunity to engage in mentoring training in the next academic year.

5. RESOURCE IMPLICATIONS:

There are no additional resource implications associated with this report.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

As this is a performance report there are no significant equality impacts identified for members' consideration.

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

There are no safeguarding or corporate parenting implications associated with this report.

8. CONSULTEES: Senior Leadership Team

9. BACKGROUND PAPERS: N/A

10. AUTHOR: Cath Fallon – Head of Economy and Enterprise

11. CONTACT DETAILS: Tel: 01633 648316/ 07557 190969
E-mail: Cathfallon@monmouthshire.gov.uk

This page is intentionally left blank

Summary of Outcomes of a Business Breakfast Meeting held on 4th May 2016

The purpose of this brief is to outline the key outcomes and summarise the points raised with elected Members at the Business Breakfast Meeting held by the Economy and Development Select Committee on 4th May 2016.

Key Outcomes of the Breakfast Meeting for Select Committee Members

- ✓ In listening to the business community, Members received feedback on several key issues that affect businesses in Monmouthshire. Members met several individuals with specialist expertise who could assist them in their future scrutiny work through attending meetings and engaging with topics being scrutinised e.g. scrutiny of tourism may benefit from input from Wye Valley and Forest of Dean Tourism Association.
- ✓ The Committee raised the profile of scrutiny and linked elected Members to businesses i.e. 'meet your local Member who can assist you in the following ways...'

Key Outcomes of the Breakfast Meeting for Business Owners

- ✓ Business owners identified synergies with others which may assist them in developing their business e.g. Thai Restaurant and Monmouthshire Food Festival in terms of cookery demonstrations.
- ✓ Businesses were linked to elected Members who may be able assist them by providing advice and guidance ~ signposting to information/resources.
- ✓ Businesses gained a greater awareness of the role of elected Members and have an additional vehicle through which they can feed their views.

The following summary is provided for discussion/exploration, accepting that suggestions to address these issues may not be actions for the Council primarily to take forward.

Key points:

- 1) *Positive Working Relationships* ~ People were incredibly positive about Monmouthshire as a geographical location for business, with excellent road networks. The achievement of a new hotel and a car park in Monmouth town with a Spa Hotel on the horizon were felt to be significant achievements for Monmouth town. The Chamber of Commerce told Members that this reflected a good working relationship between the Chamber and the Council officers.

- 2) Business engagement ~ People welcomed the fact that the elected Members were engaging with the business community directly, explaining that they want to be involved in helping to shape Monmouthshire. The businesses spoken to were passionate about putting Monmouthshire on the map and are keen to input into key changes in service delivery, such as the Alternative Service Delivery Model. As key stakeholders, they are seeking a platform to be involved in proposals at an early stage.
- 3) Clarity of role ~ A number of people sought clarity on the Council's role i.e. whether the Council is looking to run things or facilitate things ~ the expectation was not for the Council to be leading on everything, rather to coordinate and signpost what is taking place.
- 4) Business Start-up ~ A business owner advised that she had been unaware of existing business forums when starting her business and that she had experienced obstacles / had made basic errors she felt she could have avoided had she attended a business forum. Some other attendees were unaware of existing business forums. There was a suggestion that the Council could assist prospective businesses by providing a short document to welcome them into the county, presenting the 'Monmouthshire offer' - whilst also signposting people to wider information on business support.
- 5) Collaboration ~ The importance of collaboration across county boundaries and across country boundaries was raised, highlighting that businesses and visitors do not operate according to geographical or county boundaries. It was suggested that websites need to be coordinated and advertise cross-county and cross-border events in order to maximise the economic benefit (accepting that Welsh translation would need consideration).
- 6) Coordination ~ Members felt there may be a need to ensure coordination in terms of policy and strategic direction across departments (planning, enterprise, events and tourism). Some service areas were felt to be driving tourism whilst the activities of others may be counter-productive in supporting tourism. An example given was that there is a need for a clear policy on brown signage. Members felt there may be benefit in undertaking internal engagement on supporting business development to ensure policies are complementary.
- 7) Business Awareness ~ Members gained a sense that some businesses are operating in geographic clusters and that some are unaware of others in associated fields/those with synergies who may be located in a different part of the county. Members felt there may be a lack of communication between small businesses who are highly focussed on their actual business and are unaware of the ancillary business elements ~ E.g. a new food business was unaware that

they needed to achieve a 3* rating or above in order to take part in food festivals or to be considered in guides etc.

- 8) Source locally ~ An initiative on 'buying locally' would help to strengthen the relationship between local suppliers and local businesses to maximise the economic benefit ~ The suggestion was that this could be promoted by the Council through the sustainability agenda.
- 9) Business Rates ~ Feedback suggested that business rates are a key concern for numerous independent business owners in Monmouth, with some businesses struggling to turn over a profit. There is a feeling that the town is not as busy and vibrant as it should be – recent press coverage in the Sunday Times noted Monmouth as a vibrant place (no suggestion given on this).
- 10) Historic Town Maps, Tourist Maps and Signage ~ There was a view from a Monmouth business owner that the 4 towns should have concise and well-distributed town maps to signpost people to historic sites (examples given of Ludlow, Ledbury) to encourage people to visit the museum, the castle, the old town, the main street, linking to the QR codes on historic buildings. It was also suggested that there is a need for tourist maps and that these could be available on buses. There was a suggestion that signage in towns should be improved to direct to historic sites.
- 11) Park and Ride ~ A business in Monmouth suggested that a park and ride in Monmouth (collecting in the new car park at Rockfield with drop off points at the top of Church Street) would improve accessibility around the town.
- 12) Tourist Information Centres ~ There was a view that computerised TIC's are not as effective as office based TIC's and that the closure of the TIC in Castle Car Park Chepstow is a loss. There was a concern that the Chepstow TIC is being used less frequently as coach drivers are not parking by the TIC ~ given that there are fewer food establishments near the coach parking.

The Committee have concluded that the holding of the Business Breakfast has aided their understanding of the issues for small businesses in Monmouthshire in addition to achieving their objective to purposefully engage the business community to foster a working relationship with the Select Committee. The Committee would like to offer it's thanks to the business owners and managers who attended the breakfast and particularly to the Enterprise directorate for their sustained efforts in supporting economic growth in the Monmouthshire. Members recognise that this is not a simple task and requires continuous efforts over the long term to create a foundation for successful business. The Committee will discuss the feedback that they have received and agree areas where they can focus further progress.

This page is intentionally left blank

Monmouthshire's Scrutiny Forward Work Programme 2016

Economy Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
9 th June 2016	Skutrade Circuit of Wales	Verbal update	Peter Davies	Position Update
	Monmouthshire Business and Enterprise Update	Scrutiny of the end of year self-evaluation.	Cath Fallon Peter Davies	Performance Monitoring
	Scrutiny Business Breakfast Consultation	Feedback on the outcomes of the consultation.	Sara Jones	Scrutiny Feedback
	Events Update	Position Report on the planned Events for 2016.	Dan Davies	Policy Development
Joint Select Committee Meeting 29 th June 10am *TBC*	Alternative Service Delivery Model	Presentation of the potential options.	Cath Fallon Ian Saunders	Policy Development
14 th July 2016	Performance Reporting	Year-end Performance Reporting together with Outcome Agreements and Improvement Plan	Matthew Gatehouse	Performance Monitoring
	Chief Officer Enterprise Annual Report *TBC*	Scrutiny of the performance of the directorate for the previous year (may need to defer).	Kellie Beirne	Performance Monitoring
	Regional Economic Planning and City Deal *TBC*	To review the progress of the Cardiff City Region Board.	Kellie Beirne	Performance Monitoring
1 st Sep 2016				
13 th Oct 2016				
24 th Nov 2016				

Monmouthshire's Scrutiny Forward Work Programme 2016

Economy Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
5 th Jan 2017				
9 th Feb 2017				
27 th April 2017				

Future Work Programme items:

- × Vale of Usk LDP Strategy and projects ~ Potential to secure EU funding
- × Risk Assessment Challenge
- × CMC2 - Community Interest Company leading green and digital growth
- × Leisure Services - Annual performance report
- × ICT in schools
- × 21st Century Schools
- × Schools curriculum - Computer coding, Maths, IT, and Engineering teaching