

# Public Document Pack



County Hall  
Rhadyr  
Usk  
NP15 1GA

Wednesday, 28 December 2016

## Notice of meeting

### Economy and Development Select Committee

Thursday, 5th January, 2017 at 10.00 am

The Council Chamber, 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.	Apologies for absence.	
2.	Declarations of Interest	
3.	Public Open Forum	
4.	Confirmation of minutes	1 - 14
5.	Draft Capital Budget Proposals 2017/18 to 2020/21	15 - 42
6.	Draft Budget proposals 2017/18 for Consultation	43 - 144
7.	Strategic Risk Assessment 2016	145 - 160
8.	ADJOURNMENT OF THE MEETING	
9.	To receive a presentation regarding the Cardiff Capital Region City Deal - ALL MEMBERS ARE INVITED TO ATTEND.	161 - 172
10.	List of actions arising from the previous meeting	173 - 174
11.	Economy and Development Select Committee Forward Work Programme	175 - 176
12.	Council and Cabinet Business Forward Plan	177 - 196

**13.**

**Next meeting**

Thursday 9<sup>th</sup> February 2017 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  
P.A. Fox  
R.J.W. Greenland  
P. Murphy  
A. Easson  
R. Harris  
J. Higginson  
V. Smith

## Public Information

### Access to paper copies of agendas and reports

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

### Watch this meeting online

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

### Welsh Language

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

# Aims and Values of Monmouthshire County Council

## 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 4

## MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of Economy and Development Select Committee held at The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA on Thursday, 24th November, 2016 at 10.00 am**

**PRESENT:** County Councillor S. Jones (Chairman)  
County Councillor B. Hayward (Vice Chairman)

County Councillors: D. Dovey, D. Edwards, J. Prosser, A. Watts and S. White

Also in attendance: County Councillor R. Greenland (Cabinet Member) and County Councillor V. Smith.

### **OFFICERS IN ATTENDANCE:**

Peter Davies	Chief Officer, Resources
Cath Fallon	Head of Economy and Enterprise
Mark Howcroft	Assistant Head of Finance
Richard Jones	Policy and Performance Officer
Anne Rainsbury	Curator Chepstow Museum & Deputy Museums Service Officer
Rachel Rogers	Curator
Hazel Ilett	Scrutiny Manager
Richard Williams	Democratic Services Officer

### **APOLOGIES:**

Councillors D. Evans and A. Wintle

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

County Councillor S. Jones declared a personal and prejudicial Interest pursuant to the Members' Code of Conduct in respect of agenda item 7 -Business Rates Revaluation, as she is the Head of the Welsh Retail Consortium. She left the meeting taking no part in the discussion or voting thereon.

County Councillor A. Watts declared a personal, non-prejudicial interest pursuant to the Members' Code of Conduct in respect of agenda item 5 – Pre-Decision Scrutiny – Monmouthshire Museums: Transition and Forward Plans as he is a Chepstow Town Councillor and the Town Council funds Chepstow Museum.

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

There were no members of the public present intending to address the Select Committee.

#### **3. Confirmation of minutes**

The minutes of the Economy and Development Select Committee dated 13<sup>th</sup> October 2016 were confirmed and signed by the Chair.

## MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held  
at The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA on Thursday, 24th  
November, 2016 at 10.00 am

### 4. Pre- Decision Scrutiny - Monmouthshire Museums: Transition and Forward Plans

#### Context:

- To receive the findings of the Amion Cultural Services Review.
- To consider the Transition Chart for Monmouthshire Museums based on the implementation of the key recommendations of the Amion Review.
- To consider whether to accept and approve the associated Five Year Forward Plan required for the on-going Accreditation of Monmouthshire Museums, subject to bringing forward individual business case submissions for approval as appropriate.

#### Key Issues:

#### Key Findings of the Amion Cultural Services Review

The Amion report recognises that the status quo is not acceptable and recommends a strategy that reduces duplication in staffing, lowers staff costs, reduces expenditure on buildings and assets and realistically increases income, redefining the service and giving it a sustainable blueprint for the future. The report assesses the County's museum provision concluding that:

- The Service is over stretched and far too fragmented to be effective.
- There is little sharing of resources and expertise, with the Service functioning as three independent entities.
- There is a high level of commitment and passion from staff with clear evidence of very good practice in collections management and the Service which is being offered to residents and visitors.
- None of the buildings are ideal with Abergavenny and Monmouth being compromised in terms of access and display spaces.
- The Council will not be able to achieve current budget savings without substantial reductions to staffing levels and opening hours whilst income generation services are insufficiently resourced with a limit to the amount of 'profit' which could be generated.
- The Council is simply trying to do far too much with too little resource. The offer is not a good one for Monmouthshire's residents, visitors or staff. Therefore the Council needs to do less but do it much better and differently.



## **MONMOUTHSHIRE COUNTY COUNCIL**

**Minutes of the meeting of Economy and Development Select Committee held at The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA on Thursday, 24th November, 2016 at 10.00 am**

### **Key Recommendations**

In making its key recommendations, Amion applied guiding principles for change:

- Each museum location should continue to have a means of telling its local story whereby the most distinctive stories and collections for each place should be selected and presented.
- Centralised storage and skills would enable better delivery across the offer – a collections centre needing to have public access and research facilities.
- The current staff structure is unbalanced and a clear centralised structure is needed.
- There needs to be a strong on line presence for Monmouthshire's heritage.
- Cross county trails are needed to link stories together and communicate the heritage offer outside of museums and buildings.

The overarching recommendations are therefore as follows:

- Create a centralised museum offer with an effective leadership function.
- Create a collections centre / centralised store.
- Continue to provide access to the county's heritage.
- Create a properly resourced trading company this is being looked at as part of the ADM which is why it doesn't appear in the museum plan.

### **Member Scrutiny:**

- Monmouthshire is a county for tourism and it is important that this is maintained.
- Monmouthshire is known for its heritage.
- In order to be sustainable for the future it is sensible to reorganise the Monmouthshire Museums Teams.

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Economy and Development Select Committee held at The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA on Thursday, 24th November, 2016 at 10.00 am

- Digital technology is crucial in the development of the museums service and there is a need for a museums presence within the major towns within Monmouthshire for tourists and residents.
- Further detail on the future of Monmouthshire's museums would be helpful to be received via a future report to the Select Committee.
- Concern was expressed that the Amion report contained inaccuracies and did not provide a clear indication of where the Museums Service should be going. With regard to the buildings, it was considered that the Amion report was unclear.
- Efforts to increase tourism numbers in Monmouthshire should be undertaken rather than cutting costs to fit in with the existing tourism figures.
- The centralisation of Monmouth Museum could be located within the Market Hall as it is owned by the County Council and has been vacant for three years.
- The Heritage Lottery Fund (HLF) bid is a 10 year contract which was entered into in 2008 and will be completed in 2018.
- With regard to the Shire Hall, it was noted that this was a currently muddled offer in terms of the visitor. However, more information was required with regard to this potential location.
- A HLF bid is likely to be submitted in December 2017 with a view also to potentially access the Rural Development Fund in March 2017.
- With regard to the Monmouth Museum location, a number of potential venues were being investigated in Monmouth with a view to coming up with the best solution for the town.
- It was considered that the Market Hall would be the ideal location for storing museum artefacts as the building already had the correct facilities to accommodate them.
- In response to a Select Committee Member's questions, it was noted that the Authority will undertake an Economic Impact Assessment. There are opportunities for the Authority to look at providing food offer on our sites but there is a need to ensure that this is undertaken in the correct way. As part of the forward plan, it will be about identifying what will be achievable, i.e., what the service will be able to deliver with the budgets that are available. The Service will not be putting any existing businesses out of business. With regard to opening hours at the Tourist Information Centres (TIC's), the Authority has previously looked at ways in which these two services could be worked together. However, the issue that remains in Chepstow is that there is a need to look at ways of utilising the space at Chepstow Museum to identify the most sustainable way of delivering services.

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Economy and Development Select Committee held at The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA on Thursday, 24th November, 2016 at 10.00 am

- As part of the Alternative Delivery Model, tourism is a part of this and it will be ensured that this consistency will be maintained going forward. It will not be in isolation of the other services that the Authority needs to deliver.
- The Destinations Management Strategy will be critical in how the museums offer links in to this matter. A Member workshop will be held shortly to look at ways of inputting into the new strategy. A report on TIC's will be brought back to a future meeting of the Select Committee, as well as a report on the Council's Events Strategy. Therefore, decisions need to be made in coordination rather than being made in isolation.
- There are considerable open spaces surrounding the Keep in Abergavenny and this could be utilised to increase income streams. A business case has been developed with a view to placing a permanent outdoor structure within the grounds, with a trial event programme occurring in the summer of 2017
- In response to a Select Committee Member's questions, it was noted that the Rural Community Development Fund is capital funding and this will be drawn in where possible. With regard to demand there is a need to look at improving opportunities to drive up the visitor numbers. Signage will also need to be addressed. Creating the right marketing strategy will drive demand.

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

- On behalf of the Select Committee the Chair will send a letter to the Cabinet Member outlining the Select Committee's comments.
- The Select Committee supports the recommendations in principle but further detail is required at a future meeting of the Select Committee.
- The Select Committee supports the retention of a strong museums offer and accepts the need to be sustainable and the need to re-organise the service.

#### **5. Revenue and Capital Monitoring Report Period 2 Outturn Forecast Statement**

##### **Context:**

To receive information on the forecast revenue outturn position of the Authority at the end of period 2 which represents month 6 financial information for the 2016/17 financial year.

## **MONMOUTHSHIRE COUNTY COUNCIL**

### **Minutes of the meeting of Economy and Development Select Committee held at The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA on Thursday, 24th November, 2016 at 10.00 am**

#### **Recommendations proposed to Cabinet:**

- That Cabinet notes the extent of forecast revenue overspend at period 2 of £839,000, an improvement of £529,000 on previous reported position at period 1.
- That Cabinet expects Chief officers to continue to review the levels of over and underspends and reallocate budgets to reduce the extent of compensatory positions needing to be reported from month 6 onwards.
- That Cabinet appreciates the extent of predicted schools reserve usage and an anticipation that a further four schools will be in a deficit position by the end of 2016-17.
- That Cabinet approves a caveated use of reserves to finance £318,000 employment tribunal costs if the Council's budget is not able to absorb the effect of this extraordinary expenditure over the remaining 6 months of financial year.
- That Cabinet considers the capital monitoring, specific over and underspends, and importantly that Cabinet recognises the risk associated with having to rely on a use of capital receipts in the year of sale and the potential for this to have significant revenue pressures should receipts be delayed and temporary borrowing be required.

#### **Member scrutiny:**

- In response to a Select Committee Member's question regarding the potential increase in the number of Monmouthshire's schools likely to be in a deficit budget at the end of the financial year (from six schools to ten schools), it was noted that the adverse variance is minor in nature. Schools are being encouraged to have less balances to place less reliance on building up significant balances and reducing the volatility. The four schools that are likely to find themselves in a deficit balance at the end of the financial year will most likely be in deficit by less than £10,000. Also, there is an overall trend where schools starting the year in a deficit budget is a reducing one and becoming an improving situation.
- With regard to Chepstow School, it was noted that improvements have been made in respect of its deficit budget with the help of the Assistant Head of Finance.
- In response to a Select Committee Member's question regarding the Adults Services budget, it was noted that Monmouthshire has an increasing elderly population and expectations around care provision. This was an issue that needed to be progressed. Elected Members are having to make hard choices year on year with all departmental budgets. Officers across the Authority are therefore having to bring re-engineering plans with a view to having to do things differently.
- Draft budget proposals will be available in December 2016.

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Economy and Development Select Committee held at The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA on Thursday, 24th November, 2016 at 10.00 am

- In response to a Select Committee Member's question regarding the Cattle Market in Raglan, it was noted that there is still some work to be undertaken before the Authority takes over the responsibility for it. It is still in the commissioning stage.

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

- That the recommendations outlined in the report be presented to Cabinet.
- That the Scrutiny Manager invites the Economy and Development Select Committee to the Strong Communities Select Committee when the issue relating to the Cattle Market at Raglan is discussed.

#### **6. Business Rates Revaluation**

##### **Context:**

To receive a verbal update in respect of Business Rates Revaluation.

##### **Key Issues:**

##### **Situation Analysis:**

Following a recent draft Business Rates Revaluation, internal analysis has identified that 65% of Monmouthshire's rateable values have increased, 11% have stayed the same and 24% have decreased.

A recent Welsh Government consultation exercise has asserted that approximately half of all ratepayers will continue to pay nothing following the revaluation as a result of support provided by the Small Business Rates Relief Scheme (SBRR). However, analysis suggests that only 44.7% of ratepayers will receive full Small Business Rates Relief (down from 51.5%) and 31.9% of Monmouthshire businesses will receive no relief under SBRR (a 17.3% increase). Where a business is not already eligible for small business rates relief, it will not be eligible for transitional relief under the current Welsh Government proposals.

Should the revaluation go ahead, it is likely to have a considerable impact on Monmouthshire's local businesses, particularly the retail sector which will experience an overall sector increase of 11%, the highest in Wales. Local facilities, including post offices, public houses and village halls also seem to be particularly vulnerable as a result of this revaluation. The table below provides an analysis of percentage changes on a town by town basis:

## MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held at The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA on Thursday, 24th November, 2016 at 10.00 am

Town	% Increase	No Change	% Decrease
Abergavenny	68	10	22
Caldicot	41	22	37
Chepstow	64	12	24
Monmouth	84	5	11
Usk	89	5	6

Action to Date:

Given that 'Supporting enterprise, entrepreneurship and job creation' is one of the Council's key priorities, the following actions have been taken to raise awareness of this issue and the potential impact that this can have on the cash flow of Monmouthshire's local businesses:

- **4<sup>th</sup> November 2016:** The Chief Executive and Deputy Leader met with David Davies MP to raise concerns.
- **30<sup>th</sup> November 2016:** The Chief Executive, Deputy Leader and Chairman of Monmouth Chamber (representing all Monmouthshire's Chambers) are meeting with the District Valuer to:
  - Request a postponement of the revaluation so that the methodology can be examined. There is a need to understand why Monmouthshire is experiencing such a high proportion of the increase when there are inconsistencies with other counties. The system must be seen to be transparent and fair.
  - To understand if there is an opportunity for the Council to make a technical appeal on behalf of the County's businesses, although the Authority is not aware of an existing methodology that will enable it to do so.
  - Alternately, to seek assurance that those who lodge appeals against the revaluation should have increases postponed until the determination of the appeals. Businesses asked to pay these unexpected hikes at short notice could suffer severe cash flow problems. If the Welsh Government refuses to re-examine these proposals, Monmouthshire could lose some of the County's iconic businesses.
- **1<sup>st</sup> December 2016:** County Councillor Greenland to put a motion to Council urging Welsh Government to postpone these draft proposals to give time for a thorough review of the methodology and results thrown up from this revaluation to be considered. Also for Welsh Government not to impose any increases until the results of the appeals are known. Also, to call for sympathetic transitional arrangements for all businesses given that Welsh Government, although has announced a transitional scheme for small businesses affected by the increase, it has not done the same for the larger businesses which will be harder hit.

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Economy and Development Select Committee held at The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA on Thursday, 24th November, 2016 at 10.00 am

- **5<sup>th</sup> December 2016:** Nick Ramsay AM is holding a Public Meeting in Usk Memorial Hall at 7.30pm.

#### **Member Scrutiny:**

- The Select Committee endorsed the information received in the verbal update and Members agreed to raise their concerns at Full Council.
- It was considered that in order to maintain a viable business entity in Monmouthshire this matter needed to be addressed and resolved as quickly as possible.
- The report presented would be emailed to the Select Committee.
- The Cabinet Member stated that this matter is serious for many of Monmouthshire's businesses. It is likely that the smaller local businesses are likely to suffer under these proposals. It was noted that it was in the gift of Welsh Government to postpone these increases and for a better transitional period. This matter will be raised with Welsh Government.
- Some Select Committee Members considered that, as a Council, we could support local businesses by not putting a charge on businesses for their 'A' boards, with a view to showing support. It was considered that the cost implication of introducing this charge would create a minimal financial gain for the Council. It might be better not to introduce it and therefore support local businesses. The Vice-Chair asked officers to look into this matter but noted that the main issue that needed to be addressed was the matter of business rates.

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

On behalf of the Select Committee, the Vice-Chair thanked the officer for presenting the verbal report and urged Cabinet and officers to do what they can to help businesses overcome this very difficult issue.

#### **7. Improvement Objectives and Performance Indicators - 2016/17 Quarter 2 update**

##### **Context:**

To receive quarter 2 performance data for the Improvement Objectives which are under the remit of Economy & Development Select Committee and to receive the latest performance against wider key national performance indicators that are under the committee's remit.

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Economy and Development Select Committee held at The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA on Thursday, 24th November, 2016 at 10.00 am

#### Key Issues:

Improvement Objectives are set annually by the Council to deliver on priorities. These are set in the Council's Improvement Plan 2016/17. Despite objectives being focussed on the long term, the specific activities that support them are particularly focussed for the year ahead.

Activity that contributes to the delivery of some objectives cross cuts Select Committee remits and these will also be reported to the other relevant committees.

The Improvement Objectives will be evaluated at the end of the year (2016/17) based on the Council's self-evaluation framework, as set in the Improvement Plan 2016-17. Performance against them will be reported to Select Committee and in the Stage 2 Improvement Plan published in October each year.

This is likely to be the final annual cycle of Improvement Planning in this format. The Council is currently undertaking two substantial assessments of need and wellbeing within the County as a consequence of the Wellbeing of Future Generations Act and the Social Services and Wellbeing Act. This information will provide a much deeper evidence base of well-being in the County and will be used to review the Council's current improvement objectives in preparation for the publication of the Council's well-being objectives by 31st March 2017.

Appendix C of the report sets out further Key Performance Indicators from the National Performance indicator set that are under the committee's remit. The primary purpose is to highlight the performance achieved so far in 2016/17. Where indicators relate to the performance of services that are under the remit of more than one committee these will also be reported to the other relevant committees.

#### Member Scrutiny:

- In response to a Select Committee Member's question regarding the progress of the tourism, leisure, culture services and that progress was 'on target', it was noted that milestones are set in terms of progress towards that delivery. The 'on target' in this case related to completing the option appraisal by October 2016, the target having been set in May 2016. Therefore, this target had been met.
- A viable places loan scheme in Abergavenny has been promoted via the Council's website, the Council's Facebook page, twitter and press releases to communicate this message.
- The action in the report related to City deal has an associated milestone scheduled to be completed by March 2017. The Select Committee Manager confirmed that this matter is currently on the work programme to be brought to the Select Committee at the appropriate time.



## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Economy and Development Select Committee held at The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA on Thursday, 24th November, 2016 at 10.00 am

- In response to a Select Committee Member's question regarding STEAM data and how it is collated, it was noted that the Tourism Manager could provide the Member with an update regarding this matter.

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

- That the report be noted.
- The Tourism Manager to provide the Select Committee Member with information on how STEAM data is collated.
- An update report on the City Deal to be presented to a future Select Committee meeting.

#### **8. Y Prentis and CMC2 Updates**

##### **Context:**

To receive an update on Y Prentis activities and the benefits it has brought to the wider South East Wales region. To consider the dissolution of CMC<sup>2</sup>.

##### **Key Issues:**

Y Prentis was established by CMC2 and Melin Homes as a not for profit company limited by guarantee in September 2012. Y Prentis delivers a Shared Apprenticeship Scheme across South East Wales in partnership with the Construction Industry Training Board (CITB). Its vision is to 'provide long term sustainable employment opportunities to help young people maximise their potential and gain fruitful future employment'.

Y-Prentis has been a success story for CMC2. It is profitable, supported by a levy from the construction sector and enabled more than 160 young people into sustainable living wage apprenticeships. Moreover, the potential now exists for the continued development and expansion of the company, in light of the City Deal and major infrastructure developments and opportunities such as the Critical Care Centre in Torfaen. Aside from Y-Prentis, CMC2 has created benefits for Monmouthshire communities with broadband exploitation, MonmouthpediA, digital inclusion and tourism. In terms of its contribution to the Council, the work undertaken by CMC2 on the development of the replacement social care system (FLO/PLANT), has saved the Council in the order of £150,000 annually in licence fees.

With the conclusion of the software development work and other than the continued operation of Y-Prentis, CMC2 has ceased trading and has been engaged in completing live projects since July 2015 when Cabinet approved reserve funding for its accumulated losses. However it was not dissolved at this time as it formed part of an options appraisal to consider a suitable delivery structure for the Alternative Delivery

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Economy and Development Select Committee held at The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA on Thursday, 24th November, 2016 at 10.00 am

Model (ADM) being considered for Tourism, Leisure and Culture Services. This analysis has now concluded that CMC<sup>2</sup> is not the correct vehicle for the ADM so it is now proposed that the company is formally dissolved.

In doing so, it is proposed that one outstanding account of £90,000 relating to software development services for Skutrade is novated to the Council. The Council had separately engaged with Skutrade to determine whether it could support the competitiveness of Monmouthshire businesses. The recovery of the Skutrade account is considered to be a separate matter to this and we are working with the company to settle the account.

As CMC<sup>2</sup> is the registered co-owner of Y Prentis, with Melin Homes, it is proposed that following dissolution, ownership of the company transfers to the Council which becomes co-owner of this not for profit company limited by guarantee, which is successful in its own right. Accumulated surpluses of £240,000 (expected to reach £260,000 by 31<sup>st</sup> March 2017) are now held by the company. The significant additional future growth potential with major infrastructure investment schemes in the region, now coming to pass must also be considered given the remit of Y-Prentis to work on a regional scale.

#### Member Scrutiny:

- The Business Plan for Y Prentis to be brought to a future meeting of the Select Committee.
- In response to a Select Committee Member's question regarding Y Prentis being in the ownership of CMC2, it was noted that at the inception of CMC2, it was seen as a perfect opportunity for CMC2 and Y Prentis to align. And a decision was made to do so. However, there is a need to re-house Y Prentis due to the dissolution of CMC2.
- Part of the focus of CMC2 included sustainable energy but was not the single focus. The articles of the companies were in renewable and training skills. CMC2 always had the flexibility to operate in many areas.
- In response to a Select Committee Member's question regarding its success, it was noted that there has been an enthusiastic apprenticeship scheme and new software developments. Now seems to be the time to bring it back in-house.
- In response to a Select Committee Member's question regarding the intellectual property of the system, it was noted that with regard to FLO / PLANT, things have been protracted where strong relationships have been developed with other software houses and providers who have taken a keen interest in what has been produced. However, changes in the market has led to some of these companies being taken over which has meant that the platform is in the process of being sold on. A valuation is being sought from the District Valuer. The IP address and the code is owned by the Authority. In respect of development work taken for the Authority, where contracts were written that the IP address was held by the Authority. For any software development works that were undertaken with

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Economy and Development Select Committee held at The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA on Thursday, 24th November, 2016 at 10.00 am

private companies, the holder of the IP address varied. There is no intellectual property that is held by CMC2 other than one software development project. With regard to who owns this intellectual property, this will need to be ascertained via legal process. Therefore, the company would not be dissolved until this matter had been clarified.

- A Select Committee Member had expressed his disappointment and questioned the purpose of CMC2. It was noted that there had been a number of examples highlighted in the report that had outlined the good work that had been achieved. However, the point had been reached where it had become necessary to curtail activities and dissolve the company.
- The Cabinet Member stated that purpose of CMC2 was to take forward areas of interest for the community and to bring people into the Community Interest Company (CIC) who had skills and were able to take forward issues the Authority would like to do but were not in the general remit of the Council. Therefore, developing benefits to the community that would not have been delivered. The company has been successful during its time of operation.
- In response to a Select Committee Member's question, it was noted that Cabinet received the CMC2 business plan annually and at each point that it was presented to Cabinet, pre-decision scrutiny had been undertaken by the Select Committee.

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

- Y Prentis deserves further scrutiny and this matter will come forward to the Select Committee in the spring of 2017.
- To accept the recommendations outlined in the report, as follows:
  - To receive a full update on the activities of Y Prentis.
  - To approve the dissolution of CMC<sup>2</sup>.
  - To agree to novate outstanding debt to the Council for recovery purposes.
  - To, as a consequence of the above movements, agree to formally pass ownership of Y Prentis from CMC<sup>2</sup> to the Monmouthshire County Council.

#### **9. Economy and Development Select Committee Forward Work Programme**

We scrutinised the Economy and Development Select Committee Forward Work Programme. In doing so, the following points were noted:

- The Ordinary meeting of the Select Committee to be held on 5<sup>th</sup> January 2017 at 10.00am (All day meeting).

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Economy and Development Select Committee held at The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA on Thursday, 24th November, 2016 at 10.00 am

- A Tourism Workshop regarding the Destinations Management Plan will be held on 12<sup>th</sup> January 2017 at 10.00am.
- A Special Meeting of the Economy and Development Select Committee to be held in January 2017. Agenda items:
  - Benefits of hosting the Velothon.
  - City Deal.
  - Museums Work.
  - Enterprise Restructure.

We resolved to receive the update and noted its content.

#### 10. **Council and Cabinet Business Forward Plan**

We scrutinised the Council and Cabinet Business Forward Plan.

In response to a Select Committee Member's question regarding the Community Governance report, the Scrutiny Manager would liaise with the Senior Democratic Services Officer to ascertain when this report is likely to be presented to Council by the Head of Governance, Engagement and Improvement.

We resolved to receive the report and noted its content.

#### 11. **Next meeting**

Thursday 5<sup>th</sup> January 2017 at 10.00am.

**SUBJECT: DRAFT CAPITAL BUDGET PROPOSALS 2017/18 TO 2020/21**

**MEETING: Economy & Development Select Committee**

**DATE: 5<sup>th</sup> January 2017**

**DIVISION/WARDS AFFECTED: Countywide**

**1. PURPOSE:**

- 1.1 To outline the proposed capital budget for 2017/18 and the indicative capital budgets for the three years 2018/19 to 2020/21.

**RECOMMENDATIONS:**

- 1.1 That Select Committee scrutinizes the draft capital budget proposals for 2017/18 to 2020/21 released for consultation purposes as set out below and referred to in Appendix 2
- 2.2 That Select Committee notes the following recommendations approved by Cabinet:
- 2.3 That Cabinet confirms a capital strategy, which seeks to prioritise the Council's Future Schools programme and other commitments whilst also continuing to finance a minimum core capital programme, recognizing the risks associated with this approach.
- 2.4 That Cabinet reviews the priorities in the Capital programme in the light of the issues raised in 3.7 and other demands for capital resources
- 2.5 That Cabinet reaffirms the principle that new schemes can only be added to the programme if the business case demonstrates that they are self financing or the scheme is deemed a higher priority than current schemes in the programme and therefore displaces it.
- 2.6 That Cabinet agrees to maximize the use of capital receipts when received to fund the capital programme (therefore reducing the need to borrow) and/or set aside to repay debt as outlined in paragraph 3.10.

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

### 3. KEY ISSUES:

#### Capital budget strategy

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

- The core MTFP capital programme needs to be financially sustainable without drawing on further funding.
- The original Match funding identified for the Council's priority of the Future schools programme (£40 million) has been supplemented with £11.9 million additional funding.
- Budgets for Disabled Facilities Grants and Access for all schemes will be maintained in line with the Council's priority of protecting services to vulnerable adults and children.
- No inflation increases will be applied to any of the capital programme with property maintenance budget and Infrastructure maintenance budget set at the same level as last year
- The County farms maintenance and reinvestment programme is based on the revised asset management plan for County farms, supported by the latest condition survey data
- Budget for Area Management of £20k in the programme could be further reduced or cut in the face of other pressures
- £1m unsupported prudential borrowing per annum has been contained in the programme for a number of years and this will continue in the current 4 year programme
- The capital MTFP currently projects no increase in supported borrowing for 2016/17 onwards (provisional settlement received October 2016)
- Use of the capital investment reserve to ease the transition to a balanced budget
- Budget to enhance or prepare assets for sale will be maintained and funded through the capital receipt regeneration reserve in order to maximize this funding stream for the Future schools programme priority

#### Capital MTFP issues

- 3.2 The four year capital programme is reviewed annually and updated to take account of any new information that is relevant.
- 3.3 The major component of the capital MTFP for the next few years is the Future schools programme, and the Council has recently approved further funding for this programme at its meeting on the 20<sup>th</sup> October 2016.
- 3.4 There are a number of other areas where there is a commitment to invest, however the schemes currently sit outside the programme as work progresses to identify the funding requirements. These are:
- Monmouth Pool – commitment to reprovide the pool in Monmouth as a consequence of the Future schools programme
  - Abergavenny Hub – commitment to reprovide the library with the One Stop Shop in Abergavenny to conclude the creation of a Hub in each of the towns
  - Disabled Facilities Grants – the demand for grants is currently outstripping the budget, work is being undertaken to assess the level of investment required to maximize the impact and benefit for recipients.
  - City Deal - 10 Authorities in the Cardiff City region are looking at a potential £1.2 billion City Deal. Agreement to commit to this programme is being sought across the region in January and so would impact on the capital MTFP. The potential impact on individual authority budgets is currently being modelled in advance of decisions on specific projects and profiles in order for authorities to start reflecting the commitment in their MTFPs.
  - J and E Block – the office rationalization programme is being considered to see if there is a solution that would enable the Magor and Usk sites to be consolidated, releasing funding to pay for the necessary investment to bring the blocks into use.
- 3.5 A strategy that enables the core programme, Future schools and the above schemes to be accommodated is being developed. Notwithstanding this there will still remain a considerable number of pressures that sit outside of any potential to fund them within the Capital MTFP and this has significant risk associated with it. Cabinet have previously accepted this risk.
- 3.6 The current policy is that further new schemes can only be added to the programme if the business case demonstrates that they are self financing or the scheme is deemed a higher priority than current schemes in the programme and therefore displaces it.
- 3.7 In summary the following other issues and pressures have been identified:
- Long list of back log pressures – infrastructure, property, DDA work, Public rights of way, as outlined in Appendix 1. None of these pressures are included in the current capital MTFP, but this carries with it a considerable risk.
  - Capital investment required to deliver revenue savings – this is principally in the area of office accommodation and looking at alternative delivery models for leisure and culture, and social care, property investment and possibly Additional Learning needs. The level of investment is currently being assessed however, in accordance with the principle already set above, if the schemes

are not going to displace anything already in the programme then the cost of any additional borrowing will need to be netted off the saving to be made.

- The IT reserve is depleted so funding for any major new IT investment is limited. Any additional IT schemes will need to either be able to pay for themselves or displace other schemes in the programme.
- Circuit of Wales – the Authority has undertaken due diligence work on a version of the proposal which concluded not to proceed, the current proposal is being considered by Welsh Government without recourse to Local Authority funding.

### Available capital resources

- 3.8 The capital strategy identified above establishes that the core programme will not increase so that available funding can be prioritised for the Future Schools Programme and other commitments provided.
- 3.9 In light of the current pressures on the Authority’s medium-term revenue budget, and the principles on which any prudential borrowing must be taken of affordability, prudence and sustainability, the use of further prudential borrowing has to be carefully assessed.
- 3.10 The table below illustrates the balance on the useable capital receipts reserve over the period 2016/17 to 2020/21 taking into account capital receipts forecasts provided by Estates and revised balances drawn to finance the existing programme. The Council still needs to continue to make a concerted effort to maximize its capital receipts generation over the next few years. Further opportunities to set aside capital receipts to repay debt have been modelled for 2016/17 and 2017/18, however this is dependent on significant asset sales taking place and the profile of expenditure in the relevant years. Further detail is provided in Appendix 4.

Page 18

<b><u>GENERAL RECEIPTS</u></b>	<b>2016/17</b> <b>£000</b>	<b>2017/18</b> <b>£000</b>	<b>2018/19</b> <b>£000</b>	<b>2019/20</b> <b>£000</b>	<b>2020/21</b> <b>£000</b>
<b>Balance as at 31st March</b>	<b>11,226</b>	<b>608</b>	<b>0</b>	<b>5,156</b>	<b>4,861</b>

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



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

#### 4. REASONS:

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

#### RESOURCE IMPLICATIONS:

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

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

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

#### 7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

None

#### 8. CONSULTEES:

Senior Leadership Team

All Cabinet Members  
Head of Legal Services  
Head of Finance

**9. APPENDICES:**

Appendix 1 – Capital MTFP pressures  
Appendix 2 – Capital budget summary programme 2017 to 2021  
Appendix 3 – Schools programme  
Appendix 4 – Forecast capital receipts 2016 to 2020/21  
Appendix 5 – Capital receipts risk factors  
Exempt Appendix 6 – Forecast receipts  
Appendix 7 – Future Generations Evaluation

**10. BACKGROUND PAPERS:**

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

**AUTHOR:**

Joy Robson – Head of Finance

**12. CONTACT DETAILS:**

Tel: (01633) 644270

Email: [joyrobson@monmouthshire.gov.uk](mailto:joyrobson@monmouthshire.gov.uk)

**Appendix 1 - Capital Pressures**

Description of Pressure	Forecast Cost	Responsible Officer / Champion
<b>Current Rights of Way issues (Whitebrook byway)</b> - Engineering assessments have been completed on landslip / collapse of byway at Whitebrook, estimated cost of repairs in the region of £70-£80k.	75,000	Matthew Lewis
<b>Current Rights of Way issues (Wye and Usk Valley Walks)</b> - Engineering assessments have been completed on river erosion / landslips on the Wye and Usk Valley Walks. [Monmouth] (Wye Valley Walk) £23,925, [Clytha] (Usk Valley Walk) £46,725, [Coed Y Prior] (Usk Valley Walk) £9,900, site investigations/design £5,500.	86,000	Matthew Lewis
<b>The major review of the waste Mgt and recycling service</b> is ongoing and will report in the new year to Members. Proposals may include consideration of receptacles rather than bags (anticipated cost of between £0.3-1.3m). Current options are exploring the possibility of using revenue budgets to meet this cost.	1,300,000	R Jowitt/C Touhig
<b>Monmouth Community Amenity site upgrade</b> - indicative costs are £1.5-2m if built and run by the Council. The transfer station and CA capital costs could be avoided if the Council decided it was best value to procure a build, finance, operate contract for its sites in future. The work to evaluate these options will follow on after kerbside collection.	2,000,000	R Jowitt/C Touhig
<b>Property Maintenance requirements for both schools &amp; non-schools</b> as valued by condition surveys carried out some years ago. The existing £2m annual budget mainly targets urgent maintenance e.g. health & safety, maintaining buildings wind & watertight, etc., and is insufficient to address the maintenance backlog. A lack of funding means maintenance costs will rise; that our ability to sell buildings at maximum market rates will be affected ; Our ability to deliver effective services will be affected and a Loss of revenue and poor public image.	22,000,000	R M O'Dwyer
<b>Disabled adaptation works to public buildings</b> required under disability discrimination legislation.	7,200,000	R M O'Dwyer
<b>School Traffic Management Improvements</b> - based on works carried out on similar buildings.	250,000	R M O'Dwyer
<b>Refurbishment of all Public Toilets</b> - Capital investment required to facilitate remaining transfers to Town and Community Councils	95,000	R M O'Dwyer
<b>School fencing improvements</b>	68,000	LEA & Headteacher
<b>Modification works to school kitchens to comply with Environmental Health Standards.</b> Without additional funding school kitchens may have to be closed and additional costs for transporting meals in incurred, possibly causing disruption to the education process.	38,000	R M O'Dwyer
<b>Radon remedial works</b> Following the commissioning of Radon Wales to carry Radon Surveys of public buildings, remedial works will be required at various premises to resolve issues	75,000	R M O'Dwyer

<p><b>Countryside Rights of Way work</b> needed to bring network up to statutorily required and safe standard. This should be taken as a provisional figure as surveys and assessments of bridges and structures are on-going and the rights of way prioritisation system which includes risk assessment will more accurately define and rank the backlog. Bridge management report on 787 bridges completed in October 2013 identifies 254 known bridge issues of which 77 need repair, 31 replacement &amp; 80 are missing. 68 have 'other' issues including 51 bridges which require full inspection to further ascertain requirements/costs. 13 bridges are 10m+ and require replacement or repair. It is not possible to cost all of these currently but a ball park figure of £288k has been identified for the first tranche of issues. Additional ROW allocation (30K) helping, but scale of overall pressure means these figures are still relevant</p>	2,200,000	I Saunders
<p><b>Transportation/safety strategy</b> –Air Quality Management, 20 m.p.h legislation and DDA (car parks)</p>	1,200,000	R Cope
<p><b>Disabled Facilities Grants (DFGs)</b> - The DFG's budget has remained unchanged for the last ten years. Each year the fully committed/spent date falls earlier in the financial year. This year we expect the budget to be fully committed by end October.</p>	500,000	I Bakewell
<p><b>Bringing County highways to the level of a safe road network.</b> This backlog calculation figure has been provided by Welsh Government. The Authorities Capital Programme is not addressing the backlog significantly as the annual level of funding available is not of sufficient magnitude to address this. The annual programme is set in relation to the approved budget and this programme is shared with all members. Routes are selected on the basis of their significance within the overall highway network and their condition. Programmes are reviewed annually around December and then distributed to members.</p>	80,000,000	R Hoggins
<p><b>Investing in infrastructure projects needed to arrest road closures due to whole or partial bank slips.</b> Without additional expenditure there is the potential for deterioration, increased scheme costs, disruption to communities and the travelling public and road closures.</p>	5,000,000	R Hoggins
<p><b>Backlog on highways structures including old culverts, bridges and retaining walls.</b> With existing budget this backlog will take 23 years to cover and there will be increased likelihood of loss of network availability.</p>	12,700,000	R Hoggins
<p><b>Reprovision or repair of Chain Bridge</b> - Cost prediction is indicative at present. Summary quotes updated August 15. The bridge is currently under special management measures and inspection. Repair/ repositioning will remove / minimise the need for these measures. Without remedial work, the structure will continue to deteriorate. The current 40T maximum limit will have to be further reduced restricting access to the Lancayo area especially for heavy vehicles. Options evaluated from repairing sufficiently to maintain 40t limit, to converting to footbridge and repositioning</p>	1,800,000 to 7,500,000. Mid point 4,700,000	R Hoggins
<p><b>Caldicot Castle remedial works</b> - longer term pressures given the condition of the curtain walls / towers etc. The £2-3m estimate is a ball part figure ranging from just the backlog of maintenance to also including improvements to bring the visitor facilities up to modern standards. An RDP grant is paying for a condition survey / outline conservation plan. The current condition of buildings constrains current operations and will impact on future management options including the assessment of viability of potential Cultural Services Trust. Heritage Lottery Funding is possible (but very competitive) Substantial match funding would still be required.</p>	3,000,000	I Saunders
<p><b>Severn View Care Facility renewal</b> - the starting point is that MCC is seeking the re-provision of approximately 30 residential beds for older people living with dementia and a day service 6 days per week supporting 15 people per day. The existing home was built c1979 and although the layout is good, it has a number of significant weaknesses which we will seek to address through detailed work on design to meet identified needs in the area.</p>	?	Julie Boothroyd
<p><b>Band B Schools programme - dependent on WG funding streams</b></p>	?	

<b>Total Pressures</b>	<b>137,787,000</b>	
<b>Capital investment for revenue savings</b>		
<b>Leisure and cultural services</b> - Currently the service is exploring future delivery options including trust status. Part of the work will involve conditions surveys which may lead to capital works being required to expedite handover of assets. Included:- e.g. museums, Shire hall, Abergavenny castle, Old station Tintern, Caldicot castle	1,000,000	
<b>ALN Strategy</b> -review of current ALN service that includes various County facilities. Options could require Capital Spend but this is unknown at the present time	?	
<b>Abergavenny Hub costs</b>	?	
<b>Office accommodation</b> - reflective of J&E block, Usk HQ and car park changes, scheme currently being reviewed	1,130,000	

This page is intentionally left blank

## Appendix 2 - Capital Budget Summary 2017 to 2021

	Indicative Budget 2017/18	Indicative Budget 2018/19	Indicative Budget 2019/20	Indicative Budget 2020/21
Asset Management Schemes	1,929,277	1,929,277	1,929,277	1,929,277
School Development Schemes	28,258,224	8,560,044	800,000	50,000
Infrastructure & Transport Schemes	2,240,740	2,240,740	2,240,740	2,240,740
Regeneration Schemes	0	0	0	0
County Farms Schemes	300,773	300,773	300,773	300,773
Inclusion Schemes	850,000	850,000	850,000	850,000
ICT Schemes	0	0	0	0
Vehicles Leasing	1,500,000	1,500,000	1,500,000	1,500,000
Other Schemes	97,460	20,000	20,000	20,000
<b>TOTAL EXPENDITURE</b>	<b>35,176,474</b>	<b>15,400,834</b>	<b>7,640,790</b>	<b>6,890,790</b>
Supported Borrowing	(2,402,000)	(2,402,000)	(2,402,000)	(2,402,000)
Unsupported (Prudential) Borrowing	(3,011,693)	(1,343,216)	(1,375,000)	(1,000,000)
Grants & Contributions	(11,018,512)	(3,965,848)	(1,837,000)	(1,462,000)
Reserve & Revenue Contributions	(17,999)	(17,999)	(17,999)	(17,999)
Capital Receipts	(17,226,271)	(6,171,771)	(508,791)	(508,791)
Vehicle Lease Financing	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
<b>TOTAL FUNDING</b>	<b>(35,176,474)</b>	<b>(15,400,834)</b>	<b>(7,640,790)</b>	<b>(6,890,790)</b>

A2 Summary programme

	Indicative Budget 2017/18	Indicative Budget 2018/19	Indicative Budget 2019/20	Indicative Budget 2020/21
(SURPLUS) / DEFICIT	0	0	0	0



Appendix 3 - Schools capital programme	Financial Year 2017/18	Financial Year 2018/19	Financial Year 2019/20	Financial Year 2020/21
	Indicative Budget £	Indicative Budget £	Indicative Budget £	Indicative Budget £
<b>Expenditure:</b>				
Monmouth Comprehensive School - 1600 Place	20,391,004	6,345,133	750,000	
Caldicot Comprehensive School - 1500 Place	7,817,220	2,164,911		
<b>Total Expenditure</b>	<b>28,208,224</b>	<b>8,510,044</b>	<b>750,000</b>	<b>0</b>
<b>Financing:</b>				
External Grant Funding	(9,556,512)	(2,503,848)	(375,000)	0
Capital Receipts	(16,640,020)	(5,662,980)	0	0
Unsupported Borrowing	(2,011,693)	(343,216)	(375,000)	0
<b>Total Financing</b>	<b>(28,208,224)</b>	<b>(8,510,044)</b>	<b>(750,000)</b>	<b>0</b>
<b>(Surplus) / Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

This page is intentionally left blank

**Appendix 4 - Forecast Useable Capital Receipts**

Amounts in excess of £10,000 are categorised as capital receipts. The balance of receipts is required to be credited to the Useable Capital Receipts Reserve, and can then only be used for new capital investment or set aside to reduce the Council's borrowing requirement.

The forecast movement on the reserve based on forecast capital receipts and the budgeted application of capital receipts (including forecast slippage) to support the financing of the Authority's capital programme is summarised below:

<b><u>GENERAL RECEIPTS</u></b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Balance as at 1st April	5,311	11,226	608	0	5,156
Less: capital receipts used for financing	(2,225)	(756)	(509)	(509)	(509)
Less: capital receipts used for financing Monmouth, Caldicot and Welsh medium 21c school provision	(5,352)	(17,186)	(5,663)	0	0
	<b>(2,265)</b>	<b>(6,716)</b>	<b>(5,564)</b>	<b>(508)</b>	<b>4,647</b>
Capital receipts forecast	19,666	7,320	5,560	5,660	210
Deferred capital receipts	4	4	4	4	4
Less: capital receipts set aside:	(6,178)	0	0	0	0
<b>Balance as at 31st March</b>	<b>11,226</b>	<b>608</b>	<b>0</b>	<b>5,156</b>	<b>4,861</b>
<b><u>LOW COST HOME OWNERSHIP RECEIPTS</u></b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Balance as at 1st April	112	(0)	(0)	(0)	(0)
Less: capital receipts used for financing	(112)	0	0	0	0
	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
Capital receipts forecast	-	-	-	-	-
<b>Balance as at 31st March</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>

This page is intentionally left blank

## Appendix 5 - Capital Receipts Summary and Risk Factors

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

Risk Factor	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/2020 £	2020/21 £	
<b>Education Receipts</b>							
Low / completed	9,596,000	0	100,000	0	0	0	97%
Medium		300,000	0	0	0	0	3%
High	0	0	0	0	0	0	0%
	<u>9,596,000</u>	<u>300,000</u>	<u>100,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	
<b>County Farm Receipts</b>							
Low / completed	277,000	745,000	0	0	0	0	46%
Medium	0	0	1,200,000	0	0	0	54%
High	0	0	0	0	0	0	0%
	<u>277,000</u>	<u>745,000</u>	<u>1,200,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	
<b>General Receipts</b>							
Low / completed	301,000	13,790,000	170,000	160,000	160,000	160,000	98.6%
Medium	0	0	200,000	0	0	0	1.4%
High	0	0	0	0	0	0	0.0%
	<u>301,000</u>	<u>13,790,000</u>	<u>370,000</u>	<u>160,000</u>	<u>160,000</u>	<u>160,000</u>	
<b>Strategic Accommodation Review</b>							
Low / completed	0	2,500,000	250,000	0	0	0	54.1%
Medium	0	2,331,000	0	0	0	0	45.9%
High	0	0	0	0	0	0	0%
	<u>0</u>	<u>4,831,000</u>	<u>250,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	
<b>Dependent on Outcome of LDP</b>							
Low / completed	0	0	3,100,000	3,100,000	3,100,000	0	57%
Medium	0	0	2,300,000	2,300,000	2,400,000	0	43%
High	0	0	0	0	0	50,000	0%
	<u>0</u>	<u>0</u>	<u>5,400,000</u>	<u>5,400,000</u>	<u>5,500,000</u>	<u>50,000</u>	
<b>TOTALS</b>							
Low / completed	10,174,000	17,035,000	3,620,000	3,260,000	3,260,000	160,000	80%
Medium	0	2,631,000	3,700,000	2,300,000	2,400,000	0	20%
High	0	0	0	0	0	50,000	0%
<b>Total</b>	<b><u>10,174,000</u></b>	<b><u>19,666,000</u></b>	<b><u>7,320,000</u></b>	<b><u>5,560,000</u></b>	<b><u>5,660,000</u></b>	<b><u>210,000</u></b>	

### Risk Factor key:

**High** - External factors affecting the potential sale that are out of Authority control

**Medium** - Possible risk elements attached but within Authority ability to control

**Low** - No major complications are foreseen for the transaction

This page is intentionally left blank



## Future Generations Evaluation ( includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation Joy Robson</p> <p><b>Phone no:</b>01633 644270 <b>E-mail:</b>joyrobson@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p><b>Present capital budget proposals for consultation</b></p>
<p><b>Name of Service</b></p> <p>Whole authority</p>	<p><b>Date Future Generations Evaluation</b> form completed</p> <p>02/12/16</p>


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

Page 3





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

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

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

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



Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>		
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The aim of the report is to present proposals for consultation with key stakeholders</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>		
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Investment in Future Schools will positively impact on the teaching environment</p>	



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

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

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

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

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

Capital budgets which impact on individuals, such as DFGs and DDA works are being maintained at existing levels, and existing and future demand on DFGs is being assessed.

The investment in future schools is expected to have a benefit for children and communities for future generations

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

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

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

The impacts of this proposal will be evaluated on:	Annually when the capital MTFP is reviewed
--	--

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

**REPORT:** Capital Budget Proposals 2017/18 to  
2020/21  
**AUTHOR:** Joy Robson  
**MEETING AND DATE OF MEETING:** Cabinet – 16th December 2016

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

**Exemptions applying to the report:**

Information relating to specific assets values of tenanted properties.

**Factors in favour of disclosure:**

Provides information on assets the Authority is proposing to sell.

**Prejudice which would result if the information were disclosed:**

Prejudice negotiations with tenants of County Farms.

**My view on the public interest test is as follows:**

Outweighed by need to exempt.

**Recommended decision on exemption from disclosure:**

To apply exemption.

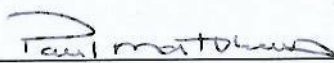
**Date:** 2<sup>nd</sup> December 2016

**Signed:** 

**Post:** Head of Finance

---

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

  
\_\_\_\_\_  
Proper Officer

Date: 6/12/16

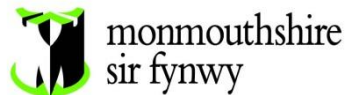
This page is intentionally left blank

By virtue of paragraph(s) 14 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank





<b>SUBJECT:</b>	<b>DRAFT BUDGET PROPOSALS 2017/18 FOR CONSULTATION</b>
<b>MEETING:</b>	<b>Economy &amp; Development Select Committee</b>
<b>DATE:</b>	<b>5<sup>th</sup> January 2017</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>All</b>

## 1. PURPOSE:

- 1.1 To provide detailed draft proposals on the budget savings required to meet the gap between available resources and need to spend in 2017/18, for consultation purposes.
- 1.2 To consider the 2017/18 budget within the context of the 4 year Medium Term Financial Plan (MTFP) and the emergence of priorities to guide forward activities through Future Monmouthshire.

## 2. RECOMMENDATIONS:

- 2.1 That Select committee scrutinises the draft budget savings proposals for 2017/18 released for consultation purposes.
- 2.2 That Select committee notes that the consultation period and opportunity to present alternative proposals that have been Equality Impact assessed ends on 31<sup>st</sup> January 2017.
- 2.3 That Select committee notes that work is continuing on the areas required to balance the 2017/18 budget and Medium Term Financial Plan (MTFP), through those opportunities identified in the emerging Future Monmouthshire programme.

## 3. KEY ISSUES:

### Background

- 3.1 Cabinet received a report on the MTFP and budget process at their meeting of 2<sup>nd</sup> November 2016. The report outlined the assumptions that were being used in the construction of the budget for 2017/18 and the MTFP and highlighted the outcome of the provisional settlement announcement for Monmouthshire.
- 3.2 As a reminder the following assumptions have been used for the 2017/18 budget:
  - Council Tax – 3.95%
  - Other external income – 2.5%
  - Pay inflation – 1%
  - Non pay inflation – 0%
  - Vacancy factor – 2% (except schools)
  - Superannuation – 21.1% (Actuarial review pending)
  - Schools Budget – 0%
  - Aggregate External Finance – 0.12% reduction based on the provisional settlement

- 3.3 The above assumptions led to a gap of £2.509 million in 2017/18 rising to a gap of £10.5 million over the medium term. At that time further work was being undertaken to assess the pressures both in the current year budget and any new pressures arising from changes in regulations for example. Savings and income generation proposals were also being worked up and reviewed through an internal and external challenge process guided by the principles and thinking established through Future Monmouthshire.

### Pressures

- 3.4 The work on pressures has highlighted that a number of significant pressures need to be taken into account in next years budget. This is most notable in Social care where a combination of increasing complexity of care and demand for services together with changes implemented by Welsh government in relation to caps on charging for care and capital threshold limits and the impact of the National living Wage increase on care contracts has combined to generate £2 million pressure in next years budget. A summary table of pressures is provided below and further information on the other pressures is provided in Appendix 1. It is noticeable that there are a limited number of pressures identified for years 2 to 4 of the MTFP, however it is common for them to be recognised closer to the year in question and this needs to be borne in mind when considering the remaining gap in the MTFP.

	2017/18	2018/19	2019/20	2020/21
Summary of Pressures by Directorate	£000s	£000s	£000s	£000s
Children and Young People	0	0	0	0
Corporate	678	58	112	0
Social Care and Health	2016	434	434	0
Operations	679	47	72	0
Resources	608	0	0	0
Enterprise	585	0	0	0
Chief Executive Office	105	0	0	0
<b>TOTAL PRESSURES</b>	<b>4671</b>	<b>539</b>	<b>618</b>	<b>0</b>
One off pressures to be reserve funded	-581	0	0	0
<b>NET TOTAL PRESSURES</b>	<b>4090</b>	<b>539</b>	<b>618</b>	<b>0</b>

- 3.5 Previously agreed savings that have not been achieved in the past have also been recognised as pressures in the model together with any current year budget overspends that look set to continue into 2017/18. In previous budgets Directorates have been asked to manage these pressures within services, however given the level of savings already being delivered by some service areas a decision has been taken to recognise these pressures in the budget for 2017/18 to mitigate this risk.
- 3.6 Some of the pressures have been recognised as one off pressures and so will be proposed to be met from earmarked reserves. The remaining gap created will be addressed ongoing through focussed work, involving service reviews and redesign, challenge-setting, transfer of external knowledge and best practice.

### Budget Proposals for 2017/18

- 3.7 After several years of taking significant resource out of the budget the means of achieving further savings becomes increasingly more challenging. The work on Future Monmouthshire has meant some changes to the budget process for 17/18. Future Monmouthshire is about keeping the Council 'going' and 'growing' and whilst the pressure of 17/18 is immediate, a one-year Page 44 has been developed which aims to position

short-term decisions in the context of a longer-term programme which aligns with the medium Term Financial Plan. Across the board, all service areas were asked to consider how their services would look within a range of reductions available to them, whilst simultaneously, looking ahead and ensuring wherever possible, proposals support the medium term direction of travel. Over 240 proposals were highlighted through this work and is testament to the hard work of service managers willing to continue to look for every available possibility to make efficiencies and work differently whilst minimising the impact on the people and communities of Monmouthshire.

- 3.8 To in-build an additional element of review, all proposals have been considered and tested through a process of internal and external independent challenge. The internal challenge resulted in an initial ranking of savings as red, amber or green and helped identify where further attention could be focused to develop a set of proposals to meet the resource gap. At this stage the list of proposals that fell into the red category have been set aside as requiring further work to assess the impact, risk and full implications of the idea. These now form part of the ongoing work programme of Future Monmouthshire and will ensure that there is an ongoing pipeline of schemes and proposals. This pipeline will support the annual budget process and moreover, embed and ingrain the task of ongoing improvement, efficiency and effectiveness in the every day. The green and amber proposals were then categorised in to the following areas: Income generation, Staff, Organisational efficiency and service reduction. 68 of the proposals were classed as organisational efficiency as they enabled the services to work better and smarter without impact on the service outcomes.
- 3.9 External challenge was also undertaken to provide a high level independent view and challenge of the 2017/18 budget proformas, whilst ensuring that proposals for efficiency savings are aligned to the strategic direction of the Council to be delivered through the Future Monmouthshire programme. The review considered data analysis, facilitated sessions, ranking of the proposals for deliverability and identifying any areas of additional opportunity. The feedback provided accorded in most areas with the internal challenge process and has been taken into account in presenting the proposals in this report. In addition the analysis, provided a useful overview of how the process can be improved in the future. Areas of additional opportunity were highlighted, in particular around future opportunities for service integration commercialisation, income generation, procurement and adult social care are currently being considered and will form part of the ongoing pipeline of activity being built out through Future Monmouthshire. There is a possibility some of these will be sufficiently developed in time to help with meeting the remaining gap as presented below. This remains priority work in progress.
- 3.10 A summary of all the proposals are shown in the table below, and are shown in more detail in the attached appendices 2 and 3.

			Income	Org Efficiency		Staffing	Reduction			
	No of proposals	TOTAL Value	Value	No.	Value	No.	Value	No.	Value	No.
Chief Executive Office	11	£174,034	£0	0	£25,742	4	£144,292	6	£4,000	1
Children and Young People	7	£245,461	£0	0	£125,000	5	£70,461	1	£50,000	1
Enterprise	16	£84,047	£9,000	3	£69,047	12	£6,000	1	£0	0
Operations	46	£669,944	£114,915	8	£315,241	26	£72,061	6	£167,727	6
Resources	18	£266,476	£14,288	2	£154,500	11	£97,688	5	£0	0
Social Care and Health	23	£277,059	£51,435	10	£144,243	9	£22,400	2	£58,981	2
<b>TOTAL</b>	<b>121</b>	<b>£1,717,021</b>	<b>£189,638</b>	<b>23</b>	<b>£833,773</b>	<b>67</b>	<b>£412,902</b>	<b>21</b>	<b>£280,708</b>	<b>10</b>
Corporate	2	£118,000	£98,000	1	£20,000	1	£0	0	£0	0
<b>TOTAL</b>	<b>123</b>	<b>£1,835,021</b>	<b>£287,638</b>	<b>24</b>	<b>£853,773</b>	<b>68</b>	<b>£412,902</b>	<b>21</b>	<b>£280,708</b>	<b>10</b>

### Links to Vision and Priorities

3.11 This approach has been key to enabling a continued focus on the Council's Single Integrated Plan with its vision of sustainable and resilient communities and 3 themes of the County's Single Integrated Plan of; Nobody is left behind, People are capable, confident and involved, Our County thrives and their associated outcomes. This has also allowed the core priorities, as identified within the Administration's Mid Term Report and Continuance Agreement 2015-17, to be maintained, namely:

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

3.12 The budget proposals contained within this report have sought to ensure these key outcomes and priorities can be continued to be pursued as far as possible within a restricting resource base. This does not, however, mean that these areas will not contribute to meeting the financial challenges. The aim is to make sure everything is efficient so that as broad a range of service offer, in line with those functions that matter most to our communities, can be maintained. In the light of this, and current year pressures, the previously identified saving of £600k relating to changing practice in Adults social care has been reviewed and results in a reduction on the saving to £200k, as referenced above, additional review work is currently being undertaken in Adult Social Care to identify where ground can be regained, in future years. Chief Officers in considering the proposals and strategy above have also been mindful of the whole authority risk assessment.

3.13 The following table demonstrates the links at a summary level that have been made with the 4 priorities, Single Integrated Plan and the strategic risks:

Proposal	Link to Priority Areas / Single Integrated Plan	Link to Whole Authority Risk assessment
----------	---	---

Schools budgets have been protected at 2016/17 levels,	Direct Spending in schools is maintained People are Capable, confident and Involved Our County Thrives	Budget proposals are mindful of the risk in the register around children not achieving their full potential
Social care budgets will see additional resources going into the budget for Children's and adults social services to meet the pressures in these areas.	Services to protect vulnerable people Nobody is left behind	These proposals seeks to address the risks around more people becoming vulnerable and in need and the needs of children with additional learning needs not being met
The drive for service efficiencies savings has continued across all service areas in order to avoid more stringent cuts to frontline services.	Further reviews of management and support structures and streamlining of processes, contributes to the aims of creating a sustainable and resilient communities.	Addresses risks around the ability to sustain our priorities within the current financial climate
The need to think differently what income can be generated has been a clear imperative in working up the proposals. Clear examples are the income opportunities in and Highways, and operations to maximise trading opportunities	Being able to generate further income streams responds to the consultation responses in previous years regarding a preference for this compared to services cuts and contributes to the aims of creating a sustainable and resilient communities.	

### Treasury Impact

- 3.14 The Capital MTFP is being considered as a separate report on this agenda and for the purposes of establishing the revenue impact of the capital MTFP, the current summary position in the Capital report has been taken.
- 3.15 Members will be aware that Council recently considered and approved a change to its Policy in relation to the amount it sets aside in relation to the Minimum Revenue Provision for the repayment of supported debt. This has created a cash flow benefit in 2017/18 of £1.5 million.
- 3.16 Further work on the Treasury aspects of the budget are still being validated and include, a review of the current year underspend, the profile of capital expenditure and potential slippage, a review of maturing debt over the medium term and the balance between the level of fixed and variable rate debt in the Council's portfolio. The balance of risk is an important consideration in this review as are the principles of security, liquidity and yield when considering any investment strategies.

### Council Tax

3.17 The Council Tax increase in the budget has been modelled as 3.95% per annum across the MTFP as a planning assumption. The Council tax base report on this agenda has concluded an assessment of collection rates and growth in properties. The effect of this is to increase the amount of income available from Council Tax as £515k. In addition, the demand for Council Tax Reduction Scheme payments has been assessed as reducing next year by £370k on the forecasts being projected forward from the current year activity.

### Summary position

3.18 In summary, the 2017/18 budget gap is now £243k, if all the savings proposals contained in the Appendix 3 are approved. Clearly there is a gap still to meet and further work is progressing through Future Monmouthshire to bring forward measures to balance to budget as set out in 3.9 above around the themes of services integration, commercialisation, adult care and procurement. Specific areas being considered include:

- Implementing a corporate landlord model
- Reviewing whole place and 'place based' partnership resources
- Some cross cutting areas of spend such as marketing, photocopying, travel, pool cars and IT equipment.
- Procurement review
- Optimisation review of adult social care
- Validation of treasury budgets over the MTFP

<b>SUMMARY POSTION</b>	
<b>Item</b>	<b>£000</b>
Gap as per MTFP report to Cabinet 2nd Nov	2,509
<b>Adjustments</b>	
Net total pressure = £4,090k so add residual pressures	1,590
Adjustment to savings	400
Change of Policy on Minimum Revenue Provision for supported borrowing	- 1,536
Reduced demand for Council Tax reduction scheme payments	- 370
Council tax base, collection rate and number of properties	- 515
<b>Remaining gap</b>	<b>2,078</b>
Service proposals	- 1,835
<b>Revised Gap/-Surplus</b>	<b>243</b>

### Reserves strategy

3.19 Earmarked reserve usage over the MTFP is projected to decrease the balance on earmarked reserves from £9.3 million in 2016/17 to £5.6 million at the end of 2019/20. Taking into account that some of these reserves are specific, for example relating to joint arrangements or to fund capital projects, this brings the usable balance down to £4 million. The general fund reserve is sustained at its current level of £7 million, and this is within the 4-6% of net expenditure range considered as appropriate to maintain.

3.20 The recently approved Reserves strategy has sought to ensure that earmarked reserves are not used to balance the budget for ongoing expenditure and that they are instead used

to the best effect and impact on one off areas of spend to help the authority transform itself to the new resource levels available to it. A review of the pressures highlighted above as part of the 2017/18 budget has identified that a number of these pressures are one off investments and as such can be reserve funded.

### **Next Steps**

- 3.21 The information contained in this report constitutes the budget proposals that are now made available for formal consultation. Cabinet are interested in consultation views on the proposals and how the remaining gap may be closed. This is the opportunity for Members, the public and community groups to consider the budget proposals and make comments on them. Cabinet will not however, be prepared to recommend anything to Council that has not been subject to a Future Generations Assessment and Equality Impact Assessment and therefore a deadline to receive alternative proposals has been set as 31<sup>st</sup> January 2017.
- 3.22 Public consultation (to include the formal requirement to consult businesses) and Select Committee Scrutiny of Budget proposals, will take place between the 16<sup>th</sup> December 2016 and the 31<sup>st</sup> January 2017. In the past three years we have undertaken extensive community engagement around the budget and the impact of any potential changes under the banner of #MonmouthshireEngages. The budget proposals contained within this report are extensions of previously agreed changes and in addition there has not been any substantive or material service developments; on this basis we will not be conducting another large scale public engagement. There will be opportunity for the community to provide consultation responses via public meetings to be held in Usk, meetings of the Schools budget forum, JAG, and Equality and Diversity group and via the website and social media where details of the proposals will be published and a short film will be available.

In building the 2018/19 budget we will have the ability to rely upon the extensive quantitative and qualitative information generated through the wellbeing assessment (known as Our Monmouthshire).

- 3.23 The scrutiny of the budget proposals are key areas of this part of the budget process. The following dates have been set for Select committees:

Economy and Development – 5<sup>th</sup> January 2017  
Children and Young People – 12<sup>th</sup> January 2017  
Adults - 24<sup>th</sup> January 2017  
Strong Communities - 26<sup>th</sup> January 2017  
Joint Select committee – 31<sup>st</sup> January 2017

- 3.24 Final budget proposals following consultation and receipt of the final settlement will go to a special Cabinet in mid Feb 2017 and Council Tax and budget setting will then take place at Full council on 9<sup>th</sup> March 2017.

## **4 REASONS:**

- 4.1 To agree budget proposals for 2017/18 for consultation purposes

## **5 RESOURCE IMPLICATIONS:**

- 5.1 As identified in the report and appendices

## **6 FUTURE GENERATIONS AND EQUALITY IMPLICATIONS:**

The future generation and equality impacts of the saving proposal have been initially identified per Directorate in Appendix 4. As the impact on services has been kept to a minimum, no significant negative impact has been identified. Further consultation requirements have been identified and are on going. Further assessment of the total impact of the all the proposals will be undertaken for the final budget report.

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

**7. CONSULTEES:**

SLT  
Cabinet  
Head of Legal Services

**8. BACKGROUND PAPERS:**

Appendix 1: Pressures

Appendix 2: Summary of budget proposals by Directorate service areas

Appendix 3: Directorate proposals

- a - Chief Executive office
- b - Children and Young People
- c - Enterprise
- d - Operations
- e - Resources
- f - Social Care Health

Appendix 4: Future Generations Evaluation per Directorate

**9. AUTHOR:**

Joy Robson  
Head of Finance

**10. CONTACT DETAILS:**

**Tel:** 01633 644270

**E-mail:** joyrobson@monmouthshire.gov.uk



APPENDIX 1: Pressures list as at 28th Nov 2017

Directorates	Complete list of pressures	2017/18 £000	Comments
Corporate	Apprenticeship levy	173	Announcement in the Chancellors Autumn statement last year introduced an Apprenticeship levy on employers from April 2017 to fund the plans to create 3 million new apprenticeship roles by 2020. The levy is 0.5% of an employer's pay bill. The levy payment itself can be converted into an electronic voucher and used to purchase training from recognised providers. Approximately the same amount will be levied from the schools payroll.
	Rate revaluations - MCC	174	Valuation Office assessment of new rateable values from 2017, very uncertain as to whether any appeals would be successful
	Discretionary relief - village halls and other char	0	A request to consider providing full business rate relief to village halls as part of the budget setting process has been made. Such a change would require a change to the policy and would affect more than just village halls and cost approximately £108k. It is recommended that a review of the Policy is undertaken by Select committee in order that any proposals to change the Policy are clearly defined and that the additional benefit and/or cost of any change is made explicit.
	South Wales Fire Authority - population increase	92	South Wales Fire Authority levy is based on population
	Insurance premium tax	40	Increase in rate of this tax as per UK budget
	Levies	23	Notifications received from levying authorities
	Employers costs (pension and staff rep)	156	Part funded from earmarked reserves
	Foundation living wage	20	To honour Authority commitment to pay Foundation living wage. Recent announcement of an increase in Foundation Living wage from £8.25 to £8.45
	<b>Total Corporate pressures</b>	<b>678</b>	
<b>Social Care and Health</b>			
SCH adults	Pay costs to cover bank holidays	90	Part of existing Terms and Conditions
	Increase in residential use	250	There is pressure on the residential budget a notional 50 places is allocated per integrated hub the south team are currently running at 60 plus
	Increase in Living wage impact on social care co	434	National Living wage is projected to reach £9.20 by 2020, this is the effect on social service contracts
	Loss of income due to changes in Charging Policy from the Care Act namely respite treated as non residential and capped a £60 per week	236	Prior to the new charging policy issued by Welsh Government following the Care Act, respite care was chargeable under residential rules i.e. no maximum limit. From 1st April 2016 respite care is now capped at a maximum of £60 per week, meaning previous self funding respite clients not supported by MCC are now approaching us for funding as the maximum they can expect to pay is £60 per week.
	Deprivation of Liberty Safeguards	110	Deprivation of liberty safeguards – increasing numbers with costs attached to staffing of the team, administration and the costs of advocacy. There is no designated budget for this area of work - relates to all of the Directorate
SCH - Childrens	Staffing budget	186	4 temporary posts have been made permanent
SCH - Youth Offending Team	Reduction in grant funding streams	29	MCC share of Youth Justice Board and WG grant funding reductions pressure.
	Legal costs in relation to revocations	180	This is a one off pressure - propose to fund by earmarked reserve rather than add to base budget
SCH - adults	Increase in capital threshold limit from £24k to £30k	501	External factors, very difficult to estimate the cost impact as don't know which clients will now fall within the new limit. Have estimated using lowest weekly rate for resi care and based on no. of new self funded this year to date. Then taken off the new burdens money in the Provisional settlement.
	<b>Total Social Care pressures</b>	<b>2016</b>	

<b>Children and Young People</b>	Pension auto enrolment	0	Pension auto enrolment has been reviewed as the process to auto enrol has been implemented, most Directorates either have budget to cover pension contributions, or many staff opt back out so that the impact has been manageable. Therefore any potential residual pressure has been removed.
	Rate revaluations - Schools	0	Valuation Office assessment of new rateable values from 2017, shows a net increase of £49k across all schools, these will be reviewed and appeals submitted where appropriate
	<b>Total Children and Young People pressures</b>	<b>0</b>	
<b>Operations</b>			
	Waste	311	Increasing contract costs and additional households, no change
	Passenger Transport Unit	30	Additional school transport costs associated with the new Welsh school at Duffryn, no change
	Highways - South Wales Trunk Road Agency	338	Contract now at cost, so pressure in budget
	<b>Total Operations pressures</b>	<b>679</b>	
<b>Resources</b>			
Finance	Summons income, loss of HB grant, Debit and credit card and cashing system fees, budget error	126	Pressures from external sources in the main, outside service control
Digital team	Additional Staff	60	System administrator and system analyst role investment outlined in Cabinet report, part funded from existing budgets
Estates	Property issues	16	2016/17 budget pressure relating to Property rationalisation and community asset transfer
Estates	County farms reduced income following sale	28	Budget for rent needs to reduce as farms are sold
Estates	Markets	70	Mandate for income from markets not deliverable
ICT	Resources mandates - IT	100	Unachievable mandate highlighted as 2016/17 pressure
People services	Resources mandates - HR and training	100	Unachievable mandate highlighted as 2016/17 pressure
People services	Human Resources#]]]] restructure	58	To put in place a sustainable structure following staff turnover as per Cabinet report
ICT	ICT replacement budget and digitisation	50	To provide for a rolling programme of ICT replacement and facilitate digitisation agenda
	<b>Total Resources pressures</b>	<b>608</b>	
<b>Enterprise</b>	Tourism Leisure and Culture - Youth service	200	2016/17 budget pressures
	Toursim Leisure and Culture - Caldicot castle	80	2016/17 budget pressures
	Development plans - Local Development Plan	275	£275k One year pressure only so propose to fund from reserves, need to consider service contribution to reserve for use every LDP cycle.
	Development plans Community Infrastructure Levy	30	£30k one year pressure only, until CIL is up and running when admin costs can be claimed back through CIL monies
	<b>Total Enterprise pressures</b>	<b>585</b>	
<b>Chief Executive Office</b>			
	Legal	25	Income target mandate not deliverable
	Contact centre	30	Blue badges and telephony licences
	Abergavenny Hub	50	Not able to fully deliver mandate without investment in joint building
	<b>Total Chief Executive Office pressures</b>	<b>105</b>	
	<b>TOTAL PRESSURES</b>	<b>4671</b>	
	Reserve funded	-581	
	<b>NET TOTAL PRESSURES</b>	<b>4090</b>	

**APPENDIX 1**

	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Summary of Pressures by Directorate</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Children and Young People	0	0	0	0
Corporate	678	58	112	0
Social Care and Health	2016	434	434	0
Operations	679	47	72	0
Resources	608	0	0	0
Enterprise	585	0	0	0
Chief Executive Office	105	0	0	0
<b>TOTAL PRESSURES</b>	<b>4671</b>	<b>539</b>	<b>618</b>	<b>0</b>
One off pressures to be reserve funded	-581	0	0	0
<b>NET TOTAL PRESSURES</b>	<b>4090</b>	<b>539</b>	<b>618</b>	<b>0</b>

This page is intentionally left blank

## APPENDIX 2

	No of proposals	TOTAL Value	Income		Org Efficiency		Staffing		Reduction		
			Value	No.	Value	No.	Value	No.	Value	No.	
CEO/Legal/ Partnerships	Community Hubs & Libraries	£89,991	0	0	0	0	£85,991	2	£4,000	1	
	Contact Centre	£14,474	0	0	0	0	£14,474	1	0	0	
	Legal	£30,752	0	0	0	0	£30,752	2	0	0	
	Policy	£13,275	0	0	£200	1	£13,075	1	0	0	
	Community Safety	£1,829	0	0	£1,829	1	0	0	0	0	
	Partnerships	£5,900	0	0	£5,900	1	0	0	0	0	
	Communications	£17,813	0	0	£17,813	1	0	0	0	0	
	<b>TOTAL</b>	<b>11</b>	<b>£174,034</b>	<b>£0</b>	<b>0</b>	<b>£25,742</b>	<b>4</b>	<b>£144,292</b>	<b>6</b>	<b>£4,000</b>	<b>1</b>
CYP	<b>Children and Young People</b>	<b>£245,461</b>	<b>0</b>	<b>0</b>	<b>£125,000</b>	<b>5</b>	<b>£70,461</b>	<b>1</b>	<b>50,000</b>	<b>1</b>	
	Tourism Leisure and Culture	0	0	0	0	0	0	0	0	0	
Enterprise	Planning	£43,124	9,000	3	£34,124	9	0	0	0	0	
	Housing	£40,923	0	0	£34,923	3	£6,000	1	0	0	
	Economic Development	0	0	0	0	0	0	0	0	0	
	<b>TOTALS</b>	<b>16</b>	<b>£84,047</b>	<b>9,000</b>	<b>3</b>	<b>£69,047</b>	<b>12</b>	<b>£6,000</b>	<b>1</b>	<b>0</b>	<b>0</b>
	Property Services	£173,774	£21,000	1	£115,713	8	£37,061	3	0	0	
Operations	Highways	£160,597	£37,000	3	£77,370	12	£2,000	1	£44,227	3	
	Waste	£259,000	£50,000	3	£70,000	1	£24,000	1	£115,000	2	
	Fleet	£61,573	£6,915	1	£37,158	4	£9,000	1	£8,500	1	
	Passenger Transport Unit	£15,000	0	0	£15,000	1	0	0	0	0	
	<b>TOTALS</b>	<b>46</b>	<b>£669,944</b>	<b>£114,915</b>	<b>8</b>	<b>£315,241</b>	<b>26</b>	<b>£72,061</b>	<b>6</b>	<b>£167,727</b>	<b>6</b>
Resources	Finance	£135,000	0	0	£84,000	7	£51,000	2	0	0	
	Digital	£66,000	0	0	£66,000	3	0	0	0	0	
	Estates	£55,976	£9,288	1	0	0	£46,688	3	0	0	
	People services	£9,500	£5,000	1	£4,500	1	£0	0	0	0	
	<b>TOTALS</b>	<b>18</b>	<b>£266,476</b>	<b>£14,288</b>	<b>2</b>	<b>£154,500</b>	<b>11</b>	<b>£97,688</b>	<b>5</b>	<b>0</b>	<b>0</b>

SCH

Children	All savings proposals are being focused on managing financial pressures.									
Adults	12	£236,024	£30,800	4	£130,243	5	£16,000	1	£58,981	2
Public Protection	11	£41,035	£20,635	6	£14,000	4	£6,400	1	0	0
<b>TOTAL</b>	<b>23</b>	<b>£277,059</b>	<b>£51,435</b>	<b>10</b>	<b>£144,243</b>	<b>9</b>	<b>£22,400</b>	<b>2</b>	<b>£58,981</b>	<b>2</b>
<b>Total service proposals</b>	<b>121</b>	<b>£1,717,021</b>	<b>£189,638</b>	<b>23</b>	<b>£833,773</b>	<b>67</b>	<b>£412,902</b>	<b>21</b>	<b>£280,708</b>	<b>10</b>
Corporate	2	£118,000	£98,000	1	£20,000	1	£0	0	£0	0
<b>TOTAL</b>	<b>123</b>	<b>£1,835,021</b>	<b>£287,638</b>	<b>24</b>	<b>£853,773</b>	<b>68</b>	<b>£412,902</b>	<b>21</b>	<b>£280,708</b>	<b>10</b>

## APPENDIX 2

### High Level Summary of Green Amber Budget Proposals

			Income		Org Efficiency		Staffing		Reduction	
	No of proposals	TOTAL Value	Value	No.	Value	No.	Value	No.	Value	No.
Chief Executive Office	11	£174,034	£0	0	£25,742	4	£144,292	6	£4,000	1
Children and Young People	7	£245,461	£0	0	£125,000	5	£70,461	1	£50,000	1
Enterprise	16	£84,047	£9,000	3	£69,047	12	£6,000	1	£0	0
Operations	46	£669,944	£114,915	8	£315,241	26	£72,061	6	£167,727	6
Resources	18	£266,476	£14,288	2	£154,500	11	£97,688	5	£0	0
Social Care and Health	23	£277,059	£51,435	10	£144,243	9	£22,400	2	£58,981	2
<b>TOTAL</b>	<b>121</b>	<b>£1,717,021</b>	<b>£189,638</b>	<b>23</b>	<b>£833,773</b>	<b>67</b>	<b>£412,902</b>	<b>21</b>	<b>£280,708</b>	<b>10</b>
Corporate	2	£118,000	£98,000	1	£20,000	1	£0	0	£0	0
<b>TOTAL</b>	<b>123</b>	<b>£1,835,021</b>	<b>£287,638</b>	<b>24</b>	<b>£853,773</b>	<b>68</b>	<b>£412,902</b>	<b>21</b>	<b>£280,708</b>	<b>10</b>

£1,835,021

This page is intentionally left blank



APPENDIX 3A - CEO PROPOSALS

	No of proposals	TOTAL Value	Income		Org Efficiency		Staffing		Reduction	
			Value	No.	Value	No.	Value	No.	Value	No.
<b>Community Hubs &amp; Libraries</b>	3	£89,991	0	0	£0	0	£85,991	2	£4,000	1
<b>Contact Centre</b>	1	£14,474	0	0	£0	0	£14,474	1	0	0
<b>Legal</b>	2	£30,752	0	0	£0	0	£30,752	2	0	0
<b>Policy</b>	2	£13,275	0	0	£200	1	£13,075	1	0	0
<b>Community Safety</b>	1	£1,829	0	0	£1,829	1	0	0	0	0
<b>Partnerships</b>	1	£5,900	0	0	£5,900	1	0	0	0	0
<b>Communications</b>	1	£17,813	0	0	£17,813	1	0	0	0	0
<b>TOTAL</b>	<b>11</b>	<b>£174,034</b>	<b>£0</b>	<b>0</b>	<b>£25,742</b>	<b>4</b>	<b>£144,292</b>	<b>6</b>	<b>£4,000</b>	<b>1</b>

**APPENDIX 3A - CEO PROPOSALS  
COMMUNITIES, HUBS & LIBRARIES**

No.	Title	Value	Theme
5.1	Re-structure of management level of Community hubs and SLS	£52,414	Staffing
5.2	Cease the purchase and rental of DVD's	£4,000	Reduction
10.1	Amalgamation of SLS supporting posts from 2 into 1	£33,577	Staffing
	Total	£89,991	

**CONTACT CENTRES**

No.	Title	Value	Theme
5.1	Reduction of staff (Information Officer) by half a post	£14,474	Staffing

**LEGAL**

No.	Title	Value	Theme
5.1	Colleague reducing days.	5,779	Staffing
5.2	Colleague reducing days.	24,973	Staffing
		30,752	

**POLICY**

No.	Title	Value	Theme
10%			
5.1	Reduce capacity of team by deleting some posts and replacing them with posts with reduced responsibilities and working hours	13,075	Staffing

5.2	Reduce non-pay budget by promoting more efficient use of mobile phones, printing and copying	200	Org Efficiency
	TOTAL	13,275	

### COMMUNITY SAFETY

No.	Title	Value	Theme
5.1	Reduce the purchase and maintenance capability for CCTV equipment and repairs to existing system.	1,829	Org Efficiency

### PARTNERSHIPS

No.	Title	Value	Theme
5.1	£5,900 non staff costs can be made through removal of professional fees and licenses	5,900	Org Efficiency

### COMMUNICATIONS

No.	Title	Value	Theme
10.1	reducing the budget for a post to a budget of £8,841 (this post is currently being filled by contractors on a day rate of £250 per day).	17,813	Org Efficiency

This page is intentionally left blank

**APPENDIX 3B CHILDREN AND YOUNG PEOPLE PROPOSALS**

	No of proposals	TOTAL Value	Income		Org Efficiency		Staffing		Reduction	
			Value	No.	Value	No.	Value	No.	Value	No.
CYP	7	£245,461	0	0	£125,000	5	£70,461	1	50,000	1

APPENDIX 3B CHILDREN AND YOUNG PEOPLE					
No.	Title	Value	Theme		
CYP Resources					
5.2	Removal of training budget	£8,000	Org efficiency		
10.1	Loss of 3 posts within support services	£70,461	Staffing		
10.2	Removal of professional fees for the directorate	£8,000	Org efficiency		
Early Years					
5.2	To remove the funding provided to childcare voluntary organisations - Wales PPA, Mudiad Meithrin & Clybiau Plant Cymru Kids' Club.	14,500	Org efficiency		
ALN					
10.4	Reduce the Independent Special School Budget	50,000	Reduction		
Other					
	Reduction in pupil numbers	81,000	Org efficiency		
	Reduction in contribution required by EAS	13,500	Org efficiency		
		<b>£245,461</b>			
			<b>Org efficiency</b>	<b>£125,000</b>	<b>5</b>
			<b>Reduction</b>	<b>50,000</b>	<b>1</b>
			<b>Staffing</b>	<b>£70,461</b>	<b>1</b>
			<b>Total</b>	<b>£245,461</b>	<b>7</b>

**APPENDIX 3C - ENTERPRISE PROPOSALS**

	No of proposals	TOTAL Value	Income		Org Efficiency		Staffing		Reduction	
			Value	No.	Value	No.	Value	No.	Value	No.
TLC	0									
Planning	12	£43,124	9,000	3	£34,124	9	0	0	0	0
Housing	4	£40,923	0	0	£34,923	3	£6,000	1	0	0
Economic Development	0									
<b>Totals</b>	<b>16</b>	<b>£84,047</b>	<b>£9,000</b>	<b>3</b>	<b>£69,047</b>	<b>12</b>	<b>£6,000</b>	<b>1</b>	<b>£0</b>	<b>0</b>

**PLANNING**

No.	Title	Value	Theme		
Development Plans					
5.1	Reduce 'Premises' budget line B050 by £1,527 to £0	£1,527	Org Efficiency		
5.2	End membership of Severn Estuary Partnership, reducing E002 budget line by £3,490	£3,490	Org Efficiency		
5.3	Reduce 'Photocopying' budget line D061 by £2,000 to £3,080	£2,000	Org Efficiency		
5.4	Reduce 'Postage' budget line D161 by £1,000 to £1,290	£1,000	Org Efficiency		
5.5	Reduce 'Advertising' budget line by £1,000 to £2,008	£1,000	Org Efficiency		
5.6	Reduce 'Professional Fees' budget line D080 by £8,183 to £98,244	£8,183	Org Efficiency		
Development Management					
5.1	Additional fee income from pre-application advice fee charges	£5,000	Income		
5.2	Move towards paperless planning files and consultations; reduction in copying and printing and postage	£5,000	Org Efficiency		
5.3	Additional fee income from i) a new Fast Track pre-application advice service and ii) a new Fast Track applications service for householder developments and lawful development certificates (for a proposed use or development)	£2,000	Income		
5.4	Fee income from a new Completion certificates service for developers or solicitors/ householders buying and selling their home	£2,000	Income		
5.5	Reduce Professional & Specialist Fees budget (D080)	£9,286	Org Efficiency		
Development Control					
10.1	Reduce supplies and services budget (£33k) by £2,638	£2,638	Org Efficiency		
	Total	£43,124			
			<b>Income</b>	<b>3</b>	<b>£9,000</b>
			<b>Org Efficiency</b>	<b>9</b>	<b>£34,124</b>
				<b>12</b>	<b>£43,124</b>



**HOUSING**

No.	Title	Value	Theme		
5.1	Decision already made to end the joint/shared Housing Solutions Service with TCBC and re-align the service to an MCC only focus.	20,462	Org Efficiency		
10.2	Replace Flare grants software with Ferret software	6,000	Org Efficiency		
10.3	Continue to tackle the use of B & B through increased prevention and private sector housing development	8,461	Org Efficiency		
10.4	Re-structure of Housing Renewal team	6,000	Staffing		
	Total	40,923			
			<b>Org Efficiency</b>	<b>34,923</b>	<b>3</b>
			<b>Staffing</b>	<b>6,000</b>	<b>1</b>
				<b>40,923</b>	<b>4</b>

This page is intentionally left blank

**APPENDIX 3D - OPERATIONS PROPOSALS**

	No of proposals	TOTAL Value	Income		Org Efficiency		Staffing		Reduction	
			Value	No.	Value	No.	Value	No.	Value	No.
Property Services	12	£173,774	£21,000	1	£115,713	8	£37,061	3	0	0
Highways	19	£160,597	£37,000	3	£77,370	12	£2,000	1	£44,227	3
Waste	7	£259,000	£50,000	3	£70,000	1	£24,000	1	£115,000	2
Fleet	7	£61,573	£6,915	1	£37,158	4	£9,000	1	£8,500	1
PTU	1	£15,000	0	0	£15,000	1	0	0	0	0
<b>Total</b>	<b>46</b>	<b>£669,944</b>	<b>£114,915</b>	<b>8</b>	<b>£315,241</b>	<b>26</b>	<b>£72,061</b>	<b>6</b>	<b>£167,727</b>	<b>6</b>

**Passenger Transport Unit**

No.	Title	Value	Theme
5.1	Collaboration of passenger transport units with Newport CC( saving taken in 15/16 for management support this is in addition through restructuring )	15,000	Org Efficiency

**FLEET**

No.	Title	Value	Theme		
Car parking					
10.1	To withdraw from renting Severn Bridge Social Club car park, Bulwark.	£8,500	Reduction		
10.3	To decrease general contracts maintenance budget	£4,500	Org Efficiency		
Salary Sacrifice scheme					
10.1	Proactively market the scheme with a view to increase numbers.	£6,915	Income		
Transport workshop					
10.1	Restructure/redesign within the Transport Section (posts)	9000	Staffing		
10.2	Savings on spare parts	£11,500	Org Efficiency		
10.3	Savings on consumables & outside contract work	£21,158	Org Efficiency		
	<b>TOTAL</b>	<b>£61,573</b>			
			<b>Org Efficiency</b>	<b>£37,158</b>	<b>4</b>
			<b>Reduction</b>	<b>£8,500</b>	<b>1</b>
			<b>Income</b>	<b>£6,915</b>	<b>1</b>
			<b>Staffing</b>	<b>£9,000</b>	<b>1</b>
				<b>£61,573</b>	<b>7</b>

**WASTE**

No.	Title	Value	Theme		
5.4	Reduce grass cutting frequency to release core staff to focus on income generation and more external work	£100,000	Reduction		
5.5	Charge schools for the full cost of their waste collections and disposal	£30,000	Income		
5.6	Reduce scheduled cuts and maintenance of Monmouth sports grounds to level of original lease agreement	£15,000	Reduction		
5.9	Project Gwyrdd annuity payment from WG for 17-18	£70,000	Org Efficiency		
5.10	Increase bulky waste collection charges by 50% (£12 to £18) and reduce our contribution to Homemakers accordingly	£10,000	Income		
5.11	Additional income from trade waste	£10,000	Income		
5.12	Managing impact of reduced activity/ income on tree works	£24,000	Staffing		
	<b>TOTAL</b>	<b>£259,000</b>			
			<b>Reduction</b>	<b>£115,000</b>	<b>2</b>
			<b>Income</b>	<b>£50,000</b>	<b>3</b>
			<b>Staffing</b>	<b>£24,000</b>	<b>1</b>
			<b>Org Efficiency</b>	<b>£70,000</b>	<b>1</b>
				<b>£259,000</b>	<b>7</b>

HIGHWAYS

No.	Title	Value	Theme
<b>Highways SWTRA &amp; trading</b>			
10.1	Reduction in maintenance budget to reflect impact of investment in new (LED) lanterns	£8,000	Org Efficiency
10.2	Reduce pumping station maintenance budget	£2,000	Reduction
<b>MCC Highways</b>			
5.1	RSL VEB1000 RECYCLING PLANT : IN PLACE AND OPERATIONAL SAVING	£13,970	Org Efficiency
5.4	WELFARE UNITS : IN PLACE AND OPERATIONAL SAVING	£10,150	Org Efficiency
5.7	OVERTIME BACK OFFICE : ADJUST START AND FINISH TIMES	£1,750	Org Efficiency
5.8	SIM CARDS : REVIEW AND REDUCE WHERE NOT REQUIRED	£1,500	Org Efficiency
5.9	REVIEW ALL WALES TENDERS : SUBJECT TO 2nd LAYER OF REDUCING COST	£1,500	Reduction
10.2	Reduction in salt budget to reflect reduced usage over recent years. Stock levels remain constant (budget pays for what is used rather than what is stocked). Actual usage in year may result in overspend depending upon weather conditions	£20,000	Org Efficiency
10.5	BARTERING / HIRING KIT : PARTNERSHIPS WITH NCC / TCBC	£3,500	Org Efficiency
10.6	Reduction in response budget to reflect reduced winter maintenance (response to snowfall) in recent years. Actual conditions during the winter will remain at current standards but a risk of resulting overspend exists	£10,000	Org Efficiency
10.7	REVIEW ALL WALES TENDERS : SUBJECT TO 2nd LAYER OF REDUCING COST	£1,500	Org Efficiency
10.8	CROSS HIRE WITHIN OPS : USE IN HOUSE KIT BEFORE HIRE	£1,000	Org Efficiency
10.9	HIRE EXTERNALLY : SOME CONTRACTORS AFTER PLANT VEHICLE ETC	£2,000	Staffing
10.1	FILL STRUCTURE : RELEASE ADDITIONAL HOURS BEING WORKED	£3,000	Org Efficiency
<b>Highways Infrastructure &amp; Projects</b>			
10.1	Reduce the amount of SCRIM investigations undertaken each year	£3,000	Org Efficiency
10.2	Reduce the amount of revenue structures maintenance undertaken each year	£40,727	reduction
TOTAL			
<b>Traffic and Development</b>			
	to increase road closure charges by 50% and recover costs against appropriate capital scheme	£20,000	Income
10.1	to increase skips, scaffolding licences and street name & numbering fee by 50% in 2016/2017	£10,000	Income
10.3	to extend charges to other services (to be identified by working group)	£7,000	Income
10.5		<b>£160,597</b>	

<b>Income</b>	<b>£37,000</b>	<b>3</b>
<b>Org Efficiency</b>	<b>£77,370</b>	<b>12</b>
<b>Staffing</b>	<b>£2,000</b>	<b>1</b>
<b>Reduction</b>	<b>£44,227</b>	<b>3</b>
	<b>£160,597</b>	<b>19</b>

**PROPERTY SERVICES AND FM**

No.	Title	Value	Theme
Building maintenance			
10.1	Train existing staff to carry out risk assessments	£25,000	Org Efficiency
Procurement			
10.1	To withdraw the 60% of the Corporate Procurement Training budget.	£6,000	Org Efficiency
Cleaning			
5.1	Non replacement of Shared Facilities Manager, following resignation. (£11,500 saving)	£6,500	Staffing
Catering			
10.1	Mounton House Restructure	£19,063	Staffing
	Increase School meal price from £2.00 to £2.10 (5p already in MTFP)	£21,000	Income
Property Services			
5.1	flexible retirement, reduced 5 days to 3	£11,498	Staffing
Office Services			
10.3	Vehicles – reduction in leasing costs for courier vehicles	£2,000	Org Efficiency
		£3,000	
10.4	Press Notices – cease advertising Bank Holiday office closures in the Press		Org Efficiency
10.5	Refreshment provision – cease providing refreshment supplies	£1,000	Org Efficiency
5.1	Increase the time between risk assessments for Legionella, Asbestos, Fire & Glazing from the current 2/3 years to minimum of 5 years	£10,000	Org Efficiency
10.2	10% reduction in corporate building maintenance reactive budget	£53,713	Org Efficiency
	Realignment of budget for previous efficiencies achieved	£15,000	Org Efficiency
	<b>TOTAL</b>	<b>£173,774</b>	

<b>Income</b>	<b>£21,000</b>	<b>1</b>
<b>Org Efficiency</b>	<b>£115,713</b>	<b>8</b>
<b>Staffing</b>	<b>£37,061</b>	<b>3</b>
<b>Reduction</b>	<b>0</b>	<b>0</b>
	<b>£173,774</b>	<b>12</b>



**3E - RESOURCES PROPOSALS**

	No of proposals	TOTAL Value	Income		Org Efficiency		Staffing		Reduction	
			Value	No.	Value	No.	Value	No.	Value	No.
Finance	16	£135,000	0	0	£84,000	12	£51,000	4	0	0
Digital	3	£66,000	0	0	£66,000	3	0	0	0	0
Estates	4	£55,976	£9,288	1	0	0	£46,688	3	0	0
People/HR	4	£9,500	£5,000	1	£4,500	1	0	0	0	0
<b>TOTALs</b>	<b>27</b>	<b>£266,476</b>	<b>£14,288</b>	<b>£2</b>	<b>£154,500</b>	<b>16</b>	<b>£97,688</b>	<b>7</b>	<b>0</b>	<b>0</b>

**FINANCE**

No.	Title	Value	Theme		
5.1	Delete two part time vacant posts from structure (Cashiers & Systems)	£31,000	Staffing		
5.2	Revise and reduce the structure of the Benefits Shared service thereby reducing MCC's annual contribution	£20,000	Staffing		
5.3	Reduce the Sections budget for postage costs to reflect the planned shift to automation, email and self service through the web	£6,000	Org Efficiency		
5.4	Release savings from Security Carrier tender evaluation	£10,000	Org Efficiency		
5.5	Cancel contract for folding machine maintenance to reflect reduced mail in 5.3 and planned moved to outsourcing of mail to Canon	£4,000	Org Efficiency		
5.6	Savings in insurance fees and studies	£30,000	Org Efficiency		
10.3	Cut the budget for consultancy across the Division	£22,000	Org Efficiency		
10.7	Reduce the number of cases referred to external Enforcement Agents	£5,000	Org Efficiency		
10.11	Training budget internal audit	£7,000	Org Efficiency		
	<b>TOTAL</b>	<b>£135,000</b>			
			<b>Income</b>	<b>0</b>	<b>0</b>
			<b>Org Efficiency</b>	<b>£84,000</b>	<b>12</b>
			<b>Staffing</b>	<b>£51,000</b>	<b>4</b>
			<b>Reduction</b>	<b>0</b>	<b>0</b>
				<b>£135,000</b>	<b>16</b>

<b>DIGITAL</b>			
No.	Title	Value	Theme
Digital IT			
5.1	Reduction in Enterprise Agreement	£13,000	Org Efficiency
5.3	General reduction in laptop replacement budget	30000	Org Efficiency
SRS			
5.1	Specific Server virtual management software no longer required, using existing software to remove cost	23000	Org Efficiency
		£66,000	

ESTATES					
No.	Title	Value	Theme		
Asset Management					
5.1	Removal of Assistant Markets Officer Post	£23,288	Staffing		
10.2	Community Development Officer - 3 to 2 days	£7,400	Staffing		
10.3	Facilities Officer reduced hours	£16,000	Staffing		
Sustainability					
5.1	Savings from Solar Farm	£9,288	Income		
		<b>£55,976</b>			
			<b>Income</b>	<b>1</b>	<b>£9,288</b>
			<b>Staffing</b>	<b>3</b>	<b>£46,688</b>
				<b>4</b>	<b>£55,976</b>

PEOPLE, HR ETC						
No.	Title	Value	RAG	Theme		
5.2	Generate income from selling training	5,000	Green	Income		
5.3	Stop producing paper payslips for schools and move to electronic payslips	4,500	Amber	Org Efficiency		
	total	<b>9,500</b>				
				<b>Income</b>	<b>1</b>	<b>5,000</b>
				<b>Org Efficiency</b>	<b>2</b>	<b>4,500</b>
					<b>3</b>	<b>£9,500</b>

This page is intentionally left blank

**APPENDIX 3F - SCH**

Social Care & Health

			Income		Org Efficiency		Staffing		Reduction	
	No of proposals	TOTAL Value	Value	No	Value	No	Value	No	Value	No
<b>Children</b>	All savings proposals are being focused on managing financial pressures.									
<b>Adults</b>	12	£236,024	£30,800	4	£130,243	5	£16,000	1	£58,981	2
<b>Public Protection</b>	11	£41,035	£20,635	6	£14,000	4	£6,400	1	0	0
<b>TOTAL</b>	<b>23</b>	<b>£277,059</b>	<b>£51,435</b>	<b>10</b>	<b>£144,243</b>	<b>9</b>	<b>£22,400</b>	<b>2</b>	<b>£58,981</b>	<b>2</b>

	<b>CHILDREN</b>			
	<b>No</b>	<b>Title</b>	<b>Value</b>	<b>Theme</b>
	Following challenge and feedback all proformas marked as red, savings will be used to manage pressure			



<b>ADULTS</b>					
<b>No</b>	<b>Title</b>	<b>Value</b>	<b>Theme</b>		
Direct Care Older					
5.1	Parity on pricing structure between day service and community meals	£25,000	Income		
5.2	Development of café at Mardy park and establish private and business partnerships to develop catering services	£2,000	Income		
5.3	Hire of Mardy Park outside or core hours	£1,000	Income		
Adult Resources					
5.1	Restructure finance and benefits advice team to replace 2 posts on lower grades	£16,000	Staffing		
5.3	Reduce IT Development budget	£10,000	Org Efficiency		
10.2	alignment of welfare benefits information, advice and assistance services	£13,000	Org Efficiency		
Adult Commissioning					
5.1	Detailed Contract Review	£56,243	Org Efficiency		
5.2	Terminate room rental in Abergavenny	£4,000	Org Efficiency		
Adults S408 ILT					
5.2	Changing transport practice. two types of transport savings:- mileage incurred by staff to transport service users, and cost of providing transport	£26,981	Reduction		
Adults 406 MCHT					
5.1	Review of transport policy to support people who can transport themselves	£32,000	Reduction		
5.2	explore live in carer rather than hourly cost via care agency	£47,000	Org Efficiency		
Adult Direct Care Disability					
5.2	income generation from MDMY	£2,800	Income		
		£236,024			
			<b>Org Efficiency</b>	<b>£130,243</b>	<b>5</b>
			<b>Staffing</b>	<b>£16,000</b>	<b>1</b>
			<b>Income</b>	<b>£30,800</b>	<b>4</b>
			<b>Reduction</b>	<b>£58,981</b>	<b>2</b>
				<b>£236,024</b>	<b>12</b>

PUBLIC PROTECTION						
Stage 2 - Proceeding to Full Proposal/Business Case Development.						
No	Title	Value	Theme			
5.1	training provided during core time rather than over time	£7,000	Org Efficiency			
5.2	FSA Grant for food safety management work	£7,225	Income			
5.3	Start charging for health export certificates	£2,500	Income			
5.4	food standards sampling grant	£810	Income			
5.5	Implement "buy with confidence" trader approval scheme	£2,500	Org Efficiency			
5.6	Regional Animal Health Coordination	£2,500	Org Efficiency			
5.7	WHoTS Coordination -recharge	£3,000	Income			
5.8	Set up Primary Authority Partnership scheme for TS proactive work	£2,000	Org Efficiency			
5.9	Restructure of licensing team	£6,400	Staffing			
5.1	Increase charge for marriages at Old Parlour Usk	£1,300	Income			
5.2	Increase cost of certificates of "priority certificates"	£5,800	Income			
		£41,035	<b>Total proposals</b>		<b>11</b>	
		£41,035				
			<b>Income</b>	<b>6</b>	<b>£20,635</b>	
			<b>Org Efficiency</b>	<b>4</b>	<b>£14,000</b>	
			<b>Staffing</b>	<b>1</b>	<b>£6,400</b>	
			<b>Reduction</b>	<b>0</b>	<b>0</b>	
				<b>11</b>	<b>£41,035</b>	

<p><b>Name of the Officer</b> completing the evaluation Will McLean</p> <p><b>Phone no:</b> 07834435934 <b>E-mail:</b> willmclean@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal:</b></p> <p><u>Communities, Hubs and Libraries</u> Re-structure of management level of Community hubs and SLS Cease the purchase and rental of DVD's Amalgamation of SLS supporting posts from 2 into 1</p> <p><u>Contact Centres</u> Reduction of staff (Information Officer) by half a post</p> <p><u>Legal</u> Colleague reducing days. Colleague reducing days.</p> <p><u>Policy</u> Reduce capacity of team by deleting some posts and replacing them with posts with reduced responsibilities and working hours Reduce non-pay budget by promoting more efficient use of mobile phones, printing and copying</p> <p><u>Community Safety</u> Reduce the purchase and maintenance capability for CCTV equipment and repairs to existing system.</p> <p><u>Partnerships</u> £5,900 non staff costs can be made through removal of professional fees and licenses</p> <p><u>Communications</u> reducing the budget for a post to a budget of £8,841 (this post is currently being filled by contractors on a day rate of £250 per day).</p> <p><b>Where thchange is organizational efficiency there will be no impact upon the Wellbeing or</b></p>
--	---

Name of Service – Chief Executive’s Directorate	Date Future Generations Evaluation form completed 9 <sup>th</sup> December 2016 Wellbeing Goals
---	--


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





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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p><u>Communities, Hubs and Libraries</u> There will be a consequence on employment with a reduction of 1 FTE post. <u>Contact Centres</u> There will be a consequence on employment with a reduction of 0.5 FTE</p>	<p><u>Communities, Hubs and Libraries</u> Work will be integrated across the teams, following the alignment of the Libraries and one-stop-shops. <u>Contact Centres</u> This reduction will be mitigated by the development of an electronic booking system.</p>
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>No impact</p>	<p>Not applicable</p>
<p><b>A healthier Wales</b> People’s physical and mental wellbeing is maximized and health impacts are understood</p>	<p>No impact</p>	<p>Not applicable</p>
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p><u>Community Safety</u> There is a risk that a reduction in the spend on CCTV budget could in the longer term compromise the robustness of the system. <u>Contact Centres</u></p>	<p>We will work with partners to ensure the best value for money is achieved for our CCTV provision</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	There will be a consequence on employment with a reduction of 0.5 FTE – this is likely to impact on the booking system currently provided to support the Grass Routes Bus service.	<u>Contact Centres</u> This reduction will be mitigated by the development of an electronic booking system.
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	No impact	Not applicable
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	No impact	Not applicable
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	No impact	Not applicable

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	These suite of proposals are designed to allow the continuation of service delivery in the medium term.	None

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>Where there are partners involved and relevant to service delivery in these areas we will work alongside them in order to maximize the impact.</p>	<p>None</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>We have worked with service users to design the most effective arrangements for public engagement in the Hubs (the merger of libraries and one-stop-shops). This was done with the significant involvement of the service users.</p>	<p>None</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>Not applicable</p>	<p>None</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>These changes to the services delivered by the Chief Executive's department have been considered against the principle of integration of the act's aims and those of other bodies. The services are in the main support services, with the very clear exception of the contact centre and Hubs and libraries.</p>	<p>None</p>

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Not applicable	<u>Contact Centre</u> The reduction of staff at the contact centre could have an impact on the administration of the Grass Routes bus services. This is predominately used by older members of the community.	<u>Contact Centre</u> An electronic booking system is being developed to remove the dependency on telephone bookings.
Disability	Not applicable	<u>Contact Centre</u> The reduction of staff at the contact centre could have an impact on the administration of the Grass Routes bus services. This is predominately used by older members of the community.	<u>Contact Centre</u> An electronic booking system is being developed to remove the dependency on telephone bookings.
Gender reassignment	Not applicable	Not applicable	Not applicable
Marriage or civil partnership	Not applicable	Not applicable	Not applicable
Pregnancy or maternity	Not applicable	Not applicable	Not applicable
Race	Not applicable	Not applicable	Not applicable
Religion or Belief	Not applicable	Not applicable	Not applicable
Sex	Not applicable	Not applicable	Not applicable

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Sexual Orientation	Not applicable	Not applicable	Not applicable
Welsh Language	Not applicable	Not applicable	Not applicable

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

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Safeguarding	Not applicable	Not applicable	Not applicable
Corporate Parenting	Not applicable	Not applicable	Not applicable

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



Discussions with the team leaders across these service areas have been used to identify risks.

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

*This section should give the key issues arising from the evaluation which will be included in the Committee report template.*

The most significant impact affecting public facing services is the changes to the staffing at the contact centre where a particular impact could be felt in the administration of the Grass Routes Bus Service. This is being mitigated by the introduction and development of the e;lectronic booking system.

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

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

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

The impacts of this proposal will be evaluated on:	
--	--

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

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
<b>0.1</b>	Cabinet	<b>16/12/2016</b>	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>



monmouthshire  
sir fynwy

## Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation Will McLean</p> <p><b>Phone no:</b> 07834435934 <b>E-mail:</b> willmclean@monmouthshire.gov.uk</p>	<p><b>There are a series of five proposals to reduce central costs within the Children and Young People Directorate. They are:</b></p> <ul style="list-style-type: none"> <li>i. Reduction in expenditure on professional fees</li> <li>ii. Streamlining of funding to voluntary childcare organisations</li> <li>iii. Better management of the Independent Special School Budget</li> <li>iv. Reduction in the ISB due to fall in pupil numbers</li> <li>v. Agreed reduction in the funding to the Education Achievement Service</li> </ul> <p>Where the changes are related to organizational efficiency there will be no impact. There is one 'reduction' and its impact will be identified below.</p>
<p><b>Name of Service – Children and Young People Directorate</b></p>	<p><b>Date Future Generations Evaluation form completed</b></p> <p>9<sup>th</sup> December 2016</p>




Page 93



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

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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs	No impact	None necessary
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	No impact	None necessary
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	No impact	None necessary
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	No impact	None necessary
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	No impact	None necessary
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	No impact	None necessary
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	No impact	None necessary

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p>	<p>The reduction of fees paid to specialist independent schools will be achieved through more children being educated in appropriate mainstream educational settings. This is a more sustainable, longer term solution.</p>	<p>None necessary</p>
 <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>	<p>Not applicable</p>	<p>None necessary</p>
 <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>	<p>The reduction of fees paid to specialist independent schools will be achieved through more children being educated in appropriate mainstream educational settings. This is a more sustainable, longer term solution. The future provision of Additional Learning Needs is currently under review and relevant stakeholders are being involved in the process.</p>	<p>None necessary</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p data-bbox="152 496 291 523">Prevention</p> <p data-bbox="344 256 506 555">Putting resources into preventing problems occurring or getting worse</p>	<p data-bbox="546 256 1321 400">The reduction of fees paid to specialist independent schools will be achieved through more children being educated in appropriate, mainstream educational settings. This is a more sustainable, longer term solution.</p> <p data-bbox="546 440 1249 544">The placement of children with ALN into appropriate mainstream settings is part of the ALN review which is predicated on early intervention and prevention.</p>	<p data-bbox="1357 256 1563 284">None necessary</p>
 <p data-bbox="152 839 291 866">Integration</p> <p data-bbox="344 600 517 858">Considering impact on all wellbeing goals together and on other bodies</p>	<p data-bbox="546 600 1312 743">The proposal is an early part of the ALN review which is an integrated review of Additional Learning Needs review. This will ensure that the goals and principles are addressed.</p>	<p data-bbox="1357 600 1563 627">None necessary</p>

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	This proposal will impact on children with additional learning needs. It will ensure that at all possible times children are educated in county at mainstream or our own special needs resource bases.	None	None
Disability	This proposal will impact on children with additional learning needs. It will ensure that at all possible times children are educated in county at mainstream or our own special needs resource bases.	None	None
Gender Reassignment	Not applicable	None	Not applicable
Marriage or civil partnership	Not applicable	None	Not applicable
Pregnancy or maternity	Not applicable	None	Not applicable
Race	Not applicable	None	Not applicable
Religion or Belief	Not applicable	None	Not applicable
Sex	Not applicable	None	Not applicable
Sexual Orientation	Not applicable	None	Not applicable

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Welsh Language	Not applicable	None	

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	This proposal will impact on children with additional learning needs. It will ensure that at all possible times children are educated in county at mainstream or our own special needs resource bases.	None	-
Corporate Parenting	This proposal will impact on children with additional learning needs. It will ensure that at all possible times children are educated in county at mainstream or our own special needs resource bases.	None	-

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

- This assessment has been based upon the information provided by the Additional Learning Needs team and the use of trend data to specify the types of additional learning needs we are seeing in the County.



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

*This section should give the key issues arising from the evaluation which will be included in the Committee report template.*

**The proposal has no negative impacts – in terms of the Wellbeing of Future Generations Act or Equalities legislation.**

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

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

Page 66

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

The impacts of this proposal will be evaluated on:

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

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
0.1	Cabinet	16/12/2016	


## Future Generations

<p><b>Name of the Officer</b> completing the evaluation Mark Hand</p> <p><b>Phone no:</b> 0773478579 <b>E-mail:</b> markhand@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal:</b></p> <p>To achieve budget savings while retaining an effective and acceptable level of delivery of services that are important to our communities.</p> <p><u>Housing</u> (10% saving on net budget) Re-structure of Housing Renewals team to accept a request for flexible early retirement; Accommodation savings by relocating the Housing service to County Hall, Usk from the Melin offices at Pontypool; Replace a back-office IT system with a better but cheaper alternative; Reduce spend on B&amp;B use to accommodate homeless people, by increased prevention measures and increased use of private sector rented accommodation.</p> <p><u>Planning</u> (5% saving on net budget) Additional income in Development Management from additional use of the pre-application service and removing some fee exemptions, and from offering additional discretionary fast-track services and/or ‘Seller’s Packs’; Move towards a paperless service in Development Management with associated reductions in printing and postage costs; Reduced expenditure on buying in professional advice for both Development Management and Planning Policy, and reductions against various other budget lines in Planning Policy; Cease our membership of the Severn Estuary Partnership.</p> <p><u>Building Control</u> (10% reduction in net budget) Reduce spend on supplies and services.</p>
---	--

	Where the change is organisational efficiency, there will be no impact upon the Wellbeing of our communities or significant impact on service delivery.
Name of Service – Enterprise and Innovation Directorate	Date Future Generations Evaluation form completed 15 <sup>th</sup> December 2016

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

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

Page 102



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs	<u>All</u> All of the proposals seek to make the most efficient use of financial and staff resources. <u>Planning</u> The additional discretionary services will give customers and businesses additional choice to opt for additional services if they wish, which are aimed at supporting investment and certainty.	<u>Housing</u> Consideration is being given to succession planning and resilience to mitigate the reduced hours in the Housing Renewals Team. <u>Planning</u> Discretion will be used regarding discretionary pre-application fees in the case of very small scale charities or community groups.
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	No impact	<u>Planning</u> Consideration is being given to retaining involvement with the Severn Estuary Partnership on a regional basis rather than as an individual Local Planning Authority. However, the current arrangement does not represent value for money for MCC. There is a risk to the Partnership's future activities if others also cease funding. Funding for




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
		ASERA will continue via Tourism, Leisure and Culture.
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	<u>Housing</u> The reduced reliance on B&B accommodation for homeless people is likely to be beneficial in terms of the physical and mental wellbeing of potentially vulnerable people.	Not applicable
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	<u>Planning</u> As part of the move to becoming paperless, Town and Community Councils will be consulted electronically only, instead of both electronically and by paper as is the current situation. T&CCs have been notified of the proposal and those that have replied are either supportive or are making adjustments to accommodate this change.	<u>Housing</u> Consideration is being given to resilliance and succession planning to ensure that a prompt, efficient and caring service is retained, in particular for DFGs, where work enables people to remain in their homes and communities.
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	No impact	See comments above regarding Severn Estuary Partnership
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	No impact	Not applicable
<b>A more equal Wales</b>	<u>Housing</u> The reduced reliance on B&B accommodation for homeless people is likely to be beneficial in terms of	<u>Planning</u> Discretion will be used regarding discretionary pre-application fees in the case of very small scale charities or community groups. However, the

Page 103

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
People can fulfil their potential no matter what their background or circumstances	<p>the physical and mental wellbeing of potentially vulnerable people.</p> <p><u>Planning</u> The additional discretionary services will give customers and businesses additional choice to opt for additional services if they wish, which are aimed at supporting investment and certainty.</p>	current fee exemptions do not align with those for the statutory pre-application advice service and provide a free service to organisations such as RSLs who are able to afford to employ planning agents.

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	<p>These suite of proposals are designed to allow the continuation of service delivery in the medium term, with the potential to grow additional discretionary fee-earning planning services.</p>	<p>The additional services will require a review after 12 months to assess if they are meeting customer needs, and if demand is sustainable. If the services are very successful, there may be capacity and delivery issues.</p>
 <p>Working together with other partners to deliver objectives</p>	<p>We seek to work more closely with private sector landlords and with Social Services to better predict and manage demand for accommodation.</p> <p>The additional discretionary planning services should assist home owners, businesses and investors get prompt and effective advice. The level of demand is currently unknown and cannot be quantified until the market has been tested.</p>	<p>Town and Community Councils have been offered the opportunity of continuing to receive paper copies of planning documents if necessary, but they will need to cover the costs. Only one Community has expressed an interest in this offer to date.</p> <p>Consideration is being given to regional level support to the Severn Estuary Partnership, but it needs to be clear how this is value for money to MCC and our communities.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>We have met with the Severn Estuary Partnership to clarify what they do and of what benefit it is to MCC and our communities/environment.</p> <p>We have asked pre-application customers for feedback on the current service provided and on their needs going forwards.</p> <p>All budget proposals were put forward following engagement with colleagues within the affected service areas, with associated working groups carrying out more detailed work on the proposals as needed.</p>	<p>Town and Community Councils have been offered the opportunity of continuing to receive paper copies of planning documents if necessary, but they will need to cover the costs. Only one Community has expressed an interest in this offer to date. T&amp;CCs with concerns have also been put in contact with Andy Smith to advice regarding potential funding for digital inclusion.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>See above.</p> <p>The proposals to reduce B&amp;B use for accommodating homeless people should be beneficial in the longer term.</p>	<p>None</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>These changes to the services delivered by the Enterprise and Innovation directorate have been considered against the principle of integration of the act's aims and those of other bodies, bearing in mind the frontline nature of these services and the needs of our customers, clients and communities.</p>	<p>None</p>

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Not applicable	Not applicable	<p><u>Housing</u></p> <p>Elderly people are proportionately more likely to require adaptations to their homes to enable them to remain living at home safely. Full consideration has been given to staffing resource levels in the Renewals Team (deal with DFGs) as well as succession planning and resilience, to ensure the service continues to deliver. However, the main current constraint at present relates to the budget rather than staffing resource.</p>
Disability	Not applicable	Not applicable. Fee exemptions would remain for planning advice services for disabled adaptations.	<p><u>Housing</u></p> <p>Disabled people are proportionately more likely to require adaptations to their homes to enable them to remain living at home safely. Full consideration has been given to staffing resource levels in the Renewals Team (deal with DFGs) as well as succession planning and resilience, to ensure the service continues to deliver. However, the main current constraint at present relates to the budget rather than staffing resource.</p>
Gender reassignment	Not applicable	Not applicable	Not applicable
Marriage or civil partnership	Not applicable	Not applicable	Not applicable
Pregnancy or maternity	Not applicable	Not applicable	Not applicable



<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Race	Not applicable	Not applicable	Not applicable
Religion or Belief	Not applicable	Not applicable	Not applicable
Sex	Not applicable	Not applicable	Not applicable
Sexual Orientation	Not applicable	Not applicable	Not applicable
Welsh Language	Not applicable	Not applicable	Not applicable

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

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>

Safeguarding	Proposals relating to reduced reliance on B&Bs to accommodate homeless people may be of relevance. Work is on-going to maximize the use of private sector rented properties to accommodate homeless people but also young people currently in foster care but leaving home to attend University or due to their age, as well as young vulnerable mothers.	Not applicable	Work closely with appropriate landlords and with Social Services and relevant partner agencies.
Corporate Parenting	As above	Not applicable	As above

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

Discussions with the team leaders across these service areas have been used to identify risks.

Discussions with colleagues within the teams to suggest budget proposals and to help shape those ideas that have been put forward.

Customer research regarding additional planning services to seek to identify potential demand.

Discussions with Matthew Lewis (Countryside Manager) and Severn Estuary Partnership regarding that proposal.

Independent challenge and scrutiny from PeopleToo.

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

*This section should give the key issues arising from the evaluation which will be included in the Committee report template.*

The main positive impact is being able to maintain customer service while achieving budget savings. The main negative impact is the inevitable additional pressure that this places on colleagues.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Consider regional support to Severn Estuary Partnership	By April 2017	SEWSPG	

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

The impacts of this proposal will be evaluated on:	31 March 2018
--	---------------

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

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
<b>0.1</b>	Cabinet	<b>16/12/2016</b>	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>

This page is intentionally left blank



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation: Roger Hoggins</p> <p><b>Phone no:</b>01633 644133 <b>E-mail:</b> rogerhoggins@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal:</b></p> <p><b>Assessment of various proposals included within the 17/18 revenue budget proposals included within appendix 3d: Operations proposals included in the report to Cabinet on the 16<sup>th</sup> December 2016 titled: DRAFT BUDGET PROPOSALS 2017/18 FOR CONSULTATION.</b></p> <p><b>This evaluation is referenced to the appendix 3d proposals. The proposals are defined as organisational efficiency, staffing, income or reduction. In some instances the proposals do not impact upon service delivery or upon staff in which case no FGE is provided.</b></p>
<p><b>Name of Service:</b> Operations department: Highways, waste&amp;street scene, Property and FM, passenger transport and fleet mgt.</p>	<p><b>Date Future Generations Evaluation form completed:</b></p> <p>9<sup>th</sup> December 2016</p>

Page 11

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

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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>FLEET &amp; CAR PARKING</p> <p>10.1 Withdrawal from lease of Severn Bridge Soc Club car park.</p> <p>HIGHWAYS</p> <p>5.1 Invest in asphalt recycling plant</p> <p>PROPERTY &amp; FM</p> <p>5.1 &amp; 10.1 reduction in staffing budgets</p>	<p>The social club has indicated that they will give MCC six months notice at some point in the future in anticipation of their submission of a planning application to develop the site. Although MCC would withdraw from the lease officers will enquire if the social club is willing to continue to allow the site to be used as a car park until such time as it is developed.</p> <p>Capital investment in recycling plant allows planings to be restored to useable asphalt for patching and limited resurfacing works.</p> <p>Reduction by flexible retirement in tehProperty team can be accommodated by remaining staff. The catering provision in Mounton House can be sustained without the current vacant post being filled.</p>
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>		
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>		


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>WASTE &amp; STREET SCENE</p> <p>5.4 Reduce grass cutting frequency on public open spaces.</p> <p>5.6 &amp; 5.7 Reduce grounds mtce regime at Monmouth Sports ground and withdraw from maintenance of Bailey Park bowls club.</p> <p>5.10 Increase charge for bulky household waste from £12 to £18.</p> <p>HIGHWAYS</p> <p>10.2 Reduction in structures mtce budget</p> <p>PROPERTY &amp; FM</p> <p>10.2 reduction in reactive corporate building maintenance budget</p>	<p>Visual impact of reduction in cutting frequency will depend upon growing season but officers will endeavor to organize cutting frequencies over the year to reduce the overall impact through the year.</p> <p>Officers are working with the association and clubs to offer support as they take on a greater role in maintaining the facility for the members' benefit.</p> <p>Condition surveys demonstrate demand and officers will use this information to prioritise with the budget that remains available in order to keep highways open.</p> <p>Condition surveys demonstrate demand and officers will use this information to prioritise with the budget that remains available in order to keep our buildings open and fit for purpose.</p>
<p><b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local</p>		

1309113





Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
social, economic and environmental wellbeing		
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation		
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	<i>This includes the protected characteristics of age, disability, gender reassignment, race, religion or beliefs, gender, sexual orientation, marriage or civil partnership, pregnancy or maternity</i>	

Page 11

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	<p>There are various proposals with differing impacts but in all instances the proposals have been assessed by officers as the most prudent for sustaining long term service provision whilst making necessary service and budget adjustments to meet the budget process in conjunction with the Council's published priorities.</p>	<p>Wherever possible the proposal seek to sustain service provision rather than ending service provision and within the Ops budget setting exercise a certain amount of income assumption is included rather than simply reduction.</p>



Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>	<p>The budget proposals continue the approach of seeking support from other bodies to maintain service provision.</p> <p>This concept is already established in some service areas and officers will continue to work with clubs, associations etc. to achieve this.</p>	
 <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>	<p>Conversations have already been held with those affected and the budget overall will be published for consultation</p>	
 <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Projects will be prioritized to ensure that budgets are best allocated to service areas in most need and for projects of highest overall need comparing usage, cost, demand etc.</p>	
 <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p>		

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age		10.1 Increase primary school meal price	After applying the increase MCC still remains below the average primary school meal charge in Wales.
Disability			
Gender reassignment			
Marriage or civil partnership			
Pregnancy or maternity			
Race			
Religion or Belief			
Sex			
Sexual Orientation			

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Welsh Language			

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding		None of the Operations Department proposals have safeguarding implications	
Corporate Parenting		Not applicable	

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

The proposals have been developed by officers and subjected to internal challenge and scrutiny prior to wider consultation on the proposals. The proposals are designed to have least service impact although it is recognised that the reduction in maintenance budgets delays remedial works to council assets. Increases in charges are intended to allow the services to remain competitive or better reflect service costs. In some areas the proposals seek to make best use of new technology to reduce costs with least service impact.

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

*This section should give the key issues arising from the evaluation which will be included in the Committee report template.*

There are numerous proposals but significant amongst them is a reduction in the revenue maintenance budgets for structures (highways) and property maintenance, assumptions about increased income from fees and additional trading, revenue benefits from investment in plant (recycling, welfare units) and equipment ( LED lighting) and staffing cost savings where available without service impact. These have arisen from officer working groups, market analysis, service good practice, research of new technology, budget analysis and priorities. These have arisen through analysis, challenge and are now submitted for further consultation and scrutiny. Inherent within the exercise so far has been an assessment of the potential impact upon the protected characteristics and within the context of the Future Generations and Well being legislation and as far as possible preparing a set of proposals that are sustainable with least impact upon well being and equality albeit acknowledging that the council's priorities and the budget modelling inevitably place pressure upon many of the Operations service areas. This does not denigrate the importance of these services but acknowledges that the budgets must be adjusted by reduction or income to contribute to the budget modelling overall.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Implementation of approved budget proposals	Wherever possible for commencement in April 2017	Various heads of service	Ongoing implementation monitoring

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

The impacts of this proposal will be evaluated on:	Budget approval in February 2017 and ongoing thereafter in line with budget monitoring protocols/frequencies.
--	---

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

<b>Version No.</b>	<b>Decision making stage</b>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
<b>1</b>	Submitted as part of the Budget proposal report to Cabinet – 16 <sup>th</sup> December 2016	<b>16<sup>th</sup> December 2016</b>	To be completed .

This page is intentionally left blank



monmouthshire  
sir fynwy

## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation Peter Davies</p> <p><b>Phone no:</b> 07768466632 <b>E-mail:</b> <a href="mailto:peterdavies@monmouthshire.gov.uk">peterdavies@monmouthshire.gov.uk</a></p>	<p><b>Please give a brief description of the aims of the proposal:</b></p> <p>Assessment of various proposals included within the 17/18 revenue budget proposals included within appendix 3d: Resources proposals included in the report to Cabinet on the 16th December 2016 titled: DRAFT BUDGET PROPOSALS 2017/18 FOR CONSULTATION.</p> <p>This evaluation is referenced to the appendix 3d proposals. The proposals are categorized as organisational efficiencies, staffing savings and income generation. There are no service reductions that directly impact on front line service provision.</p>
<p><b>Name of Service</b> – Resources Directorate, comprising Estates, People Services, ICT, Finance and Revenues</p>	<p><b>Date Future Generations Evaluation</b> form completed <b>15<sup>th</sup> December 2016</b></p>

Page 22





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


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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs	No impact	None necessary
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	No impact	None necessary
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	No impact	None necessary
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	No impact	None necessary
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	No impact	None necessary
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	No impact	None necessary
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	No impact	None necessary



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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>All savings proposals are underpinned by the need to derive a more sustainable, longer term solution for services provided.</p>	<p>None necessary</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Not applicable</p>	<p>None necessary</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Not applicable</p>	<p>None necessary</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>All savings proposals are underpinned by the need to derive a more sustainable, longer term solution for services provided.</p>	<p>None necessary</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	Not applicable.	None necessary

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

Page 124

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	None	None	Not applicable
Disability	None	None	Not applicable
Gender reassignment	None	None	Not applicable
Marriage or civil partnership	None	None	Not applicable

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Pregnancy or maternity	None	None	Not applicable
Race	None	None	Not applicable
Religion or Belief	None	None	Not applicable
Sex	None	None	Not applicable
Sexual Orientation	None	None	Not applicable
Welsh Language	None	None	Not applicable

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	None	None	-
Corporate Parenting	None	None	-

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

Budget savings proposals for the resource directorate and subsequent analysis of them.

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

*This section should give the key issues arising from the evaluation which will be included in the Committee report template.*

**The proposal has no negative impacts – in terms of the Wellbeing of Future Generations Act or Equalities legislation.**

Page 126

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

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

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

The impacts of this proposal will be evaluated on:

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

<b>Version No.</b>	<b>Decision making stage</b>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
<b>0.1</b>	<b>Cabinet</b>	<b>16/12/2016</b>	

This page is intentionally left blank

## Future Generations

<b>Name of the Officer :</b> Clare Morgan  <b>Phone no:</b> 07770 838419 <b>E-mail:</b> <a href="mailto:claremorgan@monmouthshire.gov.uk">claremorgan@monmouthshire.gov.uk</a>	<b>Please give a brief description of the aims of the proposal</b> To provide a transport policy that is equitable for all residents of Monmouthshire. To give practitioners a framework to work within
<b>Name of Service:</b> SCH	<b>Date Future Generations Evaluation</b> 12.12.16

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




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs	MCC currently pay some individuals travel expenses as part of a care package. This policy will support people towards independent travel, including paying for their own transport costs or making their own arrangements where they have the means and/or capability to do. Social services arranging transport can create dependency rather than enabling independence which is our purpose.	This policy will ensure that there is equity around the application of determining how transport costs are paid and to whom
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	No impact	



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>People will be encouraged and supported toward independent transport arrangements</p>	<p>Robust reassessment of need, supporting the person to independence. Physiotherapy to maximize mobility, travel training. There is strong evidence from elsewhere that travel training enables people with disabilities to safely transport themselves</p>
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>No impact</p>	
<p><b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>No impact</p>	
<p><b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>No impact</p>	
<p><b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances</p>	<p>promoting and supporting independent travel</p>	



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>No impact</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Better collaboration with community groups, third sector, alternative transport modes</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>This will be achieved as part of a reassessment with individuals affected.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Putting resources into preventing problems occurring or getting worse</p> <p><b>Prevention</b></p>	No impact	
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p><b>Integration</b></p>	No impact	

Page 132

**Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:

<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age			

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Disability	<i>Minimized dependence on Social Services therefore increasing potential for integration into the general community for people who have mobility difficulties by virtue of illness, physical or mental impairment.</i>	<p><i>Some individuals who currently have their travel costs paid for by MCC will be encouraged to pay their own travelling expenses in the future/ make their own travel arrangements</i></p> <p><i>This policy proposal will impact on individuals who previously may have received transport arranged and paid for by the social Services department who could have had some mobility difficulties by virtue of illness, physical or mental impairment</i></p>	Robust reassessment, maximizing independence, supporting individuals to find community/public based alternative transport options
Gender reassignment			
Marriage or civil partnership			
Pregnancy or maternity			
Race			
Religion or Belief			
Sex			
Sexual Orientation			

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Welsh Language			

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding			
Corporate Parenting			

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

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

Some people who are currently transported by the Council will not receive this service in the future, however their independence will be enabled through the application of this policy. The proposal promotes increased independence for individuals, the use of their own or community resources. Individuals will be supported to maximize their independence and therefore releasing the potential for increased social inclusion.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Present policy to relevant senior staff and members for approval	Early 2017	Clare Morgan	
Engage and consult with individuals and their carers about changes in practice and policy at time of review/reassessment	at each review/reassessment	Clare Morgan/Team managers/ assessors in teams	

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

The impacts of this proposal will be evaluated on:	June 2017 initially
--	---------------------

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

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
<b>1</b>	<i>Scrutiny</i>	<b>12.12.16</b>	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>

<p><b>Name of the Officer :</b> Colin Richings</p> <p><b>Phone no:</b> 07786 702753 <b>E-mail:</b> <a href="mailto:colinrichings@monmouthshire.gov.uk">colinrichings@monmouthshire.gov.uk</a></p>	<p><b>Please give a brief description of the aims of the proposal. To increase day services meal charges from the current £1.50 to £4.15 so that they are in line with charges for Monmouthshire Meals</b></p>
<p><b>Name of Service:</b> Older People’s Day Services</p>	<p><b>Date Future Generations Evaluation</b> 12.12.16</p>

Page 137





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


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>No impact</p>	
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>No impact</p>	
<p><b>A healthier Wales</b> People’s physical and mental wellbeing is maximized and health impacts are understood</p>	<p>No impact</p>	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>Meal charge increases are required for the sustainability of the service. The service provides a vehicle for supporting people to stay well in their community. The price increase may be a disincentive for using the service.</p>	<p>By communicating the increase sensitively and with the person's permission flagging up with social care and health directorate staff any person deemed to be at risk without the service.</p>
<p><b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>No impact</p>	
<p><b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>No impact</p>	
<p><b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances</p>	<p>No impact</p>	



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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	No impact	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	No impact	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	No impact	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	No impact	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p data-bbox="309 209 524 399">Considering impact on all wellbeing goals together and on other bodies</p>	No impact	

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

Page 140

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age		The proposals affect mainly older people as the main recipients of the service.	By communicating the increase sensitively and with the person's permission flagging up with social care and health directorate staff any person deemed to be at risk without the service.
Disability		As above	
Gender reassignment			
Marriage or civil partnership			

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Pregnancy or maternity			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

Page 141

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding		There is the potential that some people may now decline the service as a result of the price increase. Day Services have an important safeguarding function in monitoring the well-being of the people we support.	By communicating the increase sensitively and with the person's permission flagging up with social care and health directorate staff any person deemed to be at risk without the service.
Corporate Parenting			

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

The proposal to increase meal charges has been in consideration for some time. The current cost of £1.50 per meal was set approximately 20 years ago and has been subject to no increase in all that time. In parallel charges for Monmouthshire meals have been subject to mainly an annual increase over the same period. Feedback generally from people using our services is that they feel that the cost is far too low and that they would be happy to pay more. However this is informal feedback and implementation of proposals will include formal consultation and discussion with those people using our services.

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

The proposal supports the sustainability of the service but has the potential to place some vulnerable people at risk if they decline the service as a result of the price increase.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
To communicate sensitively with people receiving our service and ensure that support is in place for anyone with concerns or difficulties as a result	On-going	The manager of the service	

--	--	--	--

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

The impacts of this proposal will be evaluated on:	On an on-going basis
--	----------------------

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

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
	<i>Scrutiny</i>	<b>12.12.16</b>	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>

This page is intentionally left blank

<b>SUBJECT:</b>	<b>Strategic Risk Assessment 2016</b>
<b>MEETING:</b>	<b>Economy and Development Select Committee</b>
<b>DATE:</b>	<b>5<sup>th</sup> January 2017</b>
<b>DIVISIONS/WARDS AFFECTED:</b>	<b>All</b>

## **1. PURPOSE:**

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

## **2. RECOMMENDATIONS:**

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

## **3. KEY ISSUES:**

- 3.1 The risk assessment ensures that:
- Strategic risks are identified and monitored by the authority.
  - Risk controls are appropriate and proportionate
  - Senior managers and elected members systematically review the strategic risks facing the authority.
- 3.2 The existing risks on the Strategic Risk Assessment have been updated based on evidence available in 2016, as presented at Appendix 1. Changes to the council's risk management policy were approved by Cabinet in March 2015 and continue to be applied to the strategic risk register. These are:
- including pre-mitigation and post-mitigation risk scores, this was also a key recommendation from scrutiny of the 2014 risk assessment
  - ensuring greater clarity to the phrasing of risk so that each statement includes an event, cause and effect as shown below:

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

3.3 The risk assessment only covers high and medium level risks. Lower level operational risks are not registered unless they are projected to escalate within the three years covered. These need to be managed and monitored through teams' service plans. The pre and post mitigation risk levels are presented separately. In most cases mitigating actions result in a change to the likelihood of the risk rather than the consequences as our actions are generally aimed at reducing the chance of a negative event occurring rather than lessening it's impact. Clearly there will be exceptions.

3.4 Following presentation to select committees and audit committee the risk assessment will be presented to Cabinet for sign off. The risk assessment is a living document and will evolve over the course of the year as new information comes to light. An up-to-date risk log is accessible to members on the Council's intranet - The Hub. This will ensure, as well as the ongoing specific scrutiny of the risk assessment annually, that select committees are able to re-visit the information at any point in the year to re-prioritise their work plan as appropriate.

**4. REASONS:**

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

**5. AUTHORS:**

Richard Jones, Policy and Performance Officer  
Matthew Gatehouse, Policy and Performance Manager

**6. CONTACT DETAILS:**

E-mail: [richardjones@monmouthshire.gov.uk](mailto:richardjones@monmouthshire.gov.uk)  
Telephone: 01633 740733



Appendix 1

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
1	<p>Potential Risk that:</p> <p>The authority is unable to deliver its political priorities in the future because it does not yet have clarity on its future business model or longer term financial plan.</p>	<p>Work is continuing on the need to address the longer term issue of a reducing resource base as part of the MTFP, there remains a shortfall. At present the outputs from Future Monmouthshire are contributing to 17-18 while the longer-term benefits cannot yet be costed. This means the authority does not have a longer term financial plan and its current business model could become unsustainable in the long term.</p> <p>The council’s partnership administration continuance agreement sets clear priorities and performance expectations in line with these resource priorities, this only extends to 2017.</p> <p>The introduction of the Well-being of Future Generations Act requires us to plan on a decadal and generational basis and our current models do not extend to this timeframe.</p> <p>Continued uncertainty on the future direction of local government make it difficult to plan for the long term.</p> <p>Lack of understanding of the future model of the organisation means it is difficult to develop consistent workforce planning, preparing a workforce plan for the authority is a</p>	2016 /17	Unlikely	Major	Low	<p>Approval has been given for the Future Monmouthshire work which will inform the development of a new business model for the council. The budget setting process for 2017/18 has been informed by this work, the process is developing proposals to balance the budget in 17-18 while in the longer term align resources to the future business model once developed.</p> <p>Future Monmouthshire has set a number of guiding principles that has informed the budget setting process to help ensure that any work and decisions that need to be made in the short term can be consistent with ongoing work to establish the medium and long term picture.</p>	<p>To develop and specify the business model for the authority in the long term through the Future Monmouthshire programme.</p> <p>Following the development of the business model ensure the Council’s key delivery strategies Improvement Plan, MTFP, People Strategy, Asset Management Plan and iCounty Strategy all align to this model.</p>	2016 /17	Unlikely	Major	Low	Paul Matthews	Peter Fox	All
			2017 /18	Possible	Major	Medium			2017 /18	Unlikely	Major	Low			
			2018 /19	Possible	Major	Medium			2018 /19	Unlikely	Major	Low			

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
		proposal for improvement from Wales Audit Office Annual Improvement report 2015.													
2	Potential Risk that:  Some services may become financially unsustainable in the short to medium term as a result of reducing budgets and increasing demand	<p>- The effect of the roll forward of the MTFP model, revised assumptions and pressures, a revised gap of £10.5 million over the period of the plan from 2017/18 – 2020/21 at October 2016 (This is a working target until more information becomes available)</p> <p>- This is after a significant period of financial challenges. Over the last four years the council has had to manage a reduction in service budgets of £18.1 million resulting in achieving further savings becoming increasingly more challenging.</p> <p>-The council’s reserves have fallen by £7.5 million over the past 4 years and there is less opportunity to replenish reserve balances as budgets get tighter,</p> <p>- At the same time pressures on the budget have been increasing in terms of demographic growth, demand, contract price inflation and redundancy costs.</p> <p>- A range of services have identified demand for services is increasing including planning, housing and public protection.</p> <p>- A range of services have identified the risk of not complying with legislative changes for example Welsh Language Standards.</p> <p>- An ageing population and complexity of demand in children’s services will place increased pressure on services.</p>	2016/17	Unlikely	Major	Low	<p>In January 2016 Council approved the budget for 2016/17. This included new mandates developed for 2016/17 and mandates that were already in the MTFP.</p> <p>Overall Net Council Fund at month 6 is reporting a £839,000 deficit, this is an improved position against the month 2 position. The deficit at month 6 is also an improvement on the equivalent position last year. This is significantly affected by council tax receipts and treasury improvements. The net cost of services is reporting a 1.36% (£1,966,000) overspend. Social Care &amp; Health is reporting an overspend at month 6 (£1,070,000 million). In social care &amp; health there are recovery plans in place across adults and children’s services, opportunities to seek other funding and use external funding streams where possible are being explored and existing budgets are being reviewed to see how they can be prioritised.</p> <p>Directorates are continuing to review the levels of over and underspends and reallocate budgets to reduce the extent of compensatory positions needing to be reported from month 6 onwards.</p>	<p>- Ensure that services deliver within the budgets and deliver savings targets - Monitor progress against existing mandates that are part of the MTFP and report progress to Cabinet and Select Committee quarterly.</p> <p>- All services to model savings for 2017-18 based on an updated process aligned to Future Monmouthshire</p> <p>- Ensure that the detailed business cases that will deliver the budget proposals are fully costed, stress-tested and managed</p> <p>- Consider how best to use capacity fund and any external funding sources to supplement the change programme required</p> <p>- Review contractual arrangements to balance stability, value for money &amp; risk</p> <p>- Implement a three year service and financial plan in children’s services to ensure the service is able to deliver a balanced budget and continue to develop workforce practice.</p> <p>- Continued identification of pressures, including an assessment of any ongoing pressures in the current year’s budget. These will be rigorously reviewed and challenged.</p> <p>- Continue to Implement the income generation strategy. Use the ideas listed in the appendix to the income generation</p>	2016/17	Unlikely	Major	Low	Joy Robson	Phil Murphy	All
			2017/18	Possible	Major	Medium			2017/18	Unlikely	Major	Low			
			2018/19	Possible	Major	Medium			2018/19	Unlikely	Major	Low			



Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
		<ul style="list-style-type: none"> <li>- A number of significant pressures are documented that are not currently funded.</li> <li>- Highways and property surveys highlight significant capital demand which is presently unfunded.</li> <li>- In the event of emergency pressures resources will have to be diverted due to lack of capacity in the capital budget</li> <li>- Work is continuing on developing the CCR city deal which will require significant capital investment.</li> </ul>					properties has been created and scrutinised by Economy and Development Select Committee the plan is being reviewed based on the feedback and principles of Future Monmouthshire	capital MTFP taking into account any slippage and the requirement to increase the capital budget for the Future Schools programme (Council report – 20th October 2016).							
4	Potential that the Council does not make sufficient progress in areas of weakness identified by regulators leading to underperformance	<ul style="list-style-type: none"> <li>- Following a positive performance trajectory up until 2014-15 we saw performance plateau with declines in some services in 2015-16.</li> <li>- Gap in attainment between ‘all pupils’ and those eligible for Free School Meals has narrowed in key stages 2 &amp;3 for most indicators but remains a concern in Foundation phase and key stage 4.</li> <li>- The Wales Audit Office Annual Improvement Report (AIR) published in August 2016 concludes “Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the council will comply with the requirements of the measure during 2016-17 provided it continues to maintain the current pace of improvement.”</li> <li>- WAO follow-up inspections on Governance, Performance</li> </ul>	2016 /17	Unlikely	Substantial	Low	<p>Following the Monitoring visit in November 2015, Estyn has judged that Monmouthshire County Council’s education services for children and young people has made strong progress in addressing two of the six recommendations arising from the inspection of November 2012, and satisfactory progress in addressing the other four and concluded that the authority is no longer in need of special measures</p> <p>The Council has created action plans to set out responses to address relevant proposals in the reports that have been published by WAO, as part of the Council’s established proposal monitoring arrangement. The most recent update on progress is being completed for audit committee in December 2016, with many proposals requiring further work to address them</p>	<ul style="list-style-type: none"> <li>- Manage our actions in response to Estyn, CSSIW and WAO via existing mechanisms.</li> <li>-Ensure a continued focus on the issues referenced in the Estyn monitoring visit letter in January 2016</li> <li>- Ensure the commissioned arrangements with the EAS address the authority’s concerns in challenging and supporting schools</li> <li>- Report Proposals for improvement and overview of performance arrangements to audit committee.</li> </ul>	2016 /17	unlikely	Substantial	Low	Will McLean	Peter Fox	CYP
			2017 /18	Possible	Substantial	Medium			2017 /18	Unlikely	Substantial	Low		Geoff Burrows	Audit committee
			2018 /19	Possible	Substantial	Medium			2018 /19	Unlikely	Substantial	Low		Liz Hackett-Pain	

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
		Management and IT published in 2016 did not produce any statutory recommendations but have produced a number of proposals for improvement.													
5a	Potential for significant harm to vulnerable children or adults due to factors outside our control.	- The likelihood of this occurring in a given year is low. However the significant harm that can occur due to factors that are outside our control mean that this will always be a risk.  - Volunteering is increasingly part of meeting community needs and it is important to have consistency across the LA in the use of volunteers particularly in respect of HR practices and training.	2016 /17	Possible	Major	Medium	We have strengthened our safeguarding arrangements in both Adults and Children's Services. The Head of Children's Services has now been given clear responsibility for safeguarding and this has been incorporated into her title from July 2016. Similarly safeguarding has been added to the role title of the Cabinet member.	- Continually monitor and evaluate process and practice and review accountability for safeguarding - Deliver actions set in service plans for POVA and Safeguarding - Ensure that robust systems are in place within the authority to respond to any concerns arising from allegations or organised abuse - Implement second phase of the SAFE process - Drive the strategic agenda and the associated programme of activities for safeguarding through the Corporate Coordinating Group including undertaking a second review of safeguarding policy and continuing to promote and review safe recruitment practices. - Ensure safeguarding is reflected in all council service improvement plans and in roles / responsibilities as appropriate.	2016 /17	Possible	Major	Medium	Jane Rodgers / Julie Boothroyd	Liz Hackett Pain  Geoff Burrows	CYP Adults
5b	Potential for significant harm to vulnerable children or adults due to failure of services and/or partners to act accountably for safeguarding					We have raised awareness of safeguarding across the authority and its partners.  We have Implemented a quality assurance framework (SAFE - Self-Assessment Framework for Evaluation)  A number of the authority's most senior officers have been placed on the Safeguarding Group.									
6	Potential Risk that:  Failure to meet the needs of individual learners may result in them not achieving their full potential.	- Gap in attainment between 'all pupils' and those eligible for Free School Meals has narrowed in key stages 2 &3 for most indicators but remains a concern in Foundation phase and key stage 4. - Variation in standards across schools, with many schools	2016 /17	Possible	Major	Medium	Following the Monitoring visit in November 2015, Estyn has judged that Monmouthshire County Council's education services for children and young people has made strong progress in addressing two of the six recommendations arising from the inspection of November 2012,	-Ensure a continued focus on the issues referenced in the Estyn monitoring visit letter in January 2016 -Improve the quality of self-evaluation in the CYP directorate.	2016 /17	Unlikely	Major	Low	Will Mclean	Liz Hackett Pain	CYP
			2017 /18	Possible	Major	Medium			2017 /18	Unlikely	Major	Low			
			2018 /19	Possible	Major	Medium			2018 /19	Unlikely	Major	Low			



Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
		<p>judged by Estyn to be adequate and remaining in amber and red support categories for more than a year.</p> <ul style="list-style-type: none"> <li>- Poor leadership, management, capacity and performance in some schools</li> <li>- Unsustainable provision to meet the demand for Welsh Medium education provision</li> <li>- Not achieving the number of A* and A grades amongst the cohort of more able and talented pupils</li> </ul> <p>Estyn identified:</p> <ul style="list-style-type: none"> <li>- Evaluation of progress and actions to be taken by the school and EAS are generally not clear enough to record school progress</li> <li>- Notes of monthly meetings do not provide enough detail about the quality of support and challenge in individual schools or identify specific actions for follow up to identify the key areas of strength and priorities for improvement in each school.</li> </ul>					<p>and satisfactory progress in addressing the other four and concluded that the authority is no longer in need of special measures</p> <p>A draft Welsh in Education Strategic Plan has been developed for consultation setting out the council’s vision and action plan for developing Welsh in Education within the County.</p> <p>The review of Additional Learning Needs strategy and policy continues.</p> <p>We have defined our working relationship with the EAS to ensure:</p> <ul style="list-style-type: none"> <li>• That the gap in performance between pupils receiving free school meals and those not receiving free school meals is narrowed</li> <li>• Greater scrutiny of the Pupil Deprivation Grant (PDG) expenditure to tackle the impact of poverty on pupil learning and performance</li> <li>• Better targeted intervention in schools based on a better understanding of individual pupils potential.</li> <li>• Improving categorisation of schools in line with the national model resulting in more appropriate challenge and support to schools to drive up standards in leadership and performance</li> </ul>	<ul style="list-style-type: none"> <li>- Focus on the attainment at the expected level plus one in our primary settings</li> <li>- Work closely with our secondary schools to ensure they are prepared for the new examination requirements</li> <li>- Ensure that the Additional Learning Needs review delivers sustainable, adequate and appropriate support to pupils with Additional Learning Needs</li> <li>- Ensure the commissioned arrangements with the EAS address the authority’s concerns in challenging and supporting schools</li> <li>- Deliver the Welsh Education Strategic Plan in collaboration with neighbouring authorities</li> </ul>							

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
7a	Revised risk: Potential Risk that: Schools do not have the necessary ICT infrastructure meaning they are unable to maximise their offer to learner’s needs.	Schools and the EAS depend on reliable equipment and support from the SRS to implement systems for pupil tracking and to meet curriculum needs.  Some schools do not have the ICT infrastructure to support these systems fully.	2016 /17	Possible	Substantial	Medium	A comprehensive Service Level Agreement with the SRS and schools commenced in April 2016. The council has approved a business case for £885,000 of investment in schools ICT infrastructure.  The first phase of the investment programme is due for completion by March 2017, behind the original schedule due to further cabinet and council approval required to proceed with the investment as not all schools had signed up to the SLA.  Phase 2 of the investment programme, migration of schools data and information storage, has already commenced with several schools already migrated to the SRS. Schools with the oldest servers have been prioritised.	Finish the implementation phase 1 of the ICT in schools improvements, upgrading equipment and infrastructure as well as implementing SIMS in the classroom.  Complete Phase 2 of the investment - the migration of school based server infrastructure up to the SRS over an 18 month period.	2016 /17	Possible	Substantial	Medium	Peter Davies	Bob Greenland  Liz Hackett Pain	Economy and Development
7b	Potential Risk that:  Insufficient ICT infrastructure and skills in the county have the potential to lead to social and economic disadvantages	-It is likely that 4-6% of our most rural areas will not be impacted by the roll out of Superfast broadband  A significant skills issue exists in the County. 19% of households don’t have internet access and 20% (approximately 14,363) adults in Monmouthshire don’t use the internet¹.  Monmouthshire residents have high demand for broadband services, Ofcom figures indicating a 74% adoption rate.	2016 /17	Likely	Substantial	Medium	A collaboration with the UK Government and AB Internet to enable next generation superfast wireless broadband services to the remaining 4-6% of the County's broadband’ not spots’ has been undertaken but legacy issues still remain. The project was originally targeted at 1696 properties but three sites had to be de-scoped due to project time constraints reducing the total intervention figure to 1060 premises.  Following approval of the broadband in Monmouthshire report:	-Deliver the I County digital road map which has three main areas of focus: 1) internal systems, processes, data and infrastructure 2) community, economic, business and education dimensions 3) opportunities for commercialisation  Continue to collaborate with the Superfast Business Wales team to support their ICT Exploitation programme.  Enable the rollout and exploitation of high speed	2016 /17	Likely	Substantial	Medium	Cath Fallon	Bob Greenland	Economy and Development

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
		Other drivers include the council needs to prepare for increased digital public service delivery, the implementation of the Online Universal Credit system, children’s learning opportunities and the provision of digital health care.					<p>- promotional activity to support the Super-connected Cities voucher Scheme has been undertaken, this closed in October 2015</p> <p>- Local promotion and maximisation of the WG ICT exploitation programme</p> <p>- Promotion of the <a href="#">Access Broadband</a> Cymru scheme for areas outside the superfast Cymru roll out.</p> <p>A Digital Monmouthshire web portal has been developed which is hosted as part of the <a href="http://www.monmouthshire.biz">www.monmouthshire.biz</a> offer.</p> <p>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%.</p>	<p>broadband across the County for both businesses and communities.</p> <p>Trail the roll out of the <a href="#">TV white space</a> broadband pilot which will enable isolated rural communities to enjoy the same digital connectivity as in urban areas and, if successful, will be replicable in other rural areas.</p> <p>Approval of an application for an RDP ICT county wide skills programme.</p>							
8	Potential Risk that: Reductions in our workforce due to budgetary pressures will impact on our capacity to deliver transformational change and improve performance.	<p>- Our people are central to the success of our council and county. Organisational culture impacts on our ability to address future challenges and make sustained improvements in areas that require it.</p> <p>- Continued economic constraint and local government reform can impact on staff morale and service objectives.</p> <p>-The number of employees has reduced in recent years.</p> <p>- Sickness increased to an average of 11.6 days per FTE employee in the year to March 2016. 21% of sickness was due to psychological reasons</p>	2016/17	Possible	Substantial	Medium	<p>A people and organisational strategy progress report summarising the outcomes achieved in 2015/16 has been completed, progress includes;</p> <p>- providing flexible training opportunities that are aligned to training needs identified across the organisation;</p> <p>- Responding with action and outcomes to feedback from the staff conference and staff survey;</p> <p>- Developing ways of communicating with our workforce and understanding their concerns and issues (e.g. MonMinds staff peer group), as well as providing leadership insights and talks;</p>	<p>- To implement the people and organisational strategy (2016-17) delivery plan including the next steps in delivering a coherent and cohesive People Services offer to the organisation</p> <p>- Continue to engage with staff on the People and Organisational Development Strategy to ensure the strategy continues to focus on addressing identified needs</p> <p>- Complete the review of processes around the management of attendance, ensuring we are delivering cost</p>	2016/17	Possible	Substantial	Medium	Tracey Harry	Phil Murphy	Strong Communities
			2017/18	Possible	Substantial	Medium			2017/18	Possible	Substantial	Medium			
			2018/19	Possible	Substantial	Medium			2018/19	Unlikely	Substantial	Low			



Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
Page 155		- WAO Annual improvement report in 2015 proposed improvements to the people and organisational strategy in order to make best use of its people resources. A follow up report on HR arrangements is due to be published in winter 2016. - A range of services have identified risks to their capacity for service delivery.					- Revising the staff appraisal process, check in check out, and rolling out. - Evidence has been collated and reviewed and a revised offer has been created to meet the needs of those people both on and off our payroll, a delivery plan for the final year of the people and organisational strategy (2016-17) has been established - The draft reviewed attendance and wellbeing policy will be presented to People board commencing the consultation with managers and staff.	effective solutions to attendance problems  - Continue to implement and develop process to provide managers and management teams with information on the workforce.							
	9a	Potential Risk that:  Not having appropriate governance mechanisms does not make it easy for communities to work with us when we are co-delivering and co-developing services which will impact on our shared ability to deliver sustainable and resilient communities.	Concerns on overlapping and complicated community governance structures have led to some dissatisfaction amongst community stakeholders.  There is a recognised disconnect between the process and delivery frameworks set up to support community governance.	2016 /17  2017 /18  2018 /19	Possible  Possible  Possible	Substantial  Substantial  Substantial	Medium  Medium  Medium	A community governance review has been completed. A cross party Member working group was established and met to discuss the proposal. The proposals have been presented to all area committees and the strategic transport group. The review is due to go to Council in December.  Five new cluster town and community councils have been set up and allocated an SLT lead. The governance review will need to consider this.  A volunteer coordinator was appointed and is leading the council's <i>A County That Serves</i> volunteering programme that aims to support and enable volunteers.	Present the Community Governance proposals to full Council for decision (scheduled December 2016)  Subject to decision, implement the agreed community governance proposal from April 2017.  Continue to implement the "A County That Serves volunteering programme"  Continue to implement the volunteer tool kit to clarify information, procedures and processes on volunteering .	2016 /17  2017 /18  2018 /19	Possible  Possible  Unlikely	Substantial  Substantial  Substantial	Medium  Medium  Low	Will McLean	Phil Hobson
9b	Potential Risk that:  Not having appropriate governance mechanisms	The Council works collaboratively to deliver a variety of services and is increasingly considering	2016 /17	Possible	Substantial	Medium	An independent option appraisal for Leisure, Tourism, Culture and Youth Services has been completed, cabinet approved the	Complete and present the full business case on Leisure, Tourism, Culture and Youth	2016 /17	Possible	Substantial	Medium	Will McLean /	Peter Fox	Audit committee

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
10	when establishing new collaborative or alternative delivery models that are often complex could impact on our shared ability to deliver objectives.	<p>alternative delivery models to sustain services for example for Leisure, Tourism, Culture and Youth Services. These models are often complex and have many risks and challenges.</p> <p>A 2016 Governance study by Wales Audit Office concluded that ‘the Council has made progress in improving its governance arrangements although more work is needed to strengthen the transparency of decision making and recording’</p> <p>A 2016 IT study by Wales Audit Office made a proposal for improvement that the council needs to ‘Negotiate and agree commercial grade Service Level Agreements with SRS in advance of new organisations joining the partnership to support sound governance, and to enable the Council to measure service delivery, and assure itself that its IT needs continue to be met.’</p>	2017/18	Possible	Substantial	Medium	next stage of the project to develop a full Business Case and to continue the staff, community and service user consultation process.	Services for further consideration by Members.	2017/18	Possible	Substantial	Medium	Peter Davies	Bob Greenland	
			2018/19	Possible	Substantial	Medium	<p>WAO Proposals for improvement on the Council’s existing governance arrangements continue to be addressed.</p> <p>An action plan has been established to address the Wales Audit Office proposals from the IT study.</p>	<p>Continue to implement actions to address the proposals for improvement identified by Wales Audit Office</p> <p>Complete the development of a commercial grade Service Level Agreement with SRS, which will need agreement with all partners.</p>	2018/19	Unlikely	Substantial	Low			
10	<p>Potential Risk that:</p> <p>The current configuration of the recycling service becomes unviable because of legislation requirements and financial constraints.</p>	<p>Monmouthshire does not currently collect recycling in line with the preferred Welsh Government method.</p> <p>Long term uncertainty over Welsh Government funding and future costs of the service.</p> <p>The Welsh Government grant was cut by 6.4% and is due to be cut by a further 7% in 2017/18.</p>	2016/17	Unlikely	Mode rate	Low	<p>A pressure mandate was accepted by Council to fund £1.2million pressures in the MTFP over 2016/17 and 2017/18 due to an Increase in recycling costs, the Welsh Government grant reduction and growth in waste tonnages.</p> <p>The recycling review is currently undertaking a trial and will report by March 2017 with a view to setting a long term financial</p>	<p>To complete the recycling review report to determine the Council’s long term recycling strategy with cabinet approval in March 2017.</p> <p>To continue to liaise with Welsh Government on Environmental Grant funding.</p>	2016/17	Unlikely	Mode rate	Low	Rachel Jowitt	Bryan Jones	Strong Communities
2017/18	unlikely	mode rate	Low	2017/18	unlikely	mode rate			Low						
2018/19	Likely	Substantial	Medium	2018/19	unlikely	Substantial			Low						

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
							<p>model for the service as well as demonstrating legislative compliance.</p> <p>On-going liaison with Welsh Government on the Environmental Grant funding, its importance to the service and positive impact it makes on the long term strategy.</p>								
11	Potential Risk that: Political, legislative and financial uncertainty for council services and local businesses as a result of Britain leaving the European Union.	<p>The vote to leave the EU has caused political uncertainty that could impact on local government financial settlements if further austerity is required. This could also impact on regional projects such as the City Deal further compounded by political changes in Westminster.</p> <p>Many council services are governed by EU legislation or follow EU led policy, for example procurement rules. There will be uncertainty while the process for extricating the UK from this law is established.</p> <p>Expectations of further austerity and a subsequent fall off in inward investment and growth while restrictions on labour mobility could impact on local firms;</p> <p>Some projects rely directly on EU funding, such as the Rural Development Plan (RDP).</p> <p>Market volatility, inflation and financial uncertainty could impact on council revenue</p>	2016/17	Almost Certain	substantial	High	The Council already has an established Medium Term financial plan to model financial assumptions and scenarios for planning future service budgets.	<p>Many of the negotiations and decisions on Britain leaving the EU are outside of the council's control, given this and the current uncertainty the post mitigation risk levels have not been assessed to change.</p> <p>Actions we will be taking include: Continued liaison and work with partners such as Welsh Government, WLGA and treasury advisers to understand and plan for any implications.</p> <p>Continue to refine and update the Medium Term Financial Planning model and assumptions for future service budgets.</p>	2016/17	Almost Certain	substantial	High	Senior Leadership team	All	Economy and Development  Strong Communities
			2017/18	Almost Certain	substantial	High	The Council has established working relationships with key partners, such as the Welsh Government, the WLGA and treasury advisers to work with in understanding the impact on Council services.		2017/18	Almost Certain	substantial	High			
			2018/19	Almost Certain	substantial	High			2018/19	Almost Certain	substantial	High			

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigation already undertaken	Future Actions and timescales	Risk Level (Post – mitigation)				Service & Risk Owner	Cabinet Member	Select Committee
			Year	Likelihood	Impact	Risk Level			Year	Likelihood	Impact	Risk Level			
		<p>budgets and borrowing costs for capital schemes. Any market volatility resulting from triggering Article 50 could impact on the local government pension schemes.</p> <p>The leave vote created divisions: regionally and between age groups that could raise concern over social inclusion and a rise in hate crime.</p>													

**Risk Matrix**

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

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

---

<sup>i</sup> Recent figures obtained from the 'Get Monmouthshire On Line'

This page is intentionally left blank

# Cardiff Capital Region City Deal

Sheila Davies  
Programme Director  
CCR City Deal



# What's it all about?

- Collaboration
- Working with business community
- A commitment for city-region governance
- Creating opportunity for further City Deals.





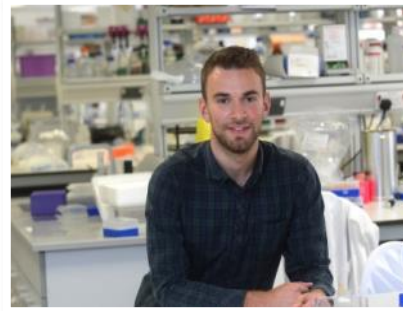
# It's about - the CCR Investment Fund

- A **£1.2bn** fund to grow GVA by investing in the economic fabric of the region
- **£734m** to be invested in Metro
- **£495m** to be invested in wider ambitions such as housing and site regeneration
- Investment Informed by the CCR Economic Growth Partnership and Independent Growth and Competitiveness Commission



# Its about - Investing in these areas:-

- Innovation, and Digital Networks
- Improving Skills and Training
- Business Support and Investment
- Housing and Land Use
- Transport and Connectivity



# Its about - Robust Investment and Programme Governance

- Prioritisation based on Independently verified economic modelling
- Single Assurance Framework
- Strategic city-region wide planning
- Alignment/ co-ordination of regional resources







# Moving Forward -

- Complete all the governance arrangements
- Engage business, HE & FE and third sectors
- Embed the Independent Growth & Competitiveness Commission findings
- Finalise the “shape” of the Prospectus for Investment
- All 10 councils formally agree to fund, and deliver the City Deal, in early 2017



Important to remind ourselves of the agreed Project Objectives:

- **PRIMARY Objective:** Increase to Net Fiscal Bottom line (GVA uplift plus reduction in welfare costs)
- **SECONDARY Objective:** Regional spread of benefits, particularly impact on deprived communities
- **PROGRAMME MINIMA:** Demonstrate a 'Minimum benefit' to every area e.g. every council experiences at least a minimum level of benefit

**UK Funding Risk entirely linked to achieving GVA targets based on the above**

# City Deal Funding Summary

	Metro Project		CCR Invest Fund (Non-Metro)		Total	
	£M		£M		£M	
UK Funding (HMT)	125	25%	375	75%	500	100%
Welsh Govn't	503		-		503	
ERDF Funding	106		-		106	
Local Authorities	-		120		120	
	<b>734</b>		<b>495</b>		<b>1229</b>	

## UK Funding Profile (£375M):

Years 1-5: £10M per yr	REVENUE
Years 6-15: £22M per yr	CAPITAL
Years 16-20: £21M per yr	CAPITAL

## Funding Ratio UK : LA

UK Funding	£375M	75.8%
LA Funding	£120M	24.2%
Total	£495M	100.0%

# Base Case: Total Revenue Costs

## Cardiff Capital Region - Investment Fund

Heads of Terms  
March 2016

Revised  
Base Case  
Nov 2016

LA Partnership Contribution  
Repayment Term  
Interest Rate

UK Government 'Cost of Carry'  
LA £120M - CAPITAL Allocation  
LA £120M - REVENUE Allocation  
TOTAL REVENUE COST

£120M

20yrs

5%

£120M

25yrs

3%

111.9

162.8

0.0

274.6

52.6

166.8

0.0

219.4

£M

£M

Blaenau Gwent	4.6%
Bridgend	9.4%
Caerphilly	12.0%
Cardiff	23.7%
Merthyr Tydfil	3.9%
Monmouthshire	6.1%
Newport	9.8%
Rhondda Cynon Taff	15.8%
Torfaen	6.1%
Vale of Glamorgan	8.5%

12.8

25.8

33.0

64.7

10.8

16.9

27.0

43.4

16.8

23.4

10.1

20.7

26.3

52.0

8.6

13.5

21.5

34.6

13.4

18.6

TOTAL REVENUE COSTS 100.0%

274.6

219.4



# Base Case: Peak Annual Revenue Cost

## Peak ANNUAL Revenue Cost

(Based on POPULATION)

Peak Debt = Fund Year 11

**£294M**  
Peak Debt  
(£193m 'lag' from UK Funding & £101m  
LA Capital)

Page 171

		Heads of Terms March 2016	Revised Base Case Nov 2016
		£120M 20yrs	£120M 25yrs
		5%	3%
		£M	£M
Blaenau Gwent	4.6%	0.9	0.6
Bridgend	9.4%	1.8	1.2
Caerphilly	12.0%	2.3	1.6
Cardiff	23.7%	4.5	3.1
Merthyr Tydfil	3.9%	0.7	0.5
Monmouthshire	6.1%	1.2	0.8
Newport	9.8%	1.9	1.3
Rhondda Cynon Taff	15.8%	3.0	2.1
Torfaen	6.1%	1.2	0.8
Vale of Glamorgan	8.5%	1.6	1.1
<b>TOTAL REVENUE COSTS</b>	<b>100.0%</b>	<b>18.9</b>	<b>13.2</b>

# Base Case: Year 1-5 Revenue Costs

## Year 1 – 5 Total Revenue Cost

(Based on POPULATION)

2017/18 – 2021/22

**Implications for Medium  
Term Financial Plan  
(MTPF)!**

Heads of Terms  
March 2016

Revised  
Base Case  
Nov 2016

£120M  
20yrs

£120M  
25yrs

5%

3%

£M

£M

Blaenau Gwent	4.6%	0.9	0.5
Bridgend	9.4%	1.8	1.1
Caerphilly	12.0%	2.3	1.3
Cardiff	23.7%	4.5	2.7
Merthyr Tydfil	3.9%	0.7	0.4
Monmouthshire	6.1%	1.2	0.7
Newport	9.8%	1.9	1.1
Rhondda Cynon Taff	15.8%	3.0	1.8
Torfaen	6.1%	1.2	0.7
Vale of Glamorgan	8.5%	1.6	1.0

**TOTAL REVENUE COSTS (YRS 1-5)** 100.0%

18.9

11.2

## Economy and Development Select Committee

### Action List

24<sup>th</sup> November 2016

Minute Item:	Subject	Officer	Outcome
4	Pre- Decision Scrutiny - Monmouthshire Museums: Transition and Forward Plans	Councillor S. Jones	The Chair to write to the Cabinet Member outlining the Select Committee's comments.
5	Revenue and Capital Monitoring Report Period 2 Outturn Forecast Statement	Hazel Ilett	The Scrutiny Manager to invite the Economy and Development Select Committee to the Strong Communities Select Committee when the issue relating to the Cattle Market at Raglan is discussed.
7	Improvement Objectives and Performance Indicators - 2016/17 Quarter 2 update	Nicola Edwards  Kellie Beirne / Hazel Ilett	The Tourism Manager to provide Councillor A. Watts with information on how STEAM data is collated.  An update report on the City Deal to be presented to a future meeting of the Select Committee.
8	Y Prentis and CMC2 Updates	Cath Fallon / Hazel Ilett	Y Prentis - further scrutiny required by the Select Committee in the spring of 2017.

This page is intentionally left blank

*Monmouthshire's Scrutiny Forward Work Programme 2016*

<b>Economy Select Committee</b>				
<b>Meeting Date</b>	<b>Subject</b>	<b>Purpose of Scrutiny</b>	<b>Responsibility</b>	<b>Type of Scrutiny</b>
5 <sup>th</sup> Jan 2017	<b>Budget Scrutiny</b>	Scrutiny of the budgetary proposals for 2017-2018.	Joy Robson	Budget Scrutiny
	<b>Risk Assessment</b>	Scrutiny of the following Strategic Risk assessment for 2016-2017.	Richard Jones	Performance Monitoring
	<b>Break</b>			
	<b>City Deal</b>	To discuss progress and forward plan.	Kellie Beirne Peter Fox	Policy Development
12 <sup>th</sup> January 2017, 10am	<b>Tourism Workshop:</b>	Workshop on the future Tourism Destination Management Plan	Nicola Edwards	Policy Development
9 <sup>th</sup> Feb 2017	<b>Museums Transition Report</b>	To scrutinise further details of the transition proposals.	Cath Fallon	Policy Development
	<b>Supplementary Planning Guidance on Tourism</b>	To scrutinise a working draft of an SPG on tourism.	Mark Hand Nicola Edwards	Policy Development
	<b>Chief Officer Enterprise Annual Report *TBC*</b>	Scrutiny of the performance of the directorate for the previous year.	Kellie Beirne	Performance Monitoring
	<b>Budget Monitoring</b>	To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).	Mark Howcroft	Budget Monitoring
27 <sup>th</sup> Feb 2017 2pm Joint Select Committee	<b>Alternative Service Delivery Model</b>	Scrutiny of the business case for the new Delivery Model	Tracey Thomas Ian Saunders Cath Fallon	Pre-decision Scrutiny
Joint meeting with Adults, Strong	<b>Supplementary Planning Guidance on Affordable Housing</b>	Pre-decision scrutiny of an SPG prepared on Affordable Housing in Monmouthshire.	Mark Hand	Policy Development

## *Monmouthshire's Scrutiny Forward Work Programme 2016*

<b>Economy Select Committee</b>				
<b>Meeting Date</b>	<b>Subject</b>	<b>Purpose of Scrutiny</b>	<b>Responsibility</b>	<b>Type of Scrutiny</b>
<b>Communities (Planning committee invited)</b>				
<b>Date TBC (Feb 2017)</b>				
<b>Possible Special Meeting TBC</b>				
<b>27<sup>th</sup> April 2017</b>				

Page 176

### Future Work Programme items:

- × Eisteddfod Report
- × ROI of Velethon and benefits to Monmouthshire
- × Vale of Usk LDP Strategy and projects
- × YPrentis Business Plan
- × City Deal ~ regular performance updates
- × Tourist Information Centres ~ resourcing and funding

## Council and Cabinet Business – Forward Plan

Monmouthshire County Council is required to publish a Forward Plan of all key decisions to be taken in the following four months in advance and to update quarterly. The Council has decided to extend the plan to twelve months in advance, and to update it on a monthly basis.

Council and Cabinet agendas will only consider decisions that have been placed on the planner by the beginning of the preceding month, unless the item can be demonstrated to be urgent business

Subject	Purpose	Consultees	Author
<b>2<sup>nd</sup> MARCH 2016 – CABINET</b>			
MEET strategy			Tracey Thomas
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16 meeting 5 held on the 21 <sup>st</sup> January 2016		Dave Jarrett
2015/16 Education & Welsh Church Trust Funds Investment & Fund Strategy	The purpose of this report is to present to Cabinet for approval the 2016/17 Investment and Fund strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2015/16 grant allocation to Local Authority beneficiaries of the Welsh Church Fund.		Dave Jarrett
New Monmouthshire Carers Strategy (Adults)			Deb Saunders
Mounton House Formula Change			Nikki Wellington
Review of the Proposed closure of Deri View			Debbie Morgan
Removal of post from CYP			Sharon Randall

Subject	Purpose	Consultees	Author
			Smith
SRS			Sian Hayward
Pay Policy			Sally Thomas
<b>9<sup>th</sup> MARCH 2016 – INDIVIUDAL DECISION</b>			
Flexi retirement request			Ian Bakewell
Allocation Policy			Karen Durant
<b>10<sup>th</sup> MARCH 2016 – COUNCIL</b>			
Final Composite Council Tax Resolution	To set budget and council tax for 2016/17		Joy Robson
Treasury Management Strategy 2016/17	To accept the annual treasury management strategy		Joy Robson
The Future Food Waste Treatment Strategy: Outline Business Case & Inter Authority Agreement	for the Council to consider the inclusion of MCC in the Heads of the Valleys Anaerobic Digestion Procurement. To agree the Outline Business Case and the Inter Authority Agreement which commits the Council to the procurement and partnership and a 15-20 year contract.	SLT Cabinet	Rachel Jowitt
The Future Food Waste Treatment Strategy: Outline Business Case & Inter Authority Agreement	for the Council to consider the inclusion of MCC in the Heads of the Valleys Anaerobic Digestion Procurement. To agree the Outline Business Case and the Inter Authority Agreement which commits the Council to the procurement and partnership and a 15-20 year contract.	SLT Cabinet	Rachel Jowitt
Waste Strategy			Carl Touhig/ Roger Hoggins
CIL			Martin Davies
SPG			Martin Davies
Draft Diary			
Pay Policy			Sally Thomas
<b>23<sup>rd</sup> MARCH 2016 – INDIVIUDAL CABINET MEMBER DEICSIONS</b>			
Release of restrictive covenant			Gareth King
Creation of business support officer post	To gain agreement to employ a full-time Business Support Officer within Children's		Gill Cox



Subject	Purpose	Consultees	Author
	Services.		
Tender for Treasury Services			Mark Howcroft/Jon Davies
Conservation area appraisals	To adopt as supplementary planning guidance		Mark Hand
Flexible retirement request			Roger Hoggins
<b>24<sup>th</sup> MARCH 2016 – SPECIAL CABINET</b>			
Risk Assessment			Richard Jones
Proposed closure of Llanfair Kilgeddin CIW VA Primary School (23 <sup>rd</sup> March)			Debbie Morgan
Proposed establishment of an ALN facility and reduction in the capacity at Monmouth Comprehensive School (23 <sup>rd</sup> March 2016)			Debbie Morgan
Removal of CYP post (EXEMPT)			Sharon Randall-Smith
CYP Call-In (Mounton House)			Tracey Harry
<b>13<sup>TH</sup> APRIL 2016 - CABINET</b>			
Digital Strategy	To update members on progress with the digital strategy and to agree the next steps.		Sian Hayward
Community Coordination evaluation of pilot			Matt Gatehouse
Proposed Closure of Deri View Special Needs Resource Base			Debbie Morgan
Mardy Park			Colin Richings
EAS Business Plan			Debbie Hartevelde (EAS)
Play Sufficiency Assessment			Matthew Lewis
People and organisational			Lisa Knight Davies

Subject	Purpose	Consultees	Author
strategy			
Acorn Staffing Restructure			Clair Evans
Recommendations from Select			Hazel Ilett
<b>27<sup>th</sup> APRIL 2016 – INDIVIDUAL DECISION</b>			
SHG Programme			Shirley Wiggam
Moving Boverton House from CYP into the Enterprise Directorate			Ian Saunders
Monmouthshire Flood Risk Management Plan			Dave Harris
Primary Shopping Frontages Supplementary Planning Guidance'			Jane Coppock
<b>4<sup>th</sup> MAY 2016 – CABINET</b>			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16, meeting 5 held on the 10 <sup>th</sup> March 2016		Dave Jarrett
BUDGET MANDATE 2016/17 – PREPAREDNESS ASSESSMENT	To provide Cabinet with an assessment on the preparedness of services to deliver the 2016/17 budget mandates.		Deb Mountfield
Gilwern Setion 106 Funding	reporting back following the deferral of the Gilwern decisions at the February meeting		Mike Moran
Church Road Caldicot S106	new, short report to include some funding into the capital budget for 2016/17		Mike Moran
Monmouth S106 Funding			Mike Moran
Transfer management of			Cath Sheen

Subject	Purpose	Consultees	Author
Raglan VC Primary school former Junior building to the Enterprise Directorate			
Funding to Caldicot Town Team – Caldicot goes pop			Judith Langdon
Funding to Caldicot Town Team – Caldicot Market			Judith Langdon
<b>4<sup>th</sup> MAY 2016 – SPECIAL COUNCIL</b>			
<b>11<sup>TH</sup> MAY 2016 – INDIVIDUAL CABINET MEMBER DECISION</b>			
Transfer member of staff from Policy and Performance to CYP Directorate			Will McLean
SWTRA			Roger Hoggins
Monmouth Section 106 Funding – St Thomas Church Hall.			Mike Moran
40mph Speed Limit B4235 Myndbach			Paul Keeble
<b>12<sup>TH</sup> MAY 2016 – COUNCIL</b>			
Improvement Plan 2016-17			Matt Gatehouse
<b>25<sup>TH</sup> MAY 2016 – INDIVIDUAL CABINET MEMBER DECISION</b>			
Supplementary Planning Guidance – Draft Programme			Jane Coppock
Review of the administrative fee (Abergavenny Town Centre Loan Scheme) Councillor Greenland.			Stephen Griffiths
Review of the Council's Planning Pre-application			Craig O'Connor

Subject	Purpose	Consultees	Author
Advice Service including the proposal to increase the charges for this service			
Proposed prohibition of waiting at any time & prohibition of driving (except for access) mount way, chepstow.			Paul Keeble
<b>8<sup>th</sup> JUNE 2016 – CABINET</b>			
Contaminated Land report for Cabinet decision	To consider the options for revising the Authority's Contaminated Land Inspection Strategy		Huw Owen / David Jones
Review of Sundry Debtors policy	To agree the updated Sundry Debtor Policy, to ensure that the Authority continues to adopt a consistent and transparent approach to the management of its sundry debts.		Joy Robson
Revenue & Capital Monitoring 2015/16 Outturn Forecast Statement	To provide Members with information on the outturn position of the Authority for the 2015/16 financial year.		Mark Howcroft
Monmouthshire Carers strategy	To gain the approval of Cabinet, for the publication of the Monmouthshire Carers Strategy 2016-2019.		Bernard Boniface/ Deb Saunders
Volunteering Strategy	To introduce the Draft Volunteering Strategy 2016-19		Owen Wilce
Capital Programme Report	To seek member approval for highway and transportation schemes as part of Welsh Government transport grants and Section 106 agreements associated with new developments throughout Monmouthshire		Paul Keeble
S106 Funding Newport Road, Caldicot	To consider the release of S106 funding from the Newport Road allocation to enable the Caldicot Linkage Scheme to proceed		Deb Hill-Howells
Hydrogen Car Trial			Ben Winstanley / Roger Hoggins

Subject	Purpose	Consultees	Author
Changes to the EAS business arrangements	To seek Cabinet approval of the changes on Governance arrangements; Business arrangements; Funding arrangements		Sharon Randall Smith
Caerwent House	To update Cabinet on project progress and proposed action with regards to the Compulsory Purchase Order in relation to Caerwent House.		Philip Thomas
<b>15<sup>TH</sup> JUNE – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
Establishing two temporary posts to facilitate new duties under the social services & well-being (wales) act 2014, part 11 – to assess and meet the needs of adults in the secure estate.			Julie Boothroyd
Capability Policy for school based employees			Sally Thomas
<b>16<sup>th</sup> JUNE - COUNCIL</b>			
Update on Syrian Resettlement Programme			Will McLean
Audit Committee Annual Report 2015/16, Annual report 2014/15			Andrew Wathan
<b>29<sup>th</sup> JUNE 2016 – INDIVIDUAL CABINET DECISION</b>			
EU Project			Deserie Mansfield
Re-Allocation of Resources within Development Management			Mark Hand
Amendments to the protocol on public speaking at Planning Committee			Mark Hand
<b>6<sup>TH</sup> JULY 2016 – CABINET</b>			
Welsh Language Monitoring			Alan Burkitt

Subject	Purpose	Consultees	Author
Report			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17, meeting 1 held on the 16th June 2016.		Dave Jarrett
Review of Reserves			Joy Robson
End of year performance on Whole Authority Safeguarding			Teresa Norris / Claire Marchant
Proposed changes to the whole authority safeguarding approach			Teresa Norris / Claire Marchant
Car Park Management and Obstructions in the Highway			Roger Hoggins
LSS Annual report			Claire Marchant
184			
<b>13<sup>th</sup> July – INDIVIDUAL CABINET MEMBER DECISION</b>			
Proposed prohibition of waiting at any time & prohibition of waiting mon – sat 10:00am – 3:00pm, st kingsmark avenue,			Paul Keeble
Proposed 30mph speed limit, R139 Crick Road, Crick.			Paul Keeble
Proposed prohibition of waiting at any time & prohibition of waiting mon – fri 8am – 5pm, Monmouth Road & other roads, Usk			Paul Keeble

Subject	Purpose	Consultees	Author
Proposed 30mph speed limit, R122 (Crick to Shirenewton ), Crick.			Paul Keeble
Proposed 40mph speed limit, R122 Earlswood Road, Crick.			Paul Keeble
Proposed weight restriction order Usk			Paul Keeble
Monmouthshire Meals Leadership			Colin Richings
Mouton House – Catering Staff restructure			Rob O’Dwyer
<b>27<sup>TH</sup> JULY – INDIVIDUAL CABINET MEMBER DECISION</b>			
Wye Valley Management Plan			Matthew Lewis
Procurement Memorandum for Understanding for Regional Garden Waste Treatment			Carl Touhig
Team Abergavenny Business Case for Capital Expenditure	To consider an application for expenditure		Deb McCarty
Review of the Council’s Allocation Scheme			Karen Durrant
Language and Play/Engagement Worker Post Deletion Proposal			Beth Watkins
<b>27<sup>TH</sup> JULY – CABINET</b>			
Budget Monitoring report – Period 2	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2016/17 financial year.		Joy Robson/Mark Howcroft
Children’s Services Improvement Reports			Claire Marchant
Redundancy Report –	<b>EXEMPT REPORT</b>		Ian Saunders

Subject	Purpose	Consultees	Author
Leisure Services			
Crick Road			Deb Hill-Howells
Effectiveness of Council Services – Q4			Matt Gatehouse
People Services Annual Report			Peter Davies
Social Care and Health Restructure Report			Claire Marchant
<b>28<sup>th</sup> JULY - COUNCIL</b>			
DSS Annual report			Claire Marchant
Solar Farm revised business case			Ben Winstanley
Safeguarding – year end performance 2015/16	To sign off end of year performance 2015/16 and present a new way forward on safeguarding		Teresa Norris
CYP Chief Officer report			Sarah McGuinness
Sustainable Development Policy			Matthew Gatehouse
<b>17<sup>th</sup> AUGUST – INDIVIDUAL CABINET MEMBER DECISION</b>			
Map Modification Order			Mandy Mussell
Delegated Waste Enforcement Powers for Waste and Street Services			Carl Touhig
Job Evaluation In Respect Of The Occupational Therapist In The Children With Disabilities Team Monmouthshire.			Carol Buck
<b>31<sup>ST</sup> AUGUST 2016 – INDIVIDUAL CABINET MEMBER DECISION</b>			
Procurement Card Policy	To seek approval of the Procurement Card Policy to be used within the Authority		Lisa Widenham



Subject	Purpose	Consultees	Author
Training And Events Co-ordination			John McConnachie
Temporary Animal Health & Feed Officer			Gareth Walters
DEFINITIVE MAP MODIFICATION ORDER 2016, Section 53 (C)(i) Wildlife and Countryside Act 1981, Restricted Byway (53-16), Great Panta, Devauden			Paul Keeble
<b>7<sup>TH</sup> SEPTEMBER - CABINET</b>			
Section 106 Education Contributions - Land at Ty Mawr and Cae Meldon, Gilwern	To decide on the use of education balances available from the Section 106 Agreements relating to the development of land at Tw Mawr and at Cae Meldon, Gilwern.		Simon Kneafsey
Allocation of Section 106 Funds – Magor and Undy			Deb Hill Howells
Youth Offending Service Restructure Report			Jacalyn Richards
Effectiveness of Council Services – Q1 2016/17 update			Richard Jones
Caldicot Town Team Section 106 Funding Pilot			Judith Langdon
Recommendations from Select Committees			Hazel Ilett
<b>14<sup>TH</sup> SEPTEMBER – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
Permanent Adoption of post CDLL18			R Tranter
To Establish The Temporary Post Of Carers Development Manager			B Boniface

Subject	Purpose	Consultees	Author
<b>22<sup>ND</sup> SEPTEMBER 2016 – COUNCIL</b>			
MCC Audited Accounts 2015/16(formal approval	To present the audited Statement of Accounts for 2015/16 for approval by Council		Joy Robson
ISA 260 report – MCC accounts	To provide external audits report on the Statement of Accounts 2015/16		WAO
Re-Appointment of Monmouthshire Local Access Forum	To secure the appointment of members to the Monmouthshire Local Access Forum for its next 3 year period.		Matthew Lewis
Provision of a Community Hub in Abergavenny			Deb Hill-Howells
Stage 2 Improvement Plan – How we performed 2015/16			Richard Jones
City Deal			
Future Schools Programme			Simon Kneafsey
<b>28<sup>TH</sup> SEPTEMBER 2016 – INDIVIDUAL CABINET MEMBER DECISION</b>			
Emergency planning – business continuity register of priority services	To seek agreement from the Emergency Planning ‘Portfolio Holder’ to the revised and updated MCC Register of Priority Services.		Ian Hardman
<b>5<sup>TH</sup> OCTOBER 2016 – CABINET</b>			
Gilwern Section 106 funding			Mike Moran
Community Asset Transfer of Caerwent Hall and Playing fields			Ben Winstanley
LDP/AMR			Jane Coppock
<b>12<sup>TH</sup> OCTOBER 2016 – INDIVIDUAL CABINET MEMBER DECISION</b>			
Monmouthshire Museums Accreditation			Rachel Rogers
Carer Information And Support			Bernard Boniface

Subject	Purpose	Consultees	Author
Request for Change in Establishment	<b>EXEMPT REPORT</b>		Ruth Donovan
<b>20<sup>TH</sup> OCTOBER 2016 – COUNCIL</b>			
Future Schools			Will Mclean/Pete Davies
<b>26<sup>TH</sup> OCTOBER 2016 – INDIVIDUAL CABINET MEMBER DECISION</b>			
Redundancy costs for one employee arising from relocation of My Day My Life (Swanraft) to Overmonnow Resource Centre'			Shelley Welton
Creation of an apprentice position on the Financial System support team			Lisa Widenham
Change of Senior Practitioner Social Worker to Social Worker Post			Julie Boothroyd
Private Rented Sector Housing Development Policy			Ian Bakewell
Job Evaluation Of Legal Assistant Post CDLL 39			Rob Tranter
<b>2<sup>ND</sup> NOVEMBER 2016 – CABINET</b>			
Discretionary Housing Payments			Ruth Donovan
Welsh Church Fund working group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17, meeting 2 held on 22 <sup>nd</sup> September 2016.		Dave Jarrett
MTFP and Budget proposals for 2017/18	To provide Cabinet with revenue Budget Proposals for 2017/18 for consultation purposes		Joy Robson

Subject	Purpose	Consultees	Author
Revenue & Capital Monitoring 2016/17- Period 2 Outturn Forecast Statement	The purpose of this report is to provide Members with information on the forecast revenue outturn position of the Authority at the end of period 2 which represents month 6 financial information for the 2016/17 financial year		Joy Robson/Mark Howcroft
Delivering Excellent Practice in Children's Services - Progress report			Deb Hill Howells
Abergavenny Town Centre Loan Application	EXEMPT REPORT To approve the recommendation of the Abergavenny Town Centre Loan Board		Steve Griffiths
Revised Staff Contractual arrangements – Individual Support Service			Ceri York
CP:	For approval to submit for examination		Mark Hand
Undy Athletic Football Club Community Asset Transfer			Ben Winstanley
<b>16<sup>th</sup> NOVEMBER 2016 – INDIVIDUAL CABINET MEMBER DECISION</b>			
<b>30<sup>th</sup> NOVEMBER 2016 – INDIVIDUAL CABINET MEMBER DECISION</b>			
DEFINITIVE MAP MODIFICATION ORDER 2016, Section 53 (C)(i) Wildlife and Countryside Act 1981, Restricted Byway (53-16), Great Panta, Devauden			Paul Keeble
Proposed allocation of community learning redundancy costs to reserves	To request member approval to use reserve funding to meet redundancy costs by the Community Learning Department in the Enterprise Directorate in 16/17.	<b>DEFERRED</b>	Andrea Charles
<b>1<sup>st</sup> DECEMBER 2016 - COUNCIL</b>			

Subject	Purpose	Consultees	Author
CYP CHIEF OFFICER REPORT			Sarah McGuinness
Stock Transfer Agreement – service charge de-pooling			Ian Bakewell
Proposal to revise the Policy on Minimum Revenue Provision (MRP) in respect of Supported Borrowing for 2016/17 onwards			Joy Robson
<b>7<sup>TH</sup> DECEMBER 2016 – CABINET</b>			
Payroll and HR support restructure			Tracey Harry
Effectiveness of Council Services – Quarter 2 update			Richard Jones
Council Tax Base 2017/18 and associated matters	To agree the Council Tax Base figure for submission to the Welsh Government together with the collection rate to be applied for 2017/18 and to make other necessary related statutory decisions		Sue Deacy/Ruth Donovan
Section 106 Funding – Magor GRIP 3 Report			Mike Moran
Future Museums			Cath Fallon
Yprentis / CMC <sup>2</sup>			Cath Fallon
Individual Support Service – Proposed Implementation of Revised Contractual Arrangements			Shelley Welton
<b>14<sup>TH</sup> DECEMBER 2016 – INDIVIDUAL MEMBER DECISION</b>			
Local Government (Wales) Act 1994 The Local Authorities (Precepts)(Wales)	To seek approval of the proposals for consultation purposes regarding payments to precepting Authorities during 2017/18 financial year as required by statute		Joy Robson

Subject	Purpose	Consultees	Author
Regulations 1995			
Lodged Procurement Card Policy			Lisa Widdenham
<b>16<sup>TH</sup> DECEMBER 2016 – SPECIAL CABINET</b>			
Capital Budget Proposals	To outline the proposed capital budget for 2017/18 and indicative capital budgets for the 3 years 2018/19 to 2020/21		Joy Robson
Revenue Budget Proposals			Joy Robson
Review of Fees and Charges	To review all fees and charges made for services across the Council and identify proposals for increasing them in 2017/18		Joy Robson
Newport City Council Partnership with the SRS			Pete Davies
Section 106 Funding, 3G pitch and Caldicot Castle Play Area.			Mike Moran
<b>4<sup>th</sup> JANUARY 2017 – INDIVIDUAL CABINET MEMBER DECISION</b>			
Housing Renewals Team – Flexible Retirement	<b>EXEMPT REPORT</b>		John Parfitt
<b>11<sup>TH</sup> JANUARY 2017 – CABINET</b>			
Welsh Church Fund working group	The purpose of this report is to make recommendations to Cabinet on the schedule of applications 2016/17, meeting 3 held on 1st December 2016.		Dave Jarrett
Monmouth Pool			Pete Davies
Licensing Section Restructure			David Jones
<b>18<sup>TH</sup> JANUARY 2017 – INDIVIDUAL MEMBER DECISION</b>			

Subject	Purpose	Consultees	Author
Local Government (Wales) Act 1994 The Local Authorities (Precepts)(Wales) Regulations 1995	To seek Members approval of the results of the consultation process regarding payments to precepting Authorities for 2017/18 as required by statute.		Joy Robson
			Andrew Mason
<b>19<sup>TH</sup> JANUARY 2017 - COUNCIL</b>			
5 year Welsh Language Strategy			Alan Burkitt
Council Tax Reduction Scheme 2017/18			Ruth Donovan
Community Governance Report			Will McLean
Future of MCC's HWRC, Transfer Station and Residual Waste Haulage Contract.	To agree the procurement strategy and affordability envelope to commence procurement and to award appropriate delegations for contract award.		Rachel Jowitt
<b>1<sup>ST</sup> FEBRUARY 2017 – CABINET</b>			
Revenue & Capital Budget final proposals after public consultation	To present Revenue and Capital Budget proposals following receipt of final settlement		Joy Robson
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17 meeting 5 held on the 19 <sup>th</sup> January 2017.		Dave Jarrett
Asset Management Strategy			Deb Hill Howells
Budget Monitoring report – period 9	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for		Joy Robson/Mark Howcroft

Subject	Purpose	Consultees	Author
Counselling service for young people & families	2016/17 financial year.		Josh Klein
Chippenham Mead play area, Monmouth	**PRESENTATION PRIOR TO ITEM – RACHEL JUPP – FRIENDS OF CHIPPENHEMA MEAD GROUP**		Mike Moran
The Knoll, Abergavenny Section 106 funding			Mike Moran
Update on youth work in Abergavenny and the surrounding areas.			Josh Klein
<b>19<sup>TH</sup> FEBRUARY 2017 – INDIVIDUAL CABINET MEMBER DECISIONS</b>			
Childcare Sufficiency Assessment 2017			Sue Hall
<b>15<sup>TH</sup> FEBRUARY 2017 – SPECIAL CABINET</b>			
Final Draft Budget Proposals for recommendation to Council			
Proposed sale of land at Crick Road to Melin Homes			Deb Hill Howells
<b>1<sup>ST</sup> MARCH 2017 – CABINET</b>			
2016/17 Education and Welsh Church Trust Funds Investment and Fund Strategy	The purpose of this report is to present to Cabinet for approval the 2017/18 Investment and Fund Strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2016/17 grant allocation to Local Authority beneficiaries of the		Dave Jarrett



Subject	Purpose	Consultees	Author
	Welsh Church Fund		
Outcomes of the Recycling Review.	Cabinet to agree the Final Business Case determining the outcomes of the Recycling Review.		Rachel Jowitt
ADM – Business Case			Tracey Thomas
<b>9<sup>TH</sup> MARCH 2017 - COUNCIL</b>			
Final Budget Proposals			Joy Robson
Final Composite Council Tax Resolution	To set budget and Council tax for 2017/18		Joy Robson
Treasury Management Strategy 2017/18	To accept the annual Treasury Management Strategy		Joy Robson
<b>20<sup>TH</sup> MARCH 2017 - COUNCIL</b>			
Monmouth Pool			Pete Davies
ADM Business Case			Tracey Thomas
Population Needs Assessment			Matt Gatehouse
Well-being Assessment			Matt Gatehouse
Council Well-being objectives			Matt Gatehouse
<b>5<sup>TH</sup> APRIL 2017 – CABINET</b>			
Welsh Church Fund Working Group	The Purpose of this report is to make recommendations to Cabinet on the Schedule of applications 2016/17, meeting 6 held on the 9 <sup>th</sup> March 2017		Dave Jarrett
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17, meeting 7 held on the 30 <sup>th</sup> March 2017.		Dave Jarrett
The introduction of a Council			Steve Griffiths

Subject	Purpose	Consultees	Author
operated Social Lettings Agency within Monmouthshire			
<b>3<sup>RD</sup> MAY 2017 – CABINET</b>			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17, meeting 8 held on the ..... 2017.		Dave Jarrett
Transfer of management of Raglan VC Primary School	To receive a progress update on the transfer of the management of Raglan VC Primary School former junior building to the Enterprise Directorate.		Cath Sheen