

# Public Document Pack



Neuadd y Sir  
Y Rhadyr  
Brynbuga  
NP15 1GA

County Hall  
Rhadyr  
Usk  
NP15 1GA

Wednesday, 22 June 2016

**Notice of meeting / Hysbysiad o gyfarfod:**

## **Strong Communities Select Committee**

**Thursday, 30th June, 2016 at 10.00 am,  
County Hall, The Rhadyr, Usk, NP15 1GA**

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

### **AGENDA**

<b>Item No</b>	<b>Item</b>	<b>Pages</b>
<b>PART A – SCRUTINY AND CRIME DISORDER MATTERS</b>		
No matters to discuss		
<b>PART B – STRONG COMMUNITIES SELECT COMMITTEE</b>		
1.	To note the appointment of the Select Chair	
2.	To elect a Vice Chair	
3.	Apologies for absence	
4.	Declarations of Interest	
5.	To confirm minutes of the previous meeting Held on the 28th April 2016.	1 - 8
6.	Revenue and Capital Outturn Report	9 - 118
7.	Future of the Civic Amenity Site Contract	119 - 128
8.	Recycling Review and Implementation Plans	129 - 138
9.	Managing Public Open Space	139 - 146
10.	Strong Communities Forward Work Programme 2016	147 - 148
11.	Cabinet and Council Forward Work Planner	149 - 160

**12.**

**Date and time of next meeting**

Thursday 21<sup>st</sup> July 2016 at 10am

**Paul Matthews**

**Chief Executive / Prif Weithredwr**

MONMOUTHSHIRE COUNTY COUNCIL  
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

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

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# Aims and Values of Monmouthshire County Council

## Sustainable and Resilient Communities

### Outcomes we are working towards

#### **Nobody Is Left Behind**

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

#### **People Are Confident, Capable and Involved**

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

#### **Our County Thrives**

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

### Our priorities

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

### Our Values

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

# Nodau a Gwerthoedd Cyngor Sir Fynwy

## Cymunedau Cynaliadwy a Chryf

### Canlyniadau y gweithiwn i'w cyflawni

#### Neb yn cael ei adael ar ôl

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

#### Pobl yn hyderus, galluog ac yn cymryd rhan

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

#### Ein sir yn ffynnu

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

### Ein blaenoriaethau

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

### Ein gwerthoedd

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

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## MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Strong Communities Select Committee held  
at The Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 28th  
April, 2016 at 10.00 am

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

County Councillors: A. Easson, A. Webb and S. White

### **OFFICERS IN ATTENDANCE:**

Will McLean	Head of Policy & Engagement
Roger Hoggins	Head of Operations
Sharran Lloyd	LSB Development Manager
Matthew Gatehouse	Policy and Performance Manager
Richard Jones	Improvement Support Officer
Hazel Clatworthy	Sustainability Community Officer
Hazel Ilett	Scrutiny Manager
Richard Williams	Democratic Services Officer

### **APOLOGIES:**

Councillors D. Dovey, S. Jones, P. Jordan and K. Williams

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

County Councillor V.E. Smith declared a personal, non-prejudicial interest pursuant to the Members' Code of Conduct in respect of minute 6, Scrutiny of Partnerships, as she is a Member of Monmouth Housing Association.

#### **2. Special Meeting regarding the Joint Budget - 16th December 2015**

We noted the minutes of the Joint Select Committee dated 16<sup>th</sup> December 2015.

#### **3. Strong Communities Select Committee dated 25th February 2016**

The minutes of the Strong Communities Select Committee dated 25<sup>th</sup> February 2016 were confirmed and signed by the Chairman.

#### **4. Special Meeting - Strong Communities Select Committee dated 17th March 2016**

The minutes of the Special meeting of the Strong Communities Select Committee dated 17<sup>th</sup> March 2016 were confirmed and signed by the Chairman.

#### **5. Sustainable Development Policy**

Context:

To provide the Select Committee with the opportunity to scrutinise the proposed Sustainable Development Policy prior to a decision being sought by full Council.

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#### Key Issues:

In April 2016 the Well-being of Future Generations Act (Wales) 2015 became law setting what sustainable development means in Wales. It places a duty on local authorities to apply the sustainable development principle to maximising their contribution to seven national well-being goals.

The Council was an early adopter of the Act. As part of this approach it worked with the Wales Audit Office which produced a report on the Council's preparedness. The results of this work have been presented at Audit Committee and Cabinet and have been used to help implement The Act.

Sustainable Development has always been central to how we operate as a Council. The authority will now amend its existing policy to reflect The Act and ensure a clear and consistent understanding across the organisation. This will allow the organisation to have coherence across its policy framework and future policies and programmes that are brought to Members for decisions will be expected to reflect it.

#### Member Scrutiny:

Having scrutinised the report, the following points were noted:

- The majority of the sustainable policy was taken from legislation which is unlikely to change in the future. Therefore, it might be appropriate to review the policy again in 2018 to ascertain whether it remains in line with the wellbeing assessment.
- Structures are being put in place to identify if we as an authority are contributing to our goals. Members and the Wales Audit Office may challenge and identify potential problems. Hopefully, the legislation will help to identify any potential problems.
- Health and Wellbeing issues were at the forefront of the Authority. The Public Service Board will assess this with a view to enhancing people's wellbeing. Social Services will integrate more effectively with G.P. and nursing services to allow the Authority to intervene earlier and provide appropriate support.
- Since the 15<sup>th</sup> November 2015 new checklists have been introduced which are specific to each of the Wellbeing Goals.

#### Recommendation:

- (i) We need ensure that we are aware of our responsibilities and be knowledgeable enough to understand the process;
- (ii) The policy should be more user friendly;



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(iii) Officers should work with the Planning Department with regard to sustainability and the Local Development Plan.

### **6. Partnership Mapping Exercise and the range of services that are delivered by grant-funded partners**

#### Context:

- To provide relevant partnership information to the Strong Communities Select Committee in relation to the contribution of third sector organisations.
- To focus on the representation, activity and delivery of third sector partners across the partnership landscape within Monmouthshire, under the direction of the Monmouthshire Public Service Board (formally Local Service Board).
- To have an oversight of the funding provided to third sector partners.

#### Key Issues:

In 2012, the Welsh Government Statutory Guidance “Shared Purpose, Shared Delivery” rationalised the partnership landscape, by reducing complexity and duplication, and freeing up resources, through the development of Local Service Boards and the Single Integrated Plan. In April 2016, the Wellbeing of Future Generations Act came into force and the Monmouthshire Local Service Board transitioned into a statutory Public Service Board with the responsibility of overseeing the remaining year of the Single Integrated Plan, which runs until March 2017.

Following the audit and review of the partnership landscape in 2014/15, the Strategic Partnership team concentrated on shaping the partnership landscape into a structure that was accessible to all partners. Strategic partnership groups were mapped and reviewed and this enabled the team to understand the complexities of partnership arrangements, the robustness of partnership governance and how they were contributing to improving population outcomes identified in the SIP for Monmouthshire and reporting into the Public Service Board.

The Partnership landscape in Monmouthshire fully embraces multi-agency working, with representation from a wide range of partner organisations, including the third sector, who work collaboratively to improve the outcomes for Monmouthshire residents. Collaboration and partnership working forms a key part of the delivery mechanism across the county, and it is important that the Select Committee has a solid oversight of this work and the contribution of the Authority’s third sector partners in this wide and varied landscape.

Funding is awarded to some of the Authority’s third sector partners, who contribute towards the outcomes of the Monmouthshire Single Integrated Plan. This funding is as follows:

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Organisation	Project	Amount 2016/17
GAVO	Third Sector Compact	£12,000
Citizens Advice Bureau	Advice Service	£57,105
Home Start	Families First Programme	£31,000
Crossroads, Young Carers	Families First Programme	£50,486
<b>Total</b>		<b>£150,591</b>

### Member Scrutiny:

Having scrutinised the report, the following points were noted:

- A presentation and video was shown to the Select Committee regarding this matter
- Home Start has made a difference. Schools are pleased with the outcomes.
- The Authority's financial contribution to GAVO ensures that we obtain value for money from this service. GAVO plays an important role as one of our partners.
- GAVO will be coming to a future meeting of the Select Committee.
- The Citizen's Advice Bureau (CAB) provides excellent work and will be coming to a future meeting of the Adults Select Committee.
- It was noted that the Community Council's contribution to CAB was generally smaller than the contributions provided by the Town Councils within Monmouthshire. Knowledge of ratepayers' precepts could help in determining how much each community council should be contributing to CAB.
- GAVO also receives a grant from Welsh Government.

We resolved to accept the recommendations of the report, as outlined below:

- (i) That the Select Committee has oversight of the partnership structure and landscape which contributes to the delivery of the Monmouthshire Single Integrated Plan, under the direction of the Public Service Board.

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- (ii) That the Select Committee reviews the role of the third sector and how it contributes to the Monmouthshire Single Integrated Plan.
- (iii) That the Select Committee reviews with a critical eye, the representation, spread and scope of third sector organisations across the Monmouthshire partnership landscape and how well represented they are currently under the Public Service Board.
- (iv) The Select Committee reviews and has a clear oversight of the funding arrangements allocated by Monmouthshire County Council to third sector organisations.

### **7. Improvement Objectives in development of the Improvement Plan for 2016-2017**

#### Context:

To scrutinise the Improvement Objectives contained in the Improvement Plan 2016-17 ahead of a decision by Council on 12<sup>th</sup> May 2016.

#### Key Issues:

The setting of annual Improvement Objectives and the production of an Improvement Plan are statutory requirements under the Local Government (Wales) Measure 2009.

The Improvement Plan is produced in two parts. This is the forward looking section of the plan and is focused on commitments and aspirations. It presents an opportunity to set the key actions that will deliver the Council's priorities of education, support for vulnerable people, supporting business and job creation and maintaining locally accessible services.

The Improvement Plan 2015-17 was published in May 2015 and contained five objectives closely aligned to delivering the Council's priorities. The improvement objectives for 2016/17 are a continuation of five objectives set in May 2015:

- We will improve at all key stages of education.
- We will safeguard people, whether young or old, while reducing people's dependence on social care.
- We want to enable Our County to thrive.
- Maintaining locally accessible services.
- We want to be an efficient, effective and sustainable organisation

The information for scrutiny focusses on the detail of the Improvement Objectives for 2016/17, which will be contained within the full Improvement Plan. The objectives have been reviewed and updated to continue relevant activity that was already committed in the objective and include any new actions that have been identified. The Improvement Objectives are currently subject to a public consultation which will run until 22<sup>nd</sup> April

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2016 and feedback from the consultation will be incorporated into the objectives, as relevant, prior to being put forward for approval by Council on 12<sup>th</sup> May 2016.

This is a draft plan for scrutiny and at this stage some parts of the plan are not fully completed and targets not finalised, these will be completed ahead of the decision by Council.

Some changes have been made to the format plan to reflect latest legislation, respond to feedback from the Wales Audit Office as well as the Authority's own learning.

These are:

- Explaining the structure of the objective so everyone understands why certain information is included.
- Continuing to ensure clearer links between actions and measures with associated targets for improvement.
- Embedding the Well-Being of Future Generations Act requirements in our planning, including considering how our activity contributes to Welsh Government seven wellbeing goals

During 2016-2017 Monmouthshire County Council will undertake 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. The information that is gained during this work will provide a much deeper evidence base to inform the publication of the Council's well-being objectives by 31st March 2017 (a requirement under the Wellbeing of Future Generations Act). At the point of developing the wellbeing objectives a fundamental rethink of improvement objectives will be undertaken in line with the principles of the Act.

Part two of the plan, focusing on what has been achieved in 2014-15, will be presented to Council in October 2016 when full audited information becomes available for publication. Prior to that select committees will be presented with reports showing progress against the objectives set for 2015-16.

#### Member Scrutiny:

Having scrutinised the report, the following points were noted:

- The Head of Operations would investigate the following issues raised and report back to Select committee Members:
  - What level of recycling is generated through incineration?
  - Whether the Authority has a mandate to save £250,000 by removing glass from the comingled recyclates.

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- The cost effectiveness of incineration rather than recycling. It was noted that this is not the case now but depended upon the recycling market in simple financial terms albeit the Authority has recycling targets set by Welsh government, so incinerating everything was not feasible.
- It was noted that the feasibility of materials being sold at recycling centres had been raised with Viridor.
- A six month pilot scheme was being undertaken in Abergavenny regarding glass collection prior to implementation in 2017.
- In response to a Select Committee Member's question regarding a Council owned property in Caldicot, it was noted that this was a matter for the Estates Team.
- In response to a Select Committee Member's question regarding the Select Committee visiting Rover Way in Cardiff, the Scrutiny Manager stated that this matter could be investigated.

We resolved:

- (i) To receive the report and noted its content;
- (ii) The Head of Operations would investigate the matters raised and report back to Select Committee Members.

#### **8. Scrutiny Forward Work Programme**

We received the Forward Work Programme for the Strong Communities Select Committee. In doing so, the following points were noted:

- The next ordinary meeting will be held on Thursday 30<sup>th</sup> June 2016 at 10.00am.
- A special meeting of the Select Committee will be required before the 30<sup>th</sup> June 2016. The Scrutiny Manager will investigate a convenient date for this meeting.
- The Scrutiny Manager will write to the Cabinet Member County Councillor P. Murphy with a view to ascertaining the latest position regarding the sale of the public convenience in Raglan.
- The Scrutiny Manager will liaise with the Head of Operations regarding the Highways Working Group with a view to adding this item to the Forward Work Programme to consider resurrecting the working group.

We resolved to receive the Forward Work Programme and noted the points raised.

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### **9. Council and Cabinet Forward Work Plan**

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

### **10. Next meeting**

The next ordinary meeting of the Strong Communities Select Committee will be held in the Council Chamber, County Hall, Usk on Thursday 30<sup>th</sup> June 2016 at 10.00am.

## REPORT

<b>SUBJECT</b>	<b>REVENUE &amp; CAPITAL MONITORING 2015/16 OUTTURN STATEMENT</b>
<b>DIRECTORATE</b>	<b>Chief Executive's Unit</b>
<b>MEETING</b>	<b>Strong Communities Select</b>
<b>DATE</b>	<b>30<sup>th</sup> June 2016</b>
<b>DIVISIONS/ WARD AFFECTED</b>	<b>All Authority</b>

### PURPOSE

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

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

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

### 2. RECOMMENDATIONS PROPOSED TO CABINET

2.1 That Members consider a net revenue outturn underspend of £676,000, an improvement of £878,000 on quarter 3 outturn predictions.

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

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



### 3. MONITORING ANALYSIS

#### 3.1 Revenue Position

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

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

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

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

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

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

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

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

3.1.6 Given the financial challenges that will continue to face the Authority for the foreseeable future, Chief Officers continue to be tasked with ensuring that services live within the budgets and savings targets set for the current financial year and deliver on the periodic recovery plan agreed by Cabinet.

### 3.1.7 Slippage on Reserve funded projects

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

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

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

### 3.1.8 Redundancy costs

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

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

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

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

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

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



Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
Ty'r Enfys	(52)	0	(52)	0	This facility with now remain closed for the entire year.
Counsel Costs	111	0	111	93	Increased legal costs in regard to Solicitor / Barrister fees not expected to crystallise within 2015-16 at M9
Therapeutic Service	(26)	0	(26)	2	Under spend due to vacant Play Therapist post being filled on a part time basis from 07/09/15
External Placements – LAC	1,038	0	1,038	(56)	Outturn activity resulted in 71 placements compared to 70 at month 9. We are seeing a full year effect of placements that only entered the system in the latter part of last year.
External Placement - Non-LAC	(96)	0	(96)	0	This cost centre is generally used to fund the over spend within S026 – External Placements LAC.
GWICES (Gwent Wide Integrated Community Equip Services)	(24)	0	(24)	(2)	Based on the costs associated with the GWICES costs incurred from the hosts -Torfaen
Other Children's Services –appendix 6	(10)	0	(10)	(8)	See Appendix 6 Children's Services
SCYP - Placement & Support Team	150	0	150	28	Over spend due to use of agency staff, contact and assessment costs and home to school transport. More recently this budget has funded building work to create in house contact centres.
Children Services Safeguarding Unit	(32)	0	(32)	(5)	Under spend relates to a vacant part time Independent Reviewing Officer post not expected to be filled until 2016/17.
SCYP - Supporting Children & Young People Team	250	0	250	17	Overspend relates to the employment of 7 agency workers to cover staff sickness and capacity issues and a 77% increase in transport costs since last year.
Disabled Children	84	0	84	(7)	Large part of overspend relates to the continued use of agency staff to cover sickness and the employment of a Student Placement Social Worker, improved since M9.
FRS – Family Support Team	(8)	0	(8)	(50)	This budget is currently employing the services of social workers to cover for various staff absences.
Bus Cases / Temp Funding - Cabinet 06/05/15	(45)	0	(45)	22	Underspend relates to delayed appointment to social worker posts connected with approved business cases

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

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

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

<b>Enterprise (ENT)</b>					
Sustainability	65	18	83	(15)	Sections' inability to achieve the expected full income targets. Though increased income from PV schemes
Strategic Property Management	(65)	0	(65)	(15)	Under spend relates partly to a staff vacancy, and a reduction in budgeted professional fee's.
Cemeteries	(76)	n/a	(76)	0	Increase in budgeted income during the financial year along with lower than anticipated expenditure,
County Farms Unit	(16)	n/a	(16)	(1)	Due to a reduction is expected maintenance along with higher than anticipated income.
Markets	105	28	133	(5)	Overspend on employee costs due to delayed implementation of restructure along with unbudgeted overtime. The alternative delivery plan of reducing maintenance work has produced some savings
Community Education	147	0	147	(31)	£50,262 relates to one off redundancy costs which the section requests reserve funding. The remaining £40,000 due to the reduction in franchise income. Educational leisure course income has increased during the final 3 months of the year
Community Hubs	255	125	380	(6)	due to £328k one off redundancy costs which have already been incurred at month 9 and £58k of redundancy costs which will be incurred by year end, Slight reduction since M9 due to savings on restructure
Eisteddfod	(502)	0	(502)	(72)	This year's spend is £73k but there is still uncertainty around the final costs with the remaining £372k needing to be rolled forward into 16-17 as the agreed project runs over two financial years. At present Community fund raising totals circa £130k, which avoids an equivalent underwriting from reserves.
Homelessness	(52)	0	(52)	(7)	Funding of the Financial Inclusion Officer coming from the Implementing the Housing Act Grant £28,000 and a reduction

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

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

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

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

Directorate / Service area	Outturn Position exclusive of savings not achieved £'000	Targeted 2015-16 Savings not realised £'000	Outturn Position <u>net</u> of savings not realised £'000	Movement since Period 3 Red= Adverse (Green) = Favourable	Headline Comment
					essential unnecessary expenditure being incurred along with the profile of expenditure being higher during winter months this winter was particularly mild resulting in reduced costs.
Refuse & Cleansing Operations	(35)	25	(10)	(10)	pressures of the budget mandates are still real, however have been mitigated by a reduction in fuel costs (£80k benefit from budget) and a reduction in Superannuation as about 20 staff have opted out of the Council provided pension (£96k). Managers are to engage with staff to ensure that their decision to opt out of the pension is what they want to do, so this may not be a recurring saving. All of the £30k listed in the departmental recovery plan is expected to be found by year end.
PAG Training	39	0	39	(7)	Has seen demand fall due to both increasing competition from other training providers and Council's facing major budget pressures only undertaking mandatory training.
Grounds Operational Management	<b>(68)</b>	<b>0</b>	<b>(68)</b>	6	Grounds operational management savings
Other Operations	<b>9</b>	<b>0</b>	<b>9</b>	0	See Appendix 9
<b>Total OPS at Outturn</b>	<b>(472)</b>	<b>75</b>	<b>(397)</b>	<b>(237)</b>	<b>Total OPS Outturn at 2015-16 financial year end</b>

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



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

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

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

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2016  
2017

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

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

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

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

### 3.2 SCHOOLS

3.2.1 Each of the Authority's Schools is directly governed by a Board of Governors, which is responsible for managing the school's finances. However, the Authority also holds a key responsibility for monitoring the overall financial performance of schools. Below is a table showing the Schools' balances outturn position for 2015-16.

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

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

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

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

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

- 3.2.6 There has been a significant reliance on reserve balances to supplement school spending plans in the last 4 years across individual schools with a certain amount of replenishment, to the extent that a number of balances now exceed Welsh Government guideline levels of no more than £50,000 for a primary school and £100,000 for a secondary school. CYP colleagues are intent to undertake a more in-depth review into extent of individual balances in conjunction with recent 2016-17 reported reserve usage with a view to ensuring levels do not exceed WG guidance levels. The results of this exercise will be reported alongside 2016/17 qtr1 activity.
- 3.2.7 Further information on Schools is provided in Children & Young People Select Appendix 5. Individual School Balances are available in Appendix 14 CYP School Select.

### 3.3 2015/16 Savings Progress

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

In summary they are as follows:

#### 2015/16 Mandated Budgeted Savings Outturn

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

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

3.3.3 The savings appendix also has a traffic light system to indicate whether savings are likely to be achieved or have reasons explaining the mandates delayed implementation against the original and revised delivery recovery plans. The following comments are in regard to savings mandates that have not been met.

### Operations (OPS)

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

### Enterprise (ENT)

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

### Children and Young People (CYP)

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

### Social Care & Health (SCH)

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

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

### 3.4 Capital Position

3.4.1 The summary Capital position as at Outturn is as follows

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



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

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

### 3.5 Proposed Slippage to 2016-17

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

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

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

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

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

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

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

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

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

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

### 3.6 Capital Outturn

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

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

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

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

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

### 3.7 Capital Financing and Receipts

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

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

### 3.8 Useable Capital Receipts Available

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

#### Movement in Available Useable Capital Receipts Forecast

TOTAL RECEIPTS	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Balance b/f 1 <sup>st</sup> April	17,440	5,312	11,815	(2,684)	(1,751)
Deferred Capital Receipts	4	4	4	4	4
Less: Set aside Capital Receipts	(6,250)	0	0	0	0
Less: Receipts to be applied – General	(2,397)	(2,009)	(509)	(509)	(509)
Less : Receipts to be applied - 21C Schools	(5,292)	(5,918)	(17,662)	(3,962)	0
<b>TOTAL Actual / Estimated balance c/f 31<sup>st</sup> March</b>	<b>3,501</b>	<b>(2,615)</b>	<b>(6,356)</b>	<b>(7,155)</b>	<b>(2,260)</b>
Receipts forecast to be received in year as 2015/19 MTFP	10,235	25,220	2,150	0	0
Increase / (decrease) in forecast receipts forecast at month 6	(8,428)	(3,520)	3,250	5,400	5,500
Less Set Aside Capital receipts (end of Year)	0	(7,274)	(1,732)	0	0
<b>Anticipated Capital Receipt Levels</b>	<b>5,312</b>	<b>11,815</b>	<b>(2,684)</b>	<b>(1,751)</b>	<b>3,244</b>
<b>TOTAL Estimated balance reported in 2015/19 MTFP Capital Budget proposals</b>	<b>11,660</b>	<b>21,104</b>	<b>11,542</b>	<b>10,388</b>	<b>10,388</b>
<b>Increase / (Decrease) compared to MTFP Capital Receipts Forecast</b>	<b>(6,348)</b>	<b>(9,290)</b>	<b>(14,227)</b>	<b>(12,139)</b>	<b>(7,144)</b>

#### Points to note:

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

- The increase in forecast receipts in 17/18 is due to slippage of LDP receipts from 16/17 to 17/18.

- 3.8.2 The decrease in the Capital receipts balance of £6.3m compared to the MTFP at 31/3/2016 is due to: the reduction in forecast receipts (£8.4m); an increase in receipts applied to the 21C schools program (£6.2m) and corresponding decrease in borrowing - approved in the 1617 capital mtfp; and a set aside of capital receipts to reduce MRP payments (£6.2m) approved by Cabinet; Offset by slippage of capital receipts funded budgets (mainly 21C schools) to 1617 (£14.6m).
- 3.8.3 The balance of receipts forecast to be available at the end of the mtfp window, 31/3/2019 is reduced against the forecast in the 15/16 MTFP by £7.1m mainly due to the increase in total set aside of capital receipts from £10.5m to £15.2m and an increase in budgets funded by capital receipts, including virements from borrowing within the 21C schools program (£5.0m).
- 3.8.4 It is normal practice to only utilise capital receipt balances received in previous years. Although this was planned in the Capital mtfp, it is necessary to utilise receipts within the year of receipt. This introduces a considerable risk around the impact of delayed receipts.
- 3.8.5 The Council has agreed to the inclusion of Future Schools initiative within the Capital Programme and this relies on utilising £29.7 million of capital receipts during this next 4 year MTFP period. Consequently the balance of capital receipts available for other schemes during this MTFP window has considerably reduced. There is increasing concern given the apparent slippage in realising receipts, that the funding of Future schools may be compromised, and necessitate unbudgeted borrowing costs as borrowing replaces receipts, thereby requiring greater revenue savings from Directorates.

### **Reserve Usage**

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

## SUMMARY EARMARKED RESERVES POSITION 2015-16 AT Outturn

Earmarked Reserves	2014-15	Revenue Approved Usage		Capital Usage	2015-16	Revenue Approved Usage		Capital Usage	2016-17
	b/fwd	Replenishment of Reserves	Draw on Reserves			Replenishment of Reserves	Draw on Reserves		c/fwd
Invest to Redesign	(1,483,522)	(399,431)	406,883	177,915	(1,298,155)	(72,508)	507,357	233,363	(639,943)
IT Transformation	(639,840)	(418,674)	73,200	98,479	(886,835)			248,862	(637,974)
Insurance & Risk Management	(2,250,388)	(30,000)	1,043,992		(1,236,396)				(1,236,396)
Capital Receipt Regeneration	(460,342)		137,981		(322,361)		95,376		(226,985)
Treasury Equalisation	(990,024)				(990,024)				(990,024)
Redundancy & Pensions	(599,936)	(1,036,754)	325,434		(1,311,256)		592,521		(718,735)
Capital Investment	(1,620,945)	(15,500)		371,846	(1,264,599)			619,236	(645,363)
Priority Investment	(1,973,294)	(62,717)	915,942		(1,120,069)		703,914		(416,155)
Museums Acquisitions	(59,798)		3,038		(56,760)				(56,760)
Elections	(83,183)	(25,000)			(108,183)	(25,000)	100,000		(33,183)
Grass Routes Buses	(160,615)	(5,000)	25,913		(139,702)	(5,000)			(144,702)
<b>Sub Total</b>	<b>(10,321,888)</b>	<b>(1,993,076)</b>	<b>2,932,383</b>	<b>648,239</b>	<b>(8,734,342)</b>	<b>(102,508)</b>	<b>1,999,168</b>	<b>1,091,461</b>	<b>(5,936,499)</b>
<b>Restricted Use Reserves</b>									
Chairman's	(36,754)		36,754		0)				0
Youth Offending Team	(382,226)		57,226		(325,000)				(325,000)
Building Control Trading	(490)	(11,518)			(12,008)				(12,008)
Outdoor Education Centres	(190,280)				(190,280)				(190,280)
CYP Maternity	0	(104,000)			(104,000)				(104,000)
I Learn Wales	(48,674)		48,674		0				0
<b>Total Earmarked Reserves</b>	<b>(10,980,311)</b>	<b>(2,108,594)</b>	<b>3,075,037</b>	<b>648,239</b>	<b>(9,365,628)</b>	<b>(102,508)</b>	<b>1,999,168</b>	<b>1,091,461</b>	<b>(6,377,507)</b>

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



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

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

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

3.9.4 If action is not taken to slow down the use of ear marked reserves through the above mechanisms, consideration will increasingly need to be given to budgeting to replenish reserves or including in the base budget requests that would normally have been funded by reserves, both of which will increase the resource gap in the MTFP and the need for a greater extent of revenue savings and upheaval to services.

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

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

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

## **4 REASONS**

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

## **5 RESOURCE IMPLICATIONS**

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

## **6 WELL BEING OF FUTURE GENERATIONS IMPLICATIONS AND CORPORATE PARENTING**

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

### **CONSULTEES**

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

## **8 BACKGROUND PAPERS**

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

## **9 AUTHOR**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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## Budgeted Service Savings Mandates Progress 2015/16

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

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

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

1,514,000	1,400,000	1,377,000	1,377,000	1,398,000	0	116,000
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<b>SOCIAL CARE &amp; HEALTH</b>											
<b>Budget proposals 2014/15</b>	<b>Savings Mandate Narrative</b>	<b>Saving included in 2015/16 Budget</b>	<b>Value of Saving Forecast at Month 2 £s</b>	<b>Value of Saving Forecast at Month 6 £'s</b>	<b>Value of Saving Forecast at Month 9 £'s</b>	<b>Value of Saving achieved at Outturn £'s</b>	<b>Delayed savings £'s</b>	<b>Savings not achievable £'s</b>	<b>Assessment of progress</b>	<b>Risk of current forecast saving NOT being achieved ( High / Medium / Low )</b>	<b>Risk of current forecast saving NOT being achieved ( High / Medium / Low )</b>
<b>SCH Transition project staff transfer to Bright New Futures</b>	Combining our initiative with Bright new futures to establish a shared service model	14,000	14,000	14,000	14,000	14,000	0	0	Savings Achieved	N/A	Low
<b>Sustaining Independent Lives in the community</b>	Cabinet report and business case presented on 2nd Oct 2013, aim is to divert people from needing statutory services through Local Area Co-ordination and small local enterprises	260,000	260,000	260,000	260,000	260,000	0	0	Savings Achieved	N/A	Low
		<b>274,000</b>	<b>274,000</b>	<b>274,000</b>	<b>274,000</b>	<b>274,000</b>	<b>0</b>	<b>0</b>			



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

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

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

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

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

<b>1,392,983</b>	<b>1,024,983</b>	<b>974,983</b>	<b>1,014,983</b>	<b>1,046,728</b>	<b>125,000</b>	<b>221,255</b>
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CHIEF EXECUTIVE'S UNIT & OPERATIONS											
Budget proposals 2015/16	Mandate No.	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved ( High / Medium / Low )
<b>OPERATIONS</b>											
Home to School Transport - fundamental review of policy	14	Continuation of 2014-15 mandate. Fundamental policy review to nearest school, and more zealous application of free school travel criteria.	101,000	0	72,000	101,000	101,000	0	0	£72k from mandate has been found by reducing the post 16 grants awarded. £30k achievable by other means through a reduction in the fuel budget to reflect reduced diesel prices.	Low

Facilities - transfer functions to other providers	15	Continuation of 2014-15 mandate. Engaging with town and community councils, friends clubs to take on service related costs - Linda Vista, Bailey Park, Public Conveniences	100,000	10,000	10,000	100,000	100,000	0	0	Building Cleaning £50k mandate saving has been partly achieved through transfer of public conveniences to town councils the remaining proportion of the saving has been achieved through the alternative delivery plan ". Waste - "Also there is £40k resulting from the shortfall on additional external income budget, ( £50k in 14-15 and a further £50k in 15-16 was introduced). We have secured an additional £60 of this increase, but a pressure still remains." <b>£90k achievable</b> <b>A reduction in grounds and</b>	
Transport Rationalisation	25	Rationalisation of transport services	62,000	62,000	62,000	62,000	62,000	0	0	Saving fully achieved	Low

<b>Cost neutral waste service</b>	<b>36</b>	Cleansing service efficiencies £50k, Trade waste recycling £40k, Grey and Nappy bag changes £180k	270,000	184,000	184,000	270,000	270,000	0	0	There are two mandates that will not be fully achieved in 15-16. £86k on mandate 36 "Route Optimisation", transport leasing costs build into the saving but we own the vehicle that we reduced from the fleet and therefore no leasing savings could be achieved. Also, the mandate originally cut 6 FTE posts, but only 5 FTE posts could be cut. Also there is £40k resulting from the shortfall on additional external income budget, (Mandate 15 above, £50k in 14-15 and a further £50k in 15-16 was introduced). We have secured an additional £60 of
<b>Waste Management - Project Gwyrdd</b>	<b>37</b>	Landfill cost reduction	250,000	250,000	250,000	250,000	250,000	0	0	Forecasted to be fully achieved
<b>Waste Mgt - Efficiency &amp; Realignment</b>	<b>37a</b>	Staff Restructuring	50,000	50,000	50,000	50,000	50,000	0	0	Achieved - Grounds Vacancies



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

TOTAL

<b>1,513,000</b>	<b>1,211,000</b>	<b>1,258,000</b>	<b>1,438,000</b>	<b>1,463,000</b>	<b>75,000</b>	<b>0</b>
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CHIEF EXECUTIVE'S UNIT											
Budget proposals 2015/16	Mandate No.	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved ( High / Medium / Low )
Democracy and Regulation Services	40a	To reduce budget requirement in a number of areas through a range of actions including Management restructure, increased income generation, removal of part of a vacant post and reduction in mileage budget.	85,000	85,000	85,000	85,000	85,000	-	-	Achieved	Low

<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>0</b>	<b>0</b>
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## Strong Communities Select Committee Portfolio Position Statement at Outturn (2015/16)

### Head of Operations Commentary

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

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

### 1. Revenue Outturn Forecast

1.1 The combined budget and outturn forecast for this portfolio is

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

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

1.2 The most significant over and under spends are

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

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

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

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

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

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

6

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



## 2. 2015-16 Savings Progress

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

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

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

Man. No.	Mandate Description	Target Savings £'s	Actual Savings Achieved £'s	Delayed Till 2016/17 £'s	Unachievable £'s	Actual Savings Variance Since Month 9 £'s
	<b>STRONG COMMUNITIES</b>					
14	Home to School Policy Changes	101,000	101,000	0	0	0
15	Facilities - Transfer functions to other providers	100,000	100,000	0	0	0
25	Transport Review and Rationalisation	62,000	62,000	0	0	0
36	Cost Neutral Waste Service	270,000	270,000	0	0	0
37	Project Gwyrdd	250,000	250,000	0	0	0
37a	Waste Mgt - Efficiency & Realignment	50,000	50,000	0	0	0
37b	Waste Mgt - Modernising Trade Waste Services	50,000	25,000	25,000	0	0
37c	Waste Mgt - Collection changes, Grey bags and nappies	180,000	180,000	0	0	0
41	Highways	450,000	400,000	50,000	0	0
	<b>Total Operations</b>	<b>1,513,000</b>	<b>1,438,000</b>	<b>75,000</b>	<b>0</b>	<b>0</b>

	<b>CHIEF EXECUTIVES'</b>					
40a	Democracy & Regulation	85,000	85,000	0	0	0
	<b>Total CEO</b>	<b>85,000</b>	<b>85,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

### Budget Mandates

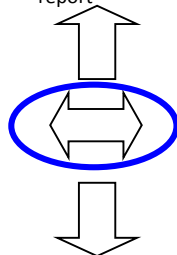
#### Progress and Next Steps at Outturn

Page 66

Mandate RAG	Savings Progress at Outturn	Next Steps	Type	Year-end target	Achieved	Variance	Owner
<b>Mandate 14</b> <b>Home to School Transport</b>	<p><b>Continuation of 2014-15 mandate. Fundamental policy review to nearest school, and more zealous application of free school travel criteria.</b></p> <p>Post 16 travel grant removed. - Green</p> <p>Removal of the non-statutory element of travel grants to post 16 students by July – Green</p> <p>Increase in post 16 charging – achieved increase in costs in 14/15, however the 29k target for the financial year 15/16 will not be delivered as already budget savings already realised.</p> <p>Transport Policy currently on hold.</p>	<p>Consultation on the transport policy is currently on hold and consequently the current budget was insufficient to operate the current 'home to school transport policy'.</p> <p>A pressure mandate was submitted and subsequently awarded for the financial year 2016/17 to address budget deficit for the service.</p>	Income Savings Total	0 101,000 101,000	0 72,000 72,000	0 29,000 29,000	Roger Hoggins/ Richard Cope

Current status

Trend since last report



69 06 24

**Facilities - transfer functions to other providers**

Current status    Trend sin

**Mandate 15 \***

There is currently no progress on change of policy on statutory distances and pick up points due to members exploring other options.

**Alternative Delivery Plan ( agreed by cabinet 2<sup>nd</sup> Dec) - £30k achievable**

**A reduction in the fuel budget to reflect reduced diesel prices.**

The savings within the alternative delivery plan have been achieved at outturn.

**Alternative Delivery Plan revised budget –based on variance reported on mandate at month 6.**

Total	29,000	29,000	0
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**2014/15 mandate\***

**Building Cleaning / Community Services Engaging with town and community councils, 'friends of' and clubs to take on service related costs. Considerable work has already been undertaken e.g Linda Vista, Bailey Park, public conveniences. 15/16**

Activities during 2015/16 have been challenging. We will not achieve full year savings on this for 2015/16. PC Cleaning - Overspend mainly due to delayed implementation of the mandate saving - transferring public conveniences to town councils".

Mandate B21 has been included in the budget proposals for the financial year 2016/17.

Engagement with the community and town councils commenced on October 2015 and further consultation is scheduled.

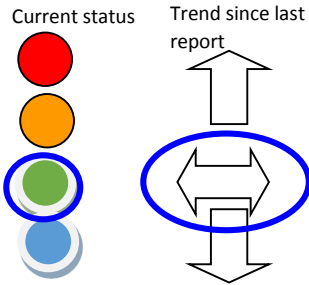
Will remain red with the limited savings until end of the year.

Income	100,000	10,000	<b>90,000</b>
Savings	0	0	0
Total	100,000	10,000	<b>90,000</b>

Roger Hoggins

**Mandate 25**

**Fleet Rationalisation**



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

The alternative delivery plan was fully delivered at outturn.

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

Total	90,000	90,000	<b>0</b>	
-------	--------	--------	----------	--

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

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

There are other operational opportunities currently being considered :-

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

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

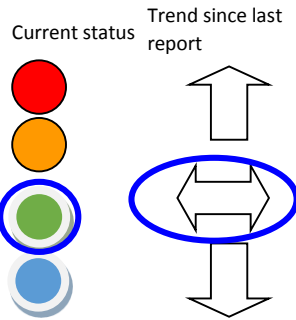
No next steps for fleet reduction as complete.

Continue to review the 2 ICT projects.

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

**Mandate 36 \***

**Route Optimisation**



Mandate from 2014/15

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

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

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

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

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

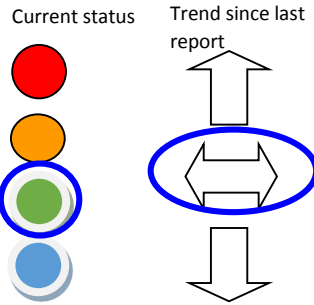
**Alternative Delivery Plan – based on variance reported against original mandate at month 6**

Income	0	0	0
Savings	270,000	184,000	86,000
Total	270,000	184,000	86,000
<b>Total</b>	<b>86,000</b>	<b>86,000</b>	<b>0</b>

Rachel Jowitt

**Mandate 37a**

**Waste Services**



The mandate is about re-aligning the service in order to be as customer focused and efficient as possible. To reduce duplication of services which provide clarity on responsibility and service delivery. To remove duplication and harmonise working practices.

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

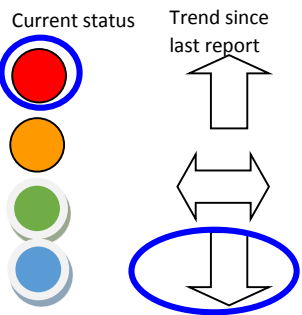
No relevant Next Steps

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

Rachel Jowitt

**Mandate 37b**

**Trade Waste**



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

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

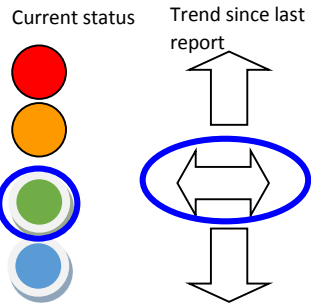
Continue to review operational impact.

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

Rachel Jowitt

**Mandate 37c**

**Grey bag & nappy collection.**



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

The mandate has been fully delivered at outturn.

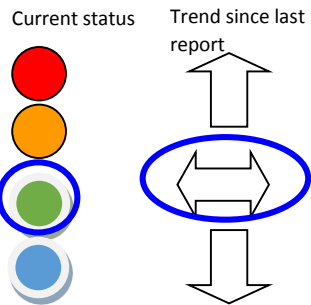
Continue to review as still early stages. No other next steps relevant.

Income	0	0	0
Savings	180,000	180,000	0
Total	180,000	180,000	<b>0</b>

Rachel Jowitt

**Mandate 40a**  
**Democracy**

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This mandate purpose was to reduce the budget requirement in a number of areas through a range of actions including :-  
 Management restructure – Green.  
 Increased income generation – Green  
 Removal of a vacant post – Green  
 Reduction in mileage budget – Green

All action plans delivered in order to achieve the savings.

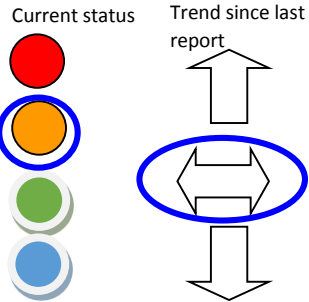
In relation to budget delivery no next steps  
 Non budget Service improvements.

Income	24,000	24,000	0
Savings	85,000	85,000	0
Total	109,000	109,000	<b>0</b>

Tracy Harry

**Mandate 41**

**Highways**



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

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

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

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

Roger Hoggins

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



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

## Capital Outturn Forecast

The budget is separated under the following headings

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

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

**APPENDIX (links to Hub)**

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

### APPENDIX 3

#### DIRECTOR'S COMMENTARY

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

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

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

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

1.1 The combined budget and outturn forecast for this portfolio is

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

1.2 The most significant over and underspends are:

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

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

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



## 2015-16 Savings Progress

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

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






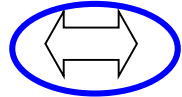

Man. No.	Mandate Description	Target Savings £'s	Actual Savings Achieved £'s	Delayed Till 2016/17 £'s	Unachievable £'s	Actual Savings Variance Since Month 9 £'s
	<b>ECONOMY &amp; DEVELOPEMNT</b>					
1	Dev of Leisure & Outdoor services	420,983	390,983	0	30,000	0
2	Collaboration of Housing services	55,000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

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

## Budget Mandates

### Progress and Next Steps at Outturn

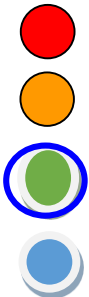
(including Recovery Plan actions agreed by Cabinet 2<sup>nd</sup> December 2015)

Mandate RAG	Outturn position	Next Steps	Type	Year-end target	Achieved at outturn	Variance	Owner	
<b>Mandate 1</b>  <b>Leisure.</b>  Current status    	Trend since last report   	<p><b>Leisure centre staffing remodelled £115k, admin and clerical review £66k, support services review £20k, reduction in caretaking provision in Abergavenny £15k, outdoor education reduction £25k, leisure supplies and service £25k, increased income through fitness and sport offer £155k.</b></p> <p>Restructure process complete.</p> <p>All departments have individual service plans.</p> <p>All plans tracked and monitored by the individual service area.</p> <p>Full ownership of delivery by individual teams. 15k Caretaker savings will not be achieved as the school failed to invoice until 15-16. Consequently the full years charge in this year.</p>	<p>Continue to review the 3G pitch project and review its income generation targets.</p> <p>Review business plans for swimming and fitness to ensure mitigating pressures for 16/17 onwards.</p>	Income Savings Total	155,000 265,983 420,983	135,000 250,983 385,983	20,000 15,000 35,000	Ian Sanders

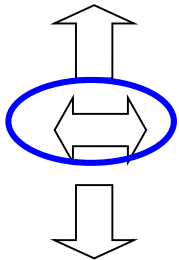
**Mandate 2**

**Housing**

Current status



Trend since last report



**Alternative Delivery Plan (agreed by cabinet 2<sup>nd</sup> Dec) - £35K achievable from the variance reported at Month 6.**

Delayed Lighting installed at the 3G pitch resulted in only partial income being reached against alternative delivery plans amounting to £5K.

Increase in swimming income was not achieved.

**Alternative Delivery Plan based on variance reported against original mandate at Month 6**

Total	35,000	5,000	<b>30,000</b>
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- Commercialisation of the care line service.**  
The number of clients at 1<sup>st</sup> April 2016 was 771. For Q4, the number of new clients was lower than the previous 3 quarters, resulting in a net fall in clients. Nevertheless, the mandate target for the financial year 2015/16 was achieved at outturn.
- Joint housing solutions service with TCBC.**  
Year 1 and current position is currently being reviewed and evaluated. Report scheduled for Adult's Select committee on the 21<sup>st</sup> June
- Expansion of shared housing scheme & B&B reduction.**

Continue to drive marketing plan and bespoke marketing campaign being developed with Communications Team. Future intentions include to further develop the website and link in with key dates/events eg engagement forums; legislation changes.

Investigate new equipment options and re-visit the scope for Careline to support Social Care priorities eg: implementation of 'Canary' assessment tool.

Key issue continues to be the typical number of clients

Income	25,000	25,000	0
Savings	30,000	30,000	0
Total	55,000	55,000	0

Ian Bakewell

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

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

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

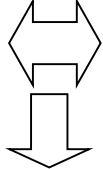
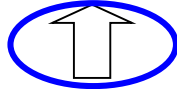
Priority going forward into 16/17 is to evaluate the impact and benefit of the Joint Housing approach, engaging with private landlords to facilitate discharging the homeless prevention duty and developing a private leasing model.

**Mandate 5 \***

**Sustainable Energy Initiatives**

Current status

Trend since last report



Mandate in 2014/15 & 2015/16 financial year  
**Investing in biomass boilers, solar farms and reduction in Carbon Commitment.**

Expected income targets not achieved.

Solar Farm Cabinet report approved 15 July 2015

- New Rooftop solar projects have generated additional revenue in line with our projections.
- Government policy changes to the tariff render further rooftop installations unlikely.
- Impact of Tariff changes upon Solar Farm project is being reviewed.
- Biomass installed at Cross Ash operational and generating heat.

**Alternative Delivery Plan (agreed by cabinet 2<sup>nd</sup> Dec) - £33K achievable.**

**Aim to increase income target on rental portfolio and reduce expenditure on repairs and maintenance.** Increase income and reduced expenditure relating to the solar farms has led to the section being able to deliver £14,890 of the Alternative Delivery Plan at outturn.

Additional revenue streams for 2015/16 were lower than originally forecasted due to a combination of delays and changes to funding. FIT and RHI tariff reductions will affect existing installations yet to be completed and / or registered, while impending cuts have rendered new projects unviable until further review, resulting in the variance at Month 6 on original mandate target.

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

Income	0	0	0
Savings	33,000	0	33,000
Total	33,000	0	33,000
Total	33,000	14,890	18,110

Ben Winstanley

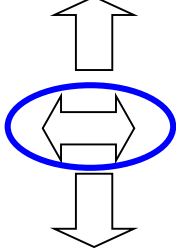
**Mandate 6**

**Museums & Castles**

Current status



Trend since last report



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

Income generation target for 15/16

Weddings – Amber

Countryside savings – Green

Savings from Volunteers – Red

Income made by fundraiser – Green.  
Fundraiser in place.

Income from learning – Green.

Savings from shared service model at  
Chepstow TIC – Red,

Income from green screen – Red

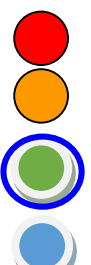
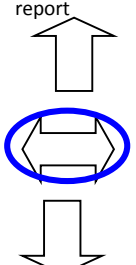
Income from rental of Abergavenny Red  
Square window - Green

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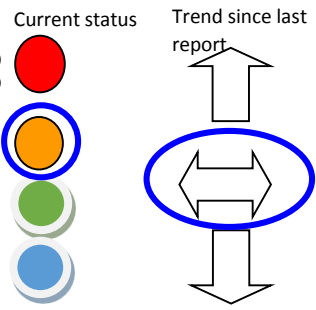
Museums – 30k of savings will not be achieved. Green Screen income of 10k and 20k conservation income. The Green Screens have yet to be utilised. The conservation income in the mandate was higher than agreed the total income from conservation was initially agreed as 30k not 50k, the museums are looking at other ways to raise this income but the additional 20k will not be achieved this year.  
Castle - Achieving in year savings of 9k but reporting total overspend of 100k due to historic budget assumptions and savings from 14-15 of 20k.  
Tourism – 15k savings not achievable. The use of volunteers is not available at the moment.

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

Ian  
Saunders

	<p><b>Alternative Delivery Plan ( agreed by cabinet 2<sup>nd</sup> Dec*) - £30k achievable</b></p> <p><b>Winter closure of Chepstow TIC and application of museums acquisition reserve for purchases made in year.</b></p> <p>The TIC closed during the winter months which released some staff savings, however this was offset by additional staffing arrangements required to cover lone working for a period at the centre.</p> <p>Following legal advice it has been advised that the acquisition reserve can only be used to fund the purchase of artefacts and not to off-set operational expenditure.</p> <p>No movement since Month 9 forecast</p>	<p><b>Alternative Delivery Plan</b></p>	<p>Total</p>	<p>45,000</p>	<p>0</p>	<p><b>45,000</b></p>	
<p><b>Mandate 26</b></p> <p><b>Property rationalisation</b></p> <p>Current status</p>  <p>Trend since last report</p> 	<p><b>These savings were predicted on the need to reduce the operational portfolio and maximise revenue streams from our investment holdings. Revenue savings are largely accrued through the reduction in utilities costs, rates, repairs and maintenance. The Accommodation Working Group is charged with reviewing all property usage with the aim of minimising the costs and releasing any property that can be made surplus.</b></p> <p>Rental of buildings – Green</p>	<p>The Accommodation Working Group continues to review all property usage and the delivery of the rationalisation plan. Disposal of Authorities Assets will be authorised through the normal Council process. Continue to work alongside agile working policy owner to explore further opportunities for greater agile working, and</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>20,000</p> <p>80,000</p> <p>100,000</p>	<p>20,000</p> <p>80,000</p> <p>100,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Ben Winstanley</p>

**Community Hubs**



**Mandate 28**

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

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

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

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

**15/16**  
No next steps

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

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

Deborah Hill-Howells

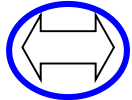


**Mandate 31**

**ICT Savings (SRS & custom built software solutions)**

Current status

Trend since last report



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

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

**Alternative Delivery Plan ( agreed by cabinet 2<sup>nd</sup> Dec\*) – £110k achievable**


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

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

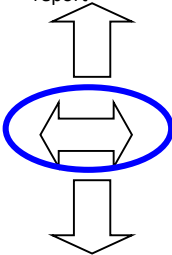
Work continues to generate commercial returns from the sale or licencing of FLO, the

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

Current status



Trend since last report



**Mandate 40a**

**Democracy**

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

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

This mandate purpose was to reduce the budget requirement in a number of areas through a range of actions including :-  
 Management restructure – Green.  
 Increased income generation – Green  
 Removal of a vacant post – Green  
 Reduction in mileage budget – Green

All action plans delivered in order to achieve the savings.

In relation to budget delivery no next steps

Non budget Service improvements.

Income	24,000	24,000	0
Savings	85,000	85,000	0
Total	109,000	109,000	<b>0</b>

Tracy Harry

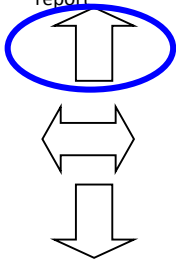
**Mandate 41a**

**Abergavenny Markets**

Current status



Trend since last report



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

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

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

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

**Cease all repair and maintenance work to asset portfolio.**





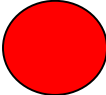















The service achieved £41,855 at outturn.





































To build an income generation plan for future years.

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

Income	70,000	0	<b>70,000</b>
Savings	0	0	0
Total	70,000	0	<b>70,000</b>
Total	70,000	41,855	<b>28,145</b>

Ben Winstanley

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

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

## 2 Capital Outturn

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

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

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

### DIRECTOR'S COMMENTARY

### APPENDIX 4

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

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

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

#### 1. Revenue Outturn Forecast

1.1 The combined budget and outturn forecast for this portfolio is

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

1.2 The most significant over and underspends are

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

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



## 1 2015-16 Savings Progress

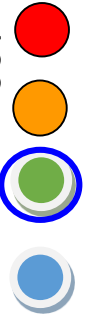
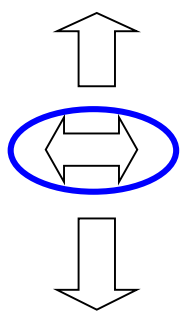
At outturn, SCH are on track to meet our mandated savings as illustrated below: -

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

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

## Budget Mandates

### Progress and Next Steps at Outturn

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

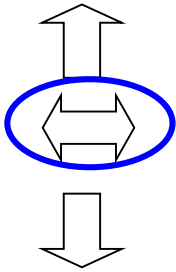
**Mandate 33**

**Adult Social Care**

Current status



Trend since last report



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

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

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

All targets were fully achieved at outturn.

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

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

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

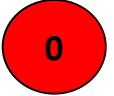
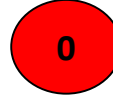
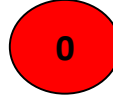
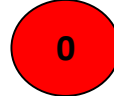
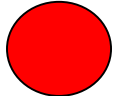
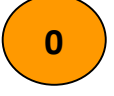
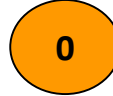
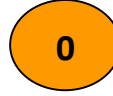
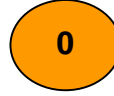











Continue to deliver and ongoing evaluation of the DCM training and other training that supports the workforce to change practice.

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

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

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

Julie Boothroyd

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

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

## 2 Capital Outturn

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

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

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

APPENDIX (Links to Hub)

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

APPENDIX 5

### CYP DIRECTOR'S COMMENTARY

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

### SCH DIRECTOR'S COMMENTARY

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

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

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

# 1 Revenue Outturn Forecast

1.1 The combined budget and outturn forecast for this portfolio is

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

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The most significant over and underspends are

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



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

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

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

## 2 2015-16 Savings Progress

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

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

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





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

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


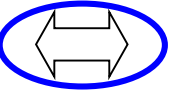

Mandate RAG	Outturn position	Next Steps	Type	Year-end target	Achieved at outturn	Variance	Owner
<b>Mandate 18 *</b>  <b>School library service - combine with general library service</b>	2014/15 mandate with 2015/16 savings*  Savings achieved – mandate delivered	No next steps necessary	Income	0	0	0	Sharon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

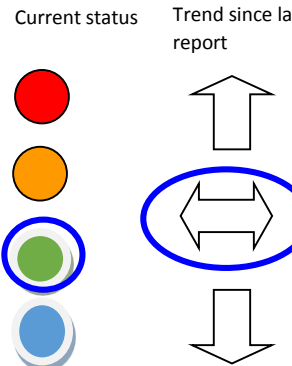
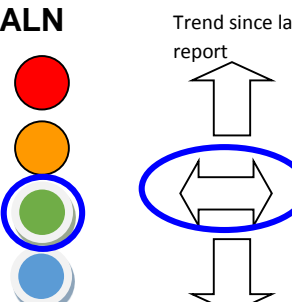
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Current status

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Trend since last report

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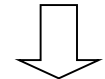
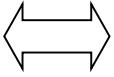
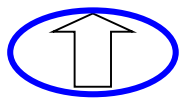
<p><b>Mandate 20</b></p> <p><b>Gwent Music</b></p> <p>Current status      Trend since last report</p>  <p>Page 111</p>	<p><b>Gwent Music is a joint service hosted by Newport. The plan is to refocus the service to make them more efficient and increase the value by :-</b></p> <p>Increase charging to parents per term to bring it in line with other LA's delivering the same service i.e Newport.</p> <p>Introduce an instrument charge.</p> <p>Not fill the vacant post.</p> <p>Music access fund agreed as of 19<sup>th</sup> June by cabinet.</p> <p>Access fund launched from September 2015 which has proved to be very successful and oversubscribed. Gwent Music are administering this on our behalf and dealing direct with schools.</p>	<p>To continue to work with Gwent music to develop the music provision for Monmouthshire schools in light of the reductions.</p> <p>Gwent music have worked very successfully on income generation and very closely with Monmouthshire to achieve this.</p> <p>Gwent music continues to work with MCC to ensure the finding is used to support the need.</p>	<table border="1"> <tr><td>Income</td><td>0</td><td>0</td><td>0</td></tr> <tr><td>Savings</td><td>50,000</td><td>50,000</td><td>0</td></tr> <tr><td>Total</td><td>50,000</td><td>50,000</td><td>0</td></tr> </table>	Income	0	0	0	Savings	50,000	50,000	0	Total	50,000	50,000	0				<p>Nicky Wellington</p>
Income	0	0	0																
Savings	50,000	50,000	0																
Total	50,000	50,000	0																
<p><b>Mandate 35</b></p> <p><b>Transformation of ALN</b></p> <p>Trend since last report</p> 	<p><b>We are undertaking a review of Additional Learning Needs. Its forms a 3 stage process.</b></p> <p>Savings fully met for this year.</p> <p>Stages 1 and 2 are complete. The team have commenced consultation with families as part of the stage 3.</p>	<p>All timescales of delivery of the mandate to stay in line with the 'complete review' timetable.</p> <p>All future stages of the ALN review will be monitored via the future mandates.</p>	<table border="1"> <tr><td>Income</td><td>0</td><td>0</td><td>0</td></tr> <tr><td>Savings</td><td>120,000</td><td>120,000</td><td>0</td></tr> <tr><td>Total</td><td>120,000</td><td>120,000</td><td>0</td></tr> </table>	Income	0	0	0	Savings	120,000	120,000	0	Total	120,000	120,000	0				<p>Sharon Randall-Smith</p>
Income	0	0	0																
Savings	120,000	120,000	0																
Total	120,000	120,000	0																

**Mandate 42**

**Youth Service**

Current status

Trend since last report



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

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

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

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

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

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

Wellbeing is steadily progressing  
 Courses being written

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

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

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


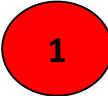
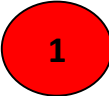

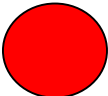

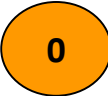
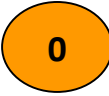












Set income targets once steady business flow is established.  
 Shop to be operational by September 2015  
 Set income targets once steady business flow is established

















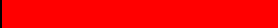
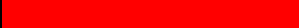
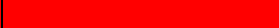
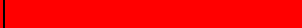
Still awaiting for HUB section to promote courses  
 Meeting with staffing team to look at where time can be found in order to free staff up to deliver specialised courses and offer more packages to families and young people.

Income	200,000	63,000	<b>137,000</b>
Savings	0	0	0
<b>Total</b>	<b>200,000</b>	<b>63,000</b>	<b>137,000</b>

Tracey Thomas

	<p>Staff who have expertise in this area are finding it difficult to fit in this as well as working with young people on their case load as these are the priority.</p> <p>£63k of the savings have been achieved, but the service reported an £137k overspend at month 6.</p> <p><b>Alternative Delivery Plan ( agreed by cabinet 2<sup>nd</sup> Dec) – 60k achievable Combination of increase in Grant Income and savings on staff vacancies.</b> £21k has been achieved on the alternative delivery plan as at outturn.</p>	<p>Courses have run and have been full and created good steady income stream.</p> <p><b>Amendment to delivery plan.</b></p>	<p>Total</p>	<p>137,000</p>	<p>21,000</p>	<p><b>116,000</b></p>	
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Summary - Outturn	Summary - Month 2	Summary - Month 6	Summary - Month 9	Key
				 Not on target Concerns identified with delivery of target. Closely review & monitor.
				 Monitoring & required to keep on track
				 On target to achieve budget and action Plans.
				 On target and over achieve.

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



### 3. SCHOOLS

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

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

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

3.1.3 Within these summary figures, of particular note, is the deficit reserve position forecasted for the Chepstow Cluster. Chepstow Comprehensive School have a recovery plan in place, however at outturn the result is an increase in the deficit for the school, as reported at month 9. This is due to the contribution to redundancy costs that the school has incurred and additional water rates. The recovery plan is currently being reviewed and given the predicted increase in number of pupils on roll this deficit will still be met over the duration of the plan.

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

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

3.1.5. Schools balances are exhibiting a fluctuating trend with some schools showing a continuing reduction in schools balances which is of concern and others a more balanced trend.

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

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

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

## Capital Outturn Forecast

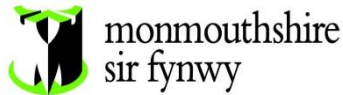
The total Approved budget for Capital Schemes within the Children & Young People portfolio is £51,350,996 comprising an original budget of £43,100,948 together with authorised capital slippage from 2014/15 of £7,267,647 and virements or revisions of £961,552. The budget is separated under the following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

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

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

## APPENDIX (links to Hub)

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<b>SUBJECT:</b>	<b>Dragon Waste:- Household waste recycling centre, transfer station and haulage contract review.</b>
<b>Directorate:</b>	<b>Operations – Waste and Street Services</b>
<b>MEETING:</b>	<b>Strong Communities Select Committee</b>
<b>DATE:</b>	<b>16<sup>th</sup> June 2016</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>ALL</b>

## 1. Purpose

- 1.1 To advise the Committee on the proposed way forward for the Dragon Waste contract.

## 2. BACKGROUND

- 2.1 Throughout the Recycling Review reference has been made to the future of our Civic Amenity Sites and Transfer Stations and how they become operationally and financially fit for purpose to complement our kerbside provision and ensure a sustainable and high performing recycling offer is made to Monmouthshire residents.
- 2.2 To be clear the current Dragon Waste contract is for the following services:
- Management and operation of 4 Civic Amenity\* Sites (Llanfoist, Five Lanes\*\*, Troy and Usk which are owned by MCC and managed by Dragon Waste)
  - Management and operation of 2 Transfer Stations – Llanfoist & Five Lanes
  - Haulage of residual waste to Project Gwyrdd EfW at Trident Park, Cardiff.
- (\* the legal term for the sites is Civic Amenity. They are more commonly known now as Household Waste Recycling Centres (HWRCs) and therefore will be referred to as such through this paper
- \*\* Llanfoist and Five Lanes sites are under full maintenance leases to Dragon Waste whereas Troy and Usk are owned by MCC and managed on our behalf by Dragon Waste)
- 2.3 This is a very old contract and has evolved over time as legislation and priorities change. In 1994, Monmouthshire County Council and Terry Adams formed a joint venture company (JVC), Dragon Waste, to operate and manage the waste disposal and Civic Amenity Sites. This was in response to legislation that no longer allowed local authorities to operate civic amenity sites that resulted in many setting up JVCs or Local Authority Waste Disposal *arms-length* Companies (LAWDaC).

- 2.4 Terry Adams sold his shares to Viridor and since the late 1990s Viridor have remained the majority shareholder (81%) of Dragon Waste.
- 2.5 In 2014 the contract was renegotiated with Viridor to allow a smooth transition to Project Gwyrdd, instigate transparent management costs to enable any future procurement to be undertaken on a truly comparative basis, a fit for purpose recycling contract and savings across the contract. The outcome of these negotiations were brought before Select Committee prior to Cabinet approval in October 2014.
- 2.6 Viridor also hold the organics contract for recycling of kerbside collected organic waste. This contract sits outside of this paper as Select Committee and Council have already determined the long term future of organic waste and agreed to a partnership with the Heads of the Valleys AD programme which will commence from April 2018.
- 2.7 The legislation allowing local authorities to operate their own sites has now been repealed and the opportunity to run the Civic Amenity sites in-house is now an option that some Councils have adopted.

### 3. Some Context

- 3.1 Our HWRCs are a critical component of our recycling service to Monmouthshire residents. In 2015-16 the waste generated through the 4 sites amounted to 43.5% of the total waste managed by the Authority. The levels are expected to reduce to below 40% in 2016-17 with the implementation of the “Van Ban”, mandate no. 8 which is restricting commercial type vehicles access the sites on the evidence that traders were using the sites and not being commercially responsible for the waste they produce. The table below provides the high level data on tonnages through the sites. At the meeting tonnage data per site for 2015-16 will be made available.

	2013-14	2014-15	2015-16
<b>Green garden waste only</b>	<b>3242.80</b>	<b>4642.46</b>	<b>4001.65</b>
Automotive batteries	27.01	23.90	35.63
Books (Reuse)	26.87	23.15	29.45
Card	428.72	425.50	445.54
Gas bottles (Reuse)	12.92	14.54	16.04
Mineral Oil	14.56	18.10	13.42
Mixed cans	12.34	13.24	8.84
Mixed glass	131.82	151.36	134.80
Mixed tyres	2.66	30.54	12.48

Other Scrap metal	653.95	748.80	881.92
Paper	196.78	171.22	183.00
Plasterboard	186.86	291.64	329.22
Plastics	10.30	25.21	9.50
Post Consumer Batteries			
Rubble	2105.38	3412.76	3960.86
Textiles & footwear (Reuse)	183.83	169.95	161.86
Vegetable Oil			
WEEE - Cathode Ray Tubes	194.99	184.36	168.06
WEEE - Fluorescent tubes and other light bulbs	1.62	1.16	1.48
WEEE - Fridges & Freezers	141.62	182.91	197.17
WEEE - Large Domestic App	94.10	114.08	147.30
WEEE - Small Domestic App	393.58	466.00	459.52
Wood	1925.07	2356.06	2501.96
Other	5.42	7.08	4.06
<b>Dry recycling CA TOTAL</b>	<b>6750.40</b>	<b>8831.56</b>	<b>9704.51</b>
<b>TOTAL R&amp;C CA Sites</b>	<b>9993.20</b>	<b>13474.02</b>	<b>13703.76</b>
<b>Residual CA Sites</b>	<b>5727.22</b>	<b>6835.09</b>	<b>8050.62</b>
<b>TOTAL CA Arisings</b>	<b>15720.42</b>	<b>20309.11</b>	<b>21754.38</b>
<b>Total arisings</b>	<b>45,941</b>	<b>49,212</b>	<b>49,950</b>
<b>CA Site &amp; of total arisings</b>	<b>34.2%</b>	<b>41.3%</b>	<b>43.5%</b>

3.2 Overall the 4 HWRCs recycle 63% of total waste received. This average though masks some stark differences. Llanfoist and Troy which benefitted from investment in 2009 both recycle well in excess of 70-75% whereas Troy and Usk being much smaller and older sites can at times struggle to recycle 50%. However we recognise these sites are valued and well used by their local communities so this review is as much about continuing environmental performance as finding the right solution for our residents and model for service delivery.

3.3 Just as important to internal operations is the successful management of our Transfer Stations. There are on average 440 vehicle movements over the weighbridges every week, the majority of these are refuse vehicles unloading residual, recycling and garden and food waste. The sites are responsible for receiving the kerbside waste collected by the Council, bulking it up and managing the contracts with relevant hauliers for the onward transportation of that waste to its next destination.

## Reviewing our Options

3.4 In March 2016 a workshop was held with officers from Waste Management, Procurement and Legal. The purpose of the workshop was to review the following aspects:-

- a. existing contract and current legislation,
- b. internal vs external provision,
- c. procurement options
- d. type and length of contract and alignment to existing services
- e. key terms and elements to be included
- f. the future of Dragon Waste as a JVC
- g. government reorganisation

3.5 The workshop reviewed information and guidance from a wide variety of sources and a table of the challenges and opportunities is set out below.

Procurement	Opportunities	Challenges
<b>Procure</b>	Opportunity to improve existing terms further and test market	Procurement of waste contracts is resource intensive and may not deliver financial savings against existing contract
<b>Extend existing contract</b>	Known entity, works well, good service.	Limited opportunity to vary contract to reflect local opportunities and reduces benefit of the alignment of regional contracts for garden waste and food waste.
<b>Restricted</b> - Usually used where market and commodity being procured is fully established.	Terms and conditions fixed at outset and procurement time and costs reduced.	Limited opportunity to improve on existing terms. Risk that contractors will be put off by certain terms and will not bid.
<b>Restricted with negotiation</b> – used where the market place is well established but solution and terms could be improved through limited negotiation. Allows for direct award should one bidder satisfy all contract terms and focuses bidders initial response.	Increased market interest	Increased resource requirement for procurement.
	Majority of terms and conditions are fixed reducing cost and procurement time scales.	Additional external support needed in drafting contract terms to allow some flexibility for “bid-back” elements.
	Allows the market to offer improvements and solutions for certain areas within contract.	Negotiation increases contract procurement timescales and resource needs.
	Allows MCC officers opportunity to secure best deal and strategic fit.	Needs to be managed tightly within procurement regs on areas that can be negotiated.



<b>Procurement</b>	<b>Opportunities</b>	<b>Challenges</b>
<b>Competitive dialogue</b> – used where either the market and/or the solution is not established. Allows for full dialogue to investigate wide variety of solutions and market approaches.	Flexibility for MCC – opportunity to investigate wide variety of market solutions	MCC already aware of solution and market is established
	Contract terms built around negotiation process	Expensive for both sides – costs then reflected in final tender. Reliance on external consultants to capture terms and conditions, extends the procurement timescales (often several years) and costs.

<b>Provision</b>	<b>Opportunities</b>	<b>Challenges</b>
<b>In House</b>	Under direct control	Small quantities of a wide range HWRC material to be managed – difficult to find markets
	Would understand fully the management of the sites	Do not have market knowledge to sell material competitively – Members did not want kerbside material to be managed in house
	Have more flexibility	Risks of material and pollution management fall on MCC
	Job and training opportunities	Lack of expertise, TUPE, on-costs
	Aims and objectives aligned to corporate vision and MCC customer care	Direct management of staff on site and increased public expectation of in-house services and levels of policy flexibility
<b>External Service Contract</b>	Risk transferred	Lack of flexibility to respond to changes quickly and with minimal negotiation
	HWRC recyclates are marketed nationally and bulked with providers and offers market knowledge and competitiveness.	MCC very small tonnages in global market Unpalatable when recycling markets are “high” but “pain/gain” contracts could bring risk to MCC given volatility of recycle market.
	Security of contract terms and payments for fixed period.	Shareholders payments, profit, public purse funding externalised.
<b>Joint Venture Company / Alternative Delivery/Partnership model</b>	Shared risk profile could offer long term benefits	Opens MCC to risks in recycling market when setting MTFP budgets.
	Potential to bid for other work	Having right partner on board is crucial, protracted procurement negotiations for this and future tenders
	If structure is right can bring innovation and commercial aspect to LA services	Traditional models still a feature within this industry and does the service have time or need to spend time on alternatives??

<b>Contract Length</b>	<b>Opportunities</b>	<b>Challenges</b>
<b>Short 1-5 years</b>	Flexibility for MCC	Limited market interest, procurement costs are increased in longer term

	Aligns to government reorganisation	Unlikely to dove tail to other LAs terms, the provision of CA sites unlikely to be affected by reorganisation in early years.
<b>Medium 5-12 years</b>	Increased market interest	Increased resource requirement for procurement.
	Fixed terms and contract payments to assist budget projections for MTFP	Volatility of recycle market and current low point for setting contract costs.
	Allows for performance improvement targets to be set and allows time for these to be implemented. Aligns to capitalisation costs of fleet of 6-9 years	Market may require pain/gain terms for this length contract. Limited time to ride out market fluctuations.
<b>Long term 12-25 years</b>	Potential for market to invest in infrastructure improvements.	Cost added to contract and may not be as competitive as prudential borrowing terms
	Opportunity to set long term goals and objectives.	Waste legislation, government reorganisation, future waste profile all unknown.

#### 4. Review findings

- 4.1 Procurement and legal advice is to tender for a new contract with a commencement date of April 1<sup>st</sup> 2018. The existing contract has been running for over 30 years and should be tested for competitiveness. The contract does not specifically allow for contract extension but there is no defined end date either.
- 4.2 At the present time officers are minded to recommend that the contract content remains as is – HWRCs, Transfer Stations and residual haulage. However this will be tested through engagement with the market over the summer to ensure the package is attractive and will ensure competition through the process.
- 4.3 The potential to work with our neighbours has also been considered, particularly around Transfer Station and bulking facilities. When reviewing the location of our transfer stations and where the majority of our kerbside operations are undertaken it was determined that additional costs would be incurred by MCC if we made use of neighbouring facilities. However it was identified that our neighbours operations were closer to MCC borders than the other way around. The main stumbling block for sharing facilities is that MCC's proposed service configuration is different to all our neighbours and sharing bulk facilities etc. does require a level of commonality and consistency.

*Service Provider*

4.4 An external provider for this contract provides the greatest level of security for MCC. The provision of the full suite of existing services under one provider limits MCC risks to the volatility of the waste market, the risks in waste permitting and licensing, the management costs and interface between haulage and recycling markets. The option of the service being brought back in house was thoroughly reviewed and discounted for the following reasons:

- Lack of Council/Member appetite for the LA to become a recycling trading commercial entity. The types of waste coming through HWRCs are far more diverse and difficult to manage than kerbside materials. Members gave a very strong steer through the Recycling Review that MCC benefitted from good and robust partnerships with specialists in this area who bulk the MCC material with other waste they manage and are therefore able to get greater value for money; and
- Whilst staff would TUPE over, working in partnership with a strategic waste provider brings access to specialist advice e.g. permitting, licensing etc. that a small authority would never be able to develop and therefore would incur additional consultancy costs.

#### *Procurement Method*

4.5 Procurement using restricted with negotiation offers a good level of flexibility whilst reducing the timescales and potential costs for MCC and tenderers. Soft market testing for other waste procurement projects have shown that this is the market's preferred procurement option for services and gate fee contracts. This is likely to need the support of external legal and financial consultants with the preparation of the contract and payment mechanism.

#### *Contract Length*

4.6 On balance of risk and resource requirement the proposed contract term would be 7 years plus 5 x 1 years optional extensions. This allows alignment to any government reorganisation and/or regional contract opportunities and gives the market an opportunity to capitalise fleet investment over the contract period.

#### *Affording Investment*

4.7 The Recycling Review has identified that some improvements will be required at the Transfer Stations. Our current kerbside recycling reprocessing contract requires a stand trailer to be on Five Lanes at all times as the current barn is not large enough to accommodate all the waste. This is a temporary measure and needs to be rectified. Initial modelling through the Recycling Review has demonstrated that a saving could be made from the separate collection of glass and this could potentially cover the cost of

prudential borrowing to ensure compliant and fit for purpose Transfer Stations for the next 7 years. This modelling will be a feature of the Recycling Review to be presented to Select in Jan 2017 prior to a decision being made by Cabinet.

### *Improving Performance*

- 4.8 At present, the overall recycling performance of the four CA sites is limited by the facilities at Troy and Usk. There is an opportunity to improve the facilities at Troy but this would take substantial investment in a new site (approx. £1.5-£2m). A feasibility study of the costs vs tonnage throughput at Troy and Usk shows that investment in Troy would only offer benefit if the Usk site was closed and waste was diverted to Troy. It is fully recognised though that the Usk site provides a much appreciated facility but may not offer the greatest return on investment in performance and long term sustainability terms.
- 4.9 The contract also needs to consider what else could be done to improve performance. Whilst Monmouthshire is not at any immediate risk of failing WG targets we have a duty to identify what other measures could be undertaken to improve recycling performance or the visitor experience at the site. Examples include:
- Explicit policy on opening of black bags deposited by residents;
  - Making some sites recycling only – restrict black bag waste;
  - Introduce a charge for traders to use the CA sites e.g. use technology such as vehicle registration to identify and charge traders per visit;
  - Reuse at the HWRCs – as is being developed for Llanfoist. How can the principle be extended to small, constrained sites?
  - Restricting the sites to Monmouthshire residents only e.g .use of technology

### **Key Risks**

- 4.10 A contract and procurement of this size is not without its risk. The intention to instigate a new procurement is in no way a reflection on the current service provider who have delivered a complex service extremely well. The service has very few complaints and we have to thank the staff at Viridor for their continued hard work and commitment to excellent service delivery in Monmouthshire.
- 4.11 One of the biggest risks is that the tenders are well above the price MCC currently pays for the service. The cabinet report will determine an affordability envelope for the procurement and if it is breached then MCC will need to evaluate the way forward and determine if it is appropriate to proceed. In addition the recommended procurement process allows for negotiation which will maintain a level of competitive tension which could work in MCC's favour to reduce initial proposed costs.

- 4.12 Standards of customer service is incredibly important and as referred to above our current service provider provides an excellent service. Customer engagement and strategies will need to feature strongly within the evaluation framework as MCC cannot afford for standards to slip.
- 4.13 This is a complex procurement process and the times scales set are very challenging. There will need to be a high level of internal legal, procurement and financial support that could be secured externally if necessary but will place a greater pressure on both budgets and time scales.
- 4.14 Following the comments from the Select Committee and with the additional detail from the soft market testing, a comprehensive risk register will be developed.

## **5 Way forward – Next Steps**

- 5.1 The Select Committee comment on the review and in particular give a steer to the following:
- The proposed form of contract – process, term, structure
  - Are we content with the current level of performance?
  - If there is no investment for new sites/improvement are we content with the current operating model of 4 HWRCs?
  - What improvements are palatable (at minimal cost) to improve recycling performance
- 5.2 Waste and Street Services intend to issue a Prior Information Notice (PIN) and hold soft market testing days during the next 2 months to invite the market to offer potential solutions and improvements to the proposed contract terms so that when a contract is issued we know it is fit for purpose and MCC and potential partners are explicitly clear on requirements.
- 5.3 The findings from this and the soft market testing engagement will be brought back to Committee in the autumn prior to a Cabinet paper seeking agreement on the procurement strategy and the proposed affordability envelope.

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**SUBJECT:** Recycling Review  
**DIRECTORATE:** Operations / Waste & Street Services  
**MEETING:** Strong Communities Select Committee  
**DATE:** 16<sup>th</sup> June 2016  
**DIVISION/WARDS AFFECTED:** All

**PURPOSE:**

1. To update Select Committee on the recycling collections pilot planned to commence in September this year.

**RECOMMENDATIONS**

2. For Members to note and comment on the proposals for the trial for the Recycling Review as previously reported to Committee and Cabinet.

**The Trial**

3. The recycling review has been before Select Committee many times. It was agreed that a further report would be brought before Members with the details of the approved pilot so that there was a full understanding of what we were planning to do ahead of further reports in early 2017 with a final recommendation for the authority. Just to recap the pilot will:
  - Remove glass from the purple bags and be collected separately
  - Red and purple bags to remain separate for the trial
  - Food and garden to be collected as now, recognising that a commitment has already been given to collect this separately
  - Residual – fortnightly and 2 bags (see below for proposal to reintroduce grey bags)
4. The pilot area has been mapped, subject to a detailed vehicular access review. The rounds are shown in appendix 1. As previously reported the pilot was to be based around Llanfoist Transfer Station due to the site being able to receive glass separately without the need for any investment in infrastructure. The pilot includes approximately 5,500 households within Abergavenny, Gilwern, Govilon, Goytre, Llanellen, LLanover, Llangybi and Little Mill. This area has been chosen as it represents a good demographic cross section of the County and includes a mix of urban, semi-rural and rural areas.

5. We are still engaging with the market to determine the final specification for the pilot vehicle but our goal is to secure a three-stream vehicle with a pod for glass and a split body to collect red and purple bags separately. A visual is below for ease of reference:



6. At previous meetings Members have been concerned about the receptacle used to collect glass. Further research and investigations have been undertaken and we believe that glass should be collected in a box. Why? We have investigated the use of both a box and a reusable 'hessian-type' bag with our crews, other authorities, our MCC H&S officer and an external H&S consultancy. Feedback from a health and safety perspective is that a box is more suitable due to several reasons:
- Bags - strain is placed on one shoulder when carrying/loading, Box - Better techniques in lifting, good stance and posture, weight distributed between both arms.
  - Bags - potential for loaders being cut due to close proximity of the bag during emptying with the risk of broken glass.
  - Bags – No rigidity to support loader during emptying, box is more rigid, very unlikely to break, therefore less risk of injury to loader.
  - Bags - Higher risk of blowing away and spillage onto pavement



- Bags - Higher rate of replacement due to blowing away and their durability – estimated life of bag 2-3 years, box up to 10 years.

MCC officers feel that the bags present too much of a health and safety risk to our loaders and are therefore proposing that we do not continue to proceed any further with this option.

7. Whilst there maybe concerns regarding visual amenity and street scene we must remember that we are removing glass from our recycling stream to ensure compliance with existing law whilst maintaining the integrity of the existing red and purple service.
8. We are also recommending that the re-introduction of the grey bags occurs within the pilot area during the trial. With the current trend of increasing residual waste (overall residual waste went up 10% in 2015-16 compared to 2014-15), it would be opportune to gauge whether re-introduction and compulsory use of the grey bags has a positive effect in terms of a reduction in residual waste presented kerbside and/or an increase in recycling capture.

### **Communications & Engagement**

9. The pilot will only be a success if there is robust and inclusive engagement. Officers are currently working on a detailed communications plan to ensure that we inform the public as widely as possible by as many means as possible. We will ensure that there are targeted communications to households directly involved in the pilot which will include leaflets and letters. We will include an offer of meetings with directly affected County Councillors as well as Community Councils and resident groups to explain the what/where/why/when/how. We will also make use of social media, local advertising, our website and local papers, newsletters to ensure the message is clear, concise and hits our target audience.

### **Measuring the Impact**

10. To ensure a robust decision can be made in 2017 measures for monitoring are being prepared now. These include:
  - Public
    - Complaints received
    - Replacement containers, loss, breakage
    - Resident feedback e.g. view on impact of street scene, ease of use, quality of the communications received, understanding of the change

- Operational
  - Operational productivity including crew/vehicle start and finish times
  - Pick rates
  - Weights per round
  - Crew feedback will be collated.
  
- Quality
  - Participation and compositional analysis is scheduled to take place pre – trial and then again during the trial to monitor and establish what effect the trial has on recycling rates. Levels of contamination with the red and purple bags will also be measured pre and during to establish any effect here. Compositional analysis at the MRF will also take place to establish how compliant the public are by measuring how much glass remains within the purple bag.
  - End markets and attractiveness and value of the MCC material with glass collected separately. As well as value what is done to the material is a very important consideration to achieve Directive requirements of “high quality recycling”  
Data including separate glass weight and ideally separate paper and card tonnages will be collected and will inform the potential tonnage that Monmouthshire could supply to reprocessors.

### **Making a decision on the future**

11. The review has been through a robust and inclusive process. The service needs to change its fleet over 2017-18 and procure a new CA Site contractor. Therefore it is imperative that a decision is made in 2017 on the next 7 years for the recycling service.
  
12. It is proposed that the results of the trial will be reported back to Select in January 2017, a report taken to Cabinet in March 2017 which will then give the go ahead for procurement and service reconfiguration work to begin with a date of potentially early 2018 being the earliest it can be implemented.

### **Conclusion**

13. Members are asked to comment on the plans for the trial

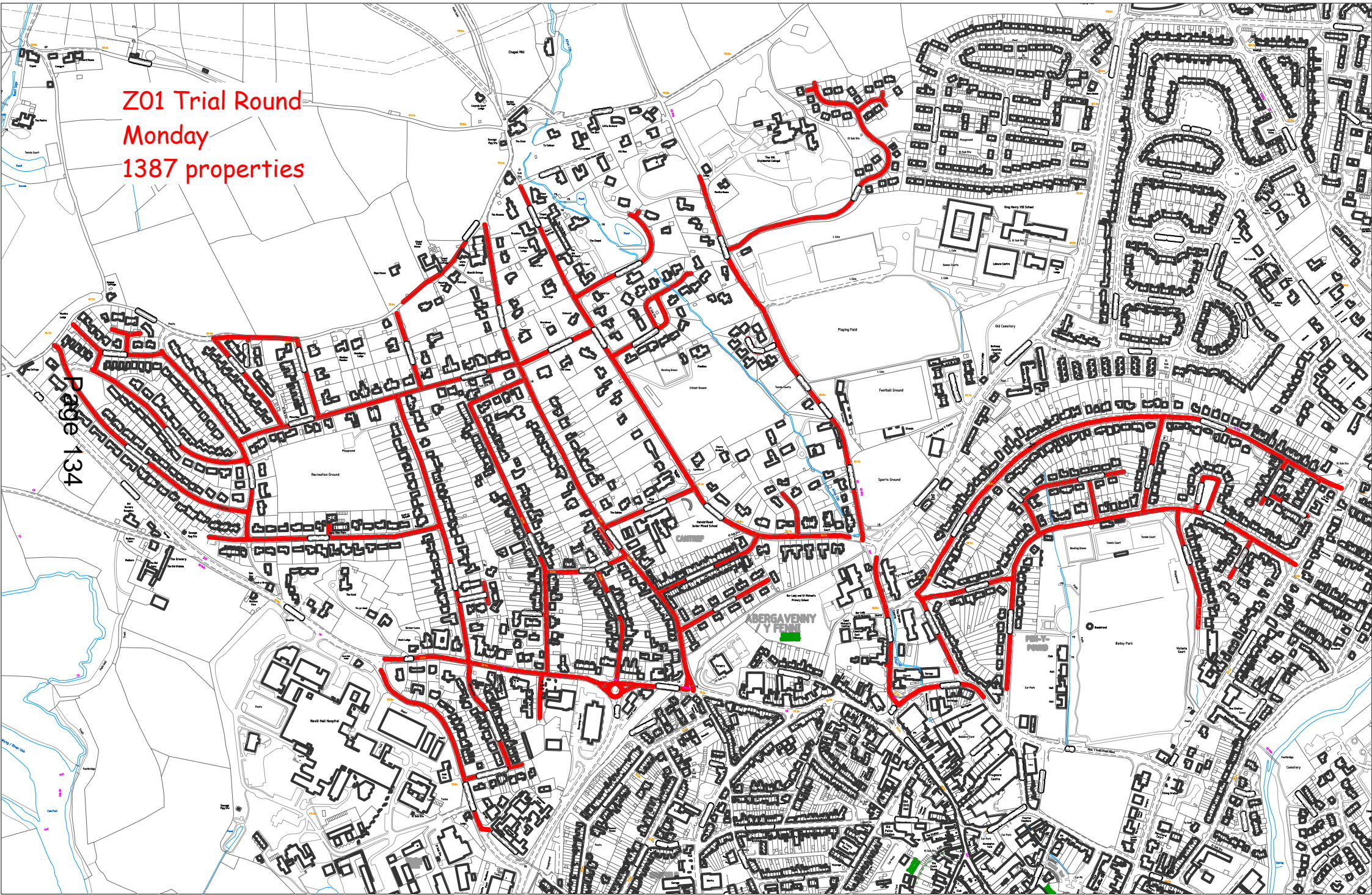
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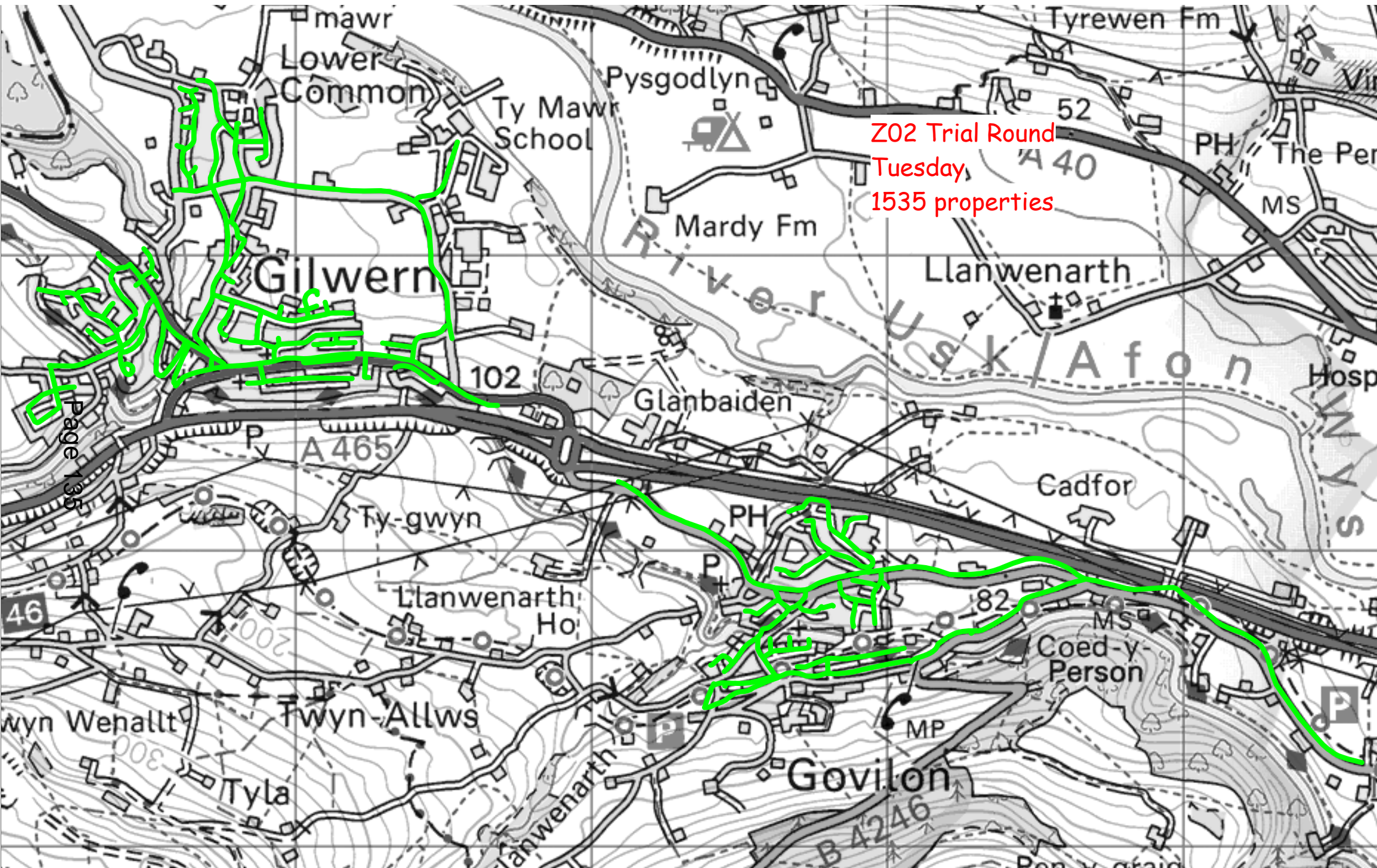
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Z01 Trial Round  
Monday  
1387 properties

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Z02 Trial Round  
Tuesday  
1535 properties

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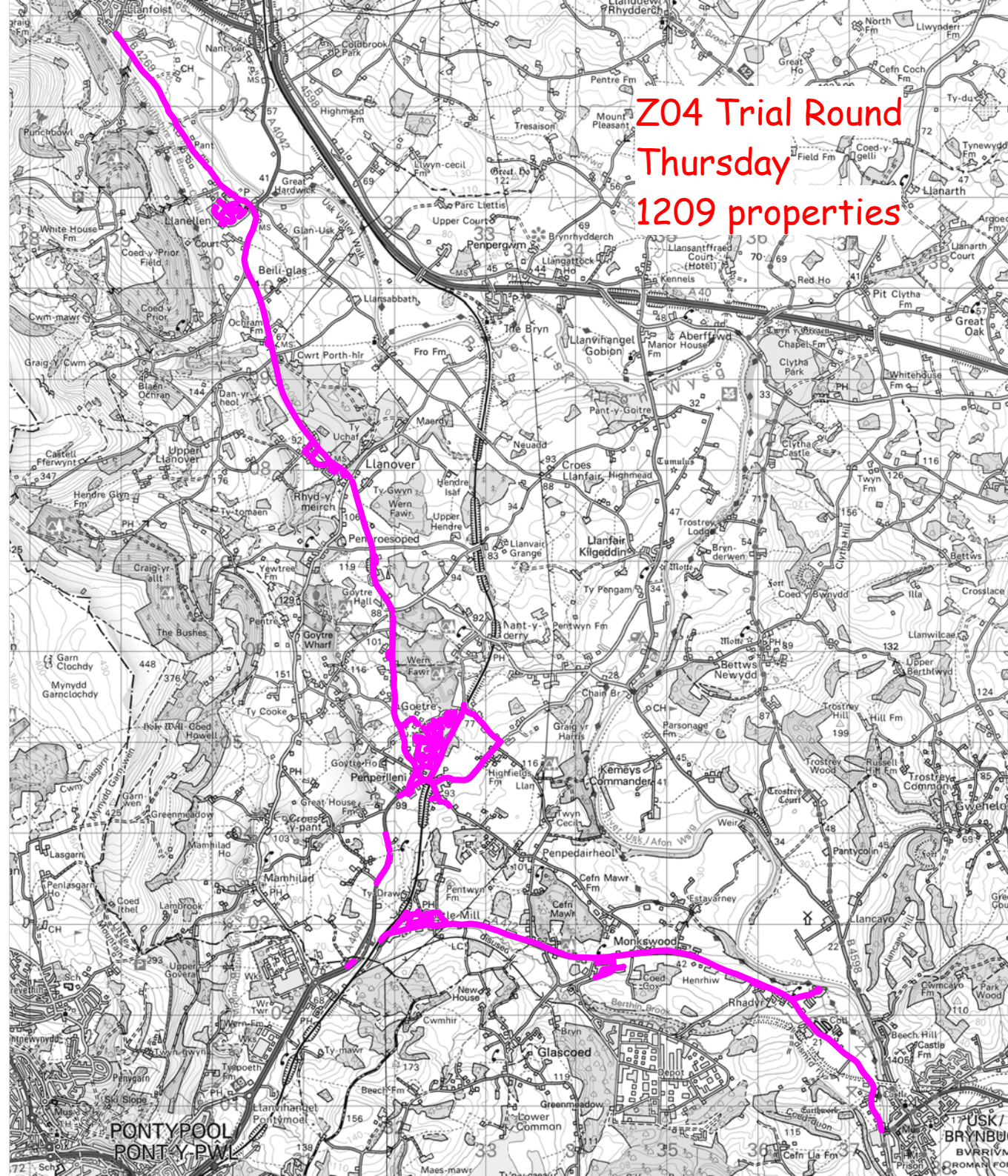
Z03 Trial Round  
Wednesday  
1641 properties

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Z04 Trial Round  
Thursday  
1209 properties

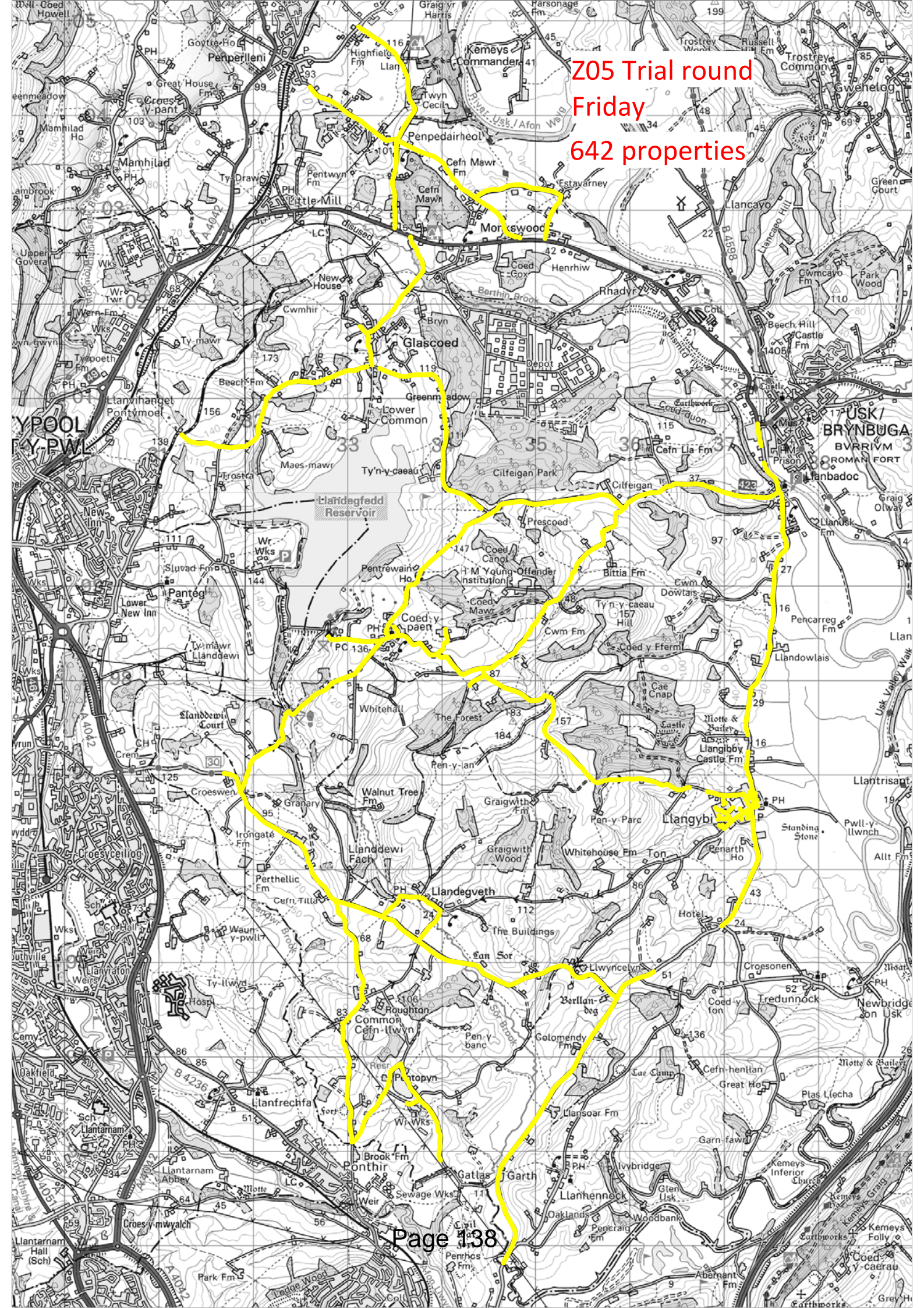


PONTYPOOL  
PONT-Y-PWLL

USK/  
BRYNBUR  
BRYNBU  
BRYNBU  
ROMAN POT



Z05 Trial round  
Friday  
642 properties





<b>SUBJECT:</b>	<b>MANAGING PUBLIC OPEN SPACE</b>
<b>MEETING:</b>	<b>Strong Communities Select Committee</b>
<b>DATE:</b>	<b>16<sup>th</sup> June 2016</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>All</b>

## 1. PURPOSE:

- 1.1 To seek the Committee's views on the proposal for an inclusive and engaging review which will determine Monmouthshire's future strategy for managing and maintaining MCC owned public open space.

## 2. RECOMMENDATIONS:

- 2.1 That the Committee note and provide comments on:

- i. The purpose of the review;
- ii. The key workstreams of the review; and
- iii. The proposed timescales.

## 3. KEY ISSUES:

### MCC's Open Space

- 3.1 Monmouthshire County Council owns and manages a range of open space of which equates to approximately 4'030'000m<sup>2</sup> plus a number of countryside and heritage sites, which are maintained predominantly by either Grounds Maintenance, based within Waste & Street Services/Operations directorate or Tourism Leisure & Culture in the Enterprise Directorate. Public open space as part of this review is the over-arching term for:
- a) Parks including green space and park infrastructure
  - b) Cemeteries
  - c) High way verges
  - d) Green space around car parks
  - e) Land around Museums / Attractions
  - f) Picnic Areas
  - g) Country parks and countryside access sites
  - h) Green open space in housing developments that MCC has adopted.

There are certain designations that relate to areas of public open space that the review needs to be mindful of as their designations stipulate the opportunity the Council may or may not have with that land:

- Public Open Space – Restrictions on sale as would be identified within the Public Open Spaces Act 1906.
- Village Green / Commons – Restrictions regarding Village Green / Common Status
- Fields in Trust Status or other restricted covenants / agreements.
- Amenity and Recreational Land – Local Development Plan Policies.
- Country Park Status - under the Countryside Act 1968.
- Other designations, including Scheduled Ancient Monuments, Local Wildlife Site status etc.

3.2 Monmouthshire is a beautiful county and our green public open space adds value in so many ways to the well-being of our communities. Well cared for green infrastructure is a local community asset and can be used for meeting multiple social and environmental goals e.g. local sports, social inclusion e.g. parent meetings, space for play, local events for income purposes or wider tourism benefits for our businesses, strategic biodiversity outcomes, and promotion of volunteering and creating support networks for our aging population.

3.3 There are proven links to access to green space and physical and mental health, and the link between well managed open space to wider biodiversity outcomes in terms of stemming species and plant decline is well documented. Our open space is therefore so much more than just something people visit and enjoy and we maintain. We are custodians of a major public asset, no matter how small the plot of land may be, and we are entrusted to review what we do and how we do it, to adapt to modern practices and ensure our actions deliver short and long term outcomes.

3.4 The Council has an established policy approach to maximise the health and well-being benefits from well planned, designed and managed green infrastructure including the Local Development Plan policy and Green Infrastructure Supplementary Planning Guidance / action plan.

3.5 A recent report undertaken by Nesta, Heritage Lottery Fund and the Big Lottery identifies that public parks are under threat with cuts of 60% or more coming forward as Councils wrestle with balancing austerity measures whilst keeping these vital spaces of community green infrastructure open. Monmouthshire does not want to be in that space and wants to proactively review with Members, our partners and our communities what we do and how we can work together differently to deliver the outcomes so appreciated and valued by our residents.

### **Grounds Maintenance Background**

3.6 The work undertaken by Grounds Maintenance has evolved over time and has not been fully codified since 1991 with the award of the then Monmouth Borough and also 1996 at

the time of Local Government reorganisation of which incorporated MBC, GCC & BG these were three contracts which determined what works were done, at what locations and for what value. Overtime pieces of land have been added or deleted and operational maintenance schedules have been amended as a result. However the bill of quantities once relied on to inform spend no longer aligns to the budget allocated by the Council resulting in a need to strategically review what works are undertaken, where, how, by how many and for what cost.

- 3.7 The restructure within WSS over 2014-15 also allowed investment in modernisation and the digitising of all the records the service held. This work was also a priority with the digitisation of the MHA maintenance contract which contributes over £250k of income to the service. In time the digitisation will be used to move from a paper based service to a fully IT enabled service for tracking of works issued, completed both for internal performance monitoring and external client compliance.
- 3.8 Grounds maintenance has a core budget of £1.4m and employs 60 operational staff and this is supported by a team of 8 including front line supervisors. The staff are based over 3 depots – Llanfoist, Monmouth and Caldicot. The front line working patterns is different to most staff as they work 43 hours per week Mar – Oct with hours reducing in the winter in recognition that in the Spring and Summer months grass cutting is a primary activity for the service. The annual equivalent though is 37 hours per week. This paper does not discuss proposals for change as the consultation and engagement needs to run its course to determine if there are any changes that the service needs to make to improve outcomes.

### **Tourism Leisure and Culture Background**

- 3.9 Tourism Leisure and Culture manage a mixed portfolio of countryside, heritage, leisure and tourism sites, including greenspace at major visitor sites, scheduled ancient monuments, countryside access / recreation sites, woodland and meadows. Many of them are associated with other countryside access or heritage infrastructure, e.g. Wales Coast Path or visitor attractions.
- 3.10 Some of these sites are managed by agricultural or other licences, some directly managed and some maintained by Grounds Maintenance. As with Grounds Maintenance the portfolio comprises a mixture of sites which has developed over time and have various current maintenance and management regimes. Management responsibility are spread across facility managers for leisure, attraction and outdoor education sites and the Countryside service manage their direct sites with very limited warden resources (2 staff).

### **The Review**

- 3.11 The proposed aims for the review are:

- To ensure Monmouthshire residents and visitors are able to enjoy access to high quality public open space

- To have a clear strategy for the future of public open space maximising its use to promote wider health, community and environmental outcomes
- That the strategy is developed and implemented with and for communities and stakeholders
- For MCC to have a clear funding and investment strategy for managing public open space

3.12 The proposed objectives for the review are:

- To clearly map out the open space currently being maintained by Monmouthshire County Council – on its own or in partnership with others
- To clearly identify the costs (people, equipment, vehicles etc.) MCC currently incurs maintaining public open space
- To engage fully with communities and stakeholders on proposals for how public space is to be managed in the future
- To identify other funding streams or different delivery structures e.g. new partnerships to ensure strategic outcomes for public open space are achieved
- To identify how we can best support ongoing community and voluntary involvement
- To determine future core MCC funding to maintaining public space
- To identify opportunities to encourage and facilitate opportunities for the active use of greenspaces to provide health and well-being benefits

3.13 MCC already has a plethora of strong partnerships and community action regarding maintenance of public open space. This work wants to celebrate their activity, look at how we can learn from and build on it, and understand what else we can do.

## **The Review Process**

3.14 The review is split into three distinct stages which will run concurrently and be brought together at the end of the process:

(a) *Digitisation and Reviewing Schedules & Internal Optimisation*

3.15 The work digitising current activity is almost complete. Aligned to this officers will have electronic based schedules of what needs to be done and at what frequency which directly details the works our operatives do on a daily basis. At the end of this workstream ward level maps will be produced, which are colour coded which will indicate the designation of land and back ground detail will be available on what is done to maintain that space. A demonstration of a map will be provided to Committee Members at the meeting. Other existing datasets will also be utilised including open space, ecological connectivity, accessible natural greenspace studies and pollinators action plan.

3.16 This is a joint exercise between two departments. Over time they have been together, split up and then re-married through various iterations of restructures. This has resulted in at times decisions being made which to current practice make no operational sense e.g.

Grounds re-charge Countryside e.g. maintenance of Usk Island and Caldicot Castle, in addition to other areas on an annual basis. Over the summer and with the publishing of the maps a strategic discussion about how we work better together and internally more efficiently can be undertaken to enable both services to plan effectively for the future.

(b) *Consultation & Engagement*

- 3.17 For this review to deliver robust short and long term outcomes the views of local Councillors, Town and Community Groups, Friends groups and any other user of the space are central to MCC understanding what people think of what we do and the quality/provision of the public open space in local communities. This is the most important part of this review.
- 3.18 It is proposed that the consultation will be launched w/c 25<sup>th</sup> July with County Councillors. Ward level maps will be produced and shared with Members. We propose publishing the maps on the 1<sup>st</sup> floor landing. As it is Council week officers will make themselves available in Usk for the week to answer any questions Members may have on activities within their area. A questionnaire will also be developed to quantify Members views on the quality of service currently received, the provision of space within your communities, views on local/groups that MCC could partner with, the potential for more community action and support MCC needs to provide.
- 3.19 Following this engagement officers will engage with Town and Community Councils, all relevant partners e.g. Greenfingers and local groups (e.g. Friends Groups) with the same set of questions as given to MCC Members. The consultation process will provide the following information for review:
- Views on quality of the service currently provided
  - What outcomes the service delivers strongly against and others that require improvement or refocus
  - Whether and how the service could be done differently
  - The strength of community action for partnering
- 3.20 Public consultation will also be an important feature. Work will be undertaken with corporate communications colleagues to design a suitably engaging framework for seeking views on the future of our open space. Approaches will include:- press article call to action, web site survey, social media presence, posters in public buildings etc.

(c) *Understanding Our Resource Base and Finding New Resources*

- 3.21 This paper so far has not linked the review to the MTFP and savings proposals arguing that the review needs to be seen in a more strategic and holistic context. Over recent years Grounds Maintenance has made significant savings with the adoption of the pollinator policy and a change in direction for verge maintenance. Changes in operational efficiency with the merger with waste/cleansing in 2014/15 resulted in a new approach to local environmental quality maintenance with grounds colleagues reducing operational

duplication and providing a more localised focused service for clean ups and responses to fly-tipping. Tourism, Leisure and Culture has restructured to provide efficiency savings and there is reduced capacity within countryside to support site management, partly as the loss of external grant.

- 3.22 However we cannot undertake this work in a vacuum and the Review needs to assess whether savings can be achieved from MCC not necessarily reducing provision, but by changing the way we work. Because Grounds Maintenance is also a commercial operation we have a full understanding of our external cost base. The same commercial rigour is to be applied to our internal practices to ensure we are delivering efficient and effective services and identify whether and how any improvements can be made.
- 3.23 As the work to examine and develop an alternative delivery model for Tourism, Leisure and Culture and associated services progresses the Review will contribute to identifying those sites and activities that would be most effectively managed in the future through the new delivery model or how best MCC can work effectively with the new body to deliver jointly agreed outcomes.
- 3.24 We will fully map the local resources and assets that have been mobilised and determine where there are any gaps in provision and what MCC can do, through its Volunteering Strategy to support local growth. We need to engage with delivery partners such as Green Fingers to determine their aspirations for the future, learn the lessons from their first year maintaining Linda Vista and whether they are interested in growth and working in new areas. We need to engage with Town and Community Councils to determine their views on land, understand their priorities for the future and how we can work constructively together. Budget Mandate no.21 in 2016-17 identified £55,000 that could come forward from Abergavenny and Monmouth TCCs for Bailey Park and Chippenham Mead respectively. The TCCs did not come forward with funding to support the ongoing maintenance of these two parks and the budget has been reduced as a result. Due to the strategic nature of the sites it was determined by the service that reducing maintenance to force the TCCs hand would be counter-productive and operationally more inefficient. Therefore two vacancies have not been filled to mitigate this pressure rather than reduce service provision for these sites.
- 3.25 We must also over this period look at other income streams or how we can do things differently. The research by Nesta demonstrated the opportunity for investment in parks from benefactors and endowments. We do not know if this is possible in Monmouthshire unless we look into it. Whilst we do not want to cover our parks in advertising there are subtle and innovative ways of bringing in income to reduce our costs e.g. flower bed displays, electronic advertising displays (solar panelled) etc. We need to explore whether there are small pockets of land which could be sold or managed differently and what processes MCC can put in place to bring in this income and reduce expenditure.

*Bringing it all together – timescales*

3.26 The above workstreams will be managed by officers and brought together in the autumn to develop proposals for Select to consider prior to Cabinet. It is envisaged a long term strategy will be developed with short, medium and long term actions identified with a strategic purpose for the service and our partnership with our communities defined.

3.27 Proposed timescales are:

<b>Date</b>	<b>Action</b>
Prior to July 25 <sup>th</sup>	Finalising of maps and detail of activity undertaken by MCC.
25/07/16	Launch of consultation with County Councillors – officers will be available on the 1 <sup>st</sup> floor landing, Usk for member engagement
25/07/16	Communications out to public, partners and TCCs to seek their views, invite ourselves to meetings, place questionnaire on line
July-Aug	Officers lead consultation and proactively seek comments from communities and partners
Jul-Aug	Research into realistic alternative options for income generation and internal financial review and tidying up between services
September	Bringing findings together and determination of short and long term actions and social, financial and environmental impact of each action
15/09/16	Strong Communities Select Committee receive a high level presentation on the findings of the review. Given timescales of the consultation it is proposed a presentation be given at the meeting and Members then given the opportunity to provide comments by 22/09/16 to feed into the Cabinet report
05/10/16	Cabinet report – findings fed into MTFP

#### **4. Conclusion**

4.1 Members are asked to comment on the:

- Proposed aims and objectives of the review
- The proposed workstreams; and
- The timescales proposed.

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*Monmouthshire's Scrutiny Forward Work Programme 2016*

<b>Strong Communities Select Committee</b>				
<b>Meeting Date</b>	<b>Subject</b>	<b>Purpose of Scrutiny</b>	<b>Responsibility</b>	<b>Type of Scrutiny</b>
30 <sup>th</sup> June 2016	<b>Future of the Civic Amenity Site Contract</b>	To consider and recommend the way forward for the contract.	Rachel Jowitt	Pre-decision Scrutiny
	<b>Recycling Review and Implementation Plans</b>	To scrutinise progress on the Recycling Review and to consider the implementation plan for the trial.	Rachel Jowitt	Performance Monitoring
	<b>Managing Public Open Space</b>	To scrutinise the rationale for the project, considering the process and timescales, the engagement plan and the link to the medium term financial plan.	Rachel Jowitt	Performance Monitoring
	<b>Revenue and Capital Outturn report</b>	To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).	Mark Howcroft	Budget Monitoring
21 <sup>st</sup> July 2016	<b>Grant Funded Partnerships</b>	Discussion with GAVO on their progress in line with service Level Agreements.	Will Mclean Sharran Lloyd GAVO	Performance Monitoring
	<b>Public Protection</b>	Focus on Environmental Health	Dave Jones	Performance Monitoring
	<b>Performance Reporting</b>	Year-end Performance Reporting together with Outcome Agreements and Improvement Plan	Matthew Gatehouse	Performance Monitoring
15 <sup>th</sup> Sep 2016				
10 <sup>th</sup> Nov 2016				
8 <sup>th</sup> Dec 2016				
26 <sup>th</sup> Jan 2016				

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

<b>Strong Communities Select Committee</b>				
<b>Meeting Date</b>	<b>Subject</b>	<b>Purpose of Scrutiny</b>	<b>Responsibility</b>	<b>Type of Scrutiny</b>
2 <sup>nd</sup> March 2016				
6 <sup>th</sup> April 2016				

### Possible Future Work Programme Items:

- Refugees and Asylum Seekers
- Sustainable Development Policy Revision
- Flood Risk Management Plan - Action Plan delivery/progress report Autumn 2016, workshop with transition groups and scrutiny members (Dave Harris)
- Alternative Service Delivery Model - Joint Select Meeting approx. mid June 2016.

## 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
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 Harteveld (EAS)
Play Sufficiency Assessment			Matthew Lewis
People and organisational strategy			Lisa Knight Davies

Subject	Purpose	Consultees	Author
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 Raglan VC Primary school			Cath Sheen

Subject	Purpose	Consultees	Author
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 Advice Service including the			Craig O'Connor

Subject	Purpose	Consultees	Author
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
Changes to the EAS	To seek Cabinet approval of the changes on		Sharon Randall



Subject	Purpose	Consultees	Author
business arrangements	Governance arrangements; Business arrangements; Funding arrangements		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 Report			Alan Burkitt

Subject	Purpose	Consultees	Author
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
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
Effectiveness of Council Services – Q4			Matt Gatehouse
Car Park Management and Obstructions in the Highway			Roger Hoggins
DSS Annual report			Claire Marchant
Recommendations from Select Committees			Hazel Ilett
CYP directorate restructure	To restructure the CYP directorate service arrangements including officer designations		Sarah McGuinness
Circuit of Wales			Peter Davies
Provision of a Community Hub in Abergavenny			Deb Hill-Howells
<b>13<sup>th</sup> July – INDIVIDUAL CABINET MEMBER DECISION</b>			
Map Modification Order			Mandy Mussell
<b>27<sup>TH</sup> JULY – INDIVIDUAL CABINET MEMBER DECISION</b>			
<b>27<sup>TH</sup> JULY – CABINET</b>			
Redundancy Report – Leisure Services			Ian Saunders
<b>28<sup>th</sup> JULY - COUNCIL</b>			
DSS Annual report			Claire Marchant
	To declare work towards Monmouthshire becoming the first dementia friendly authority.		Geoff Burrows
Safeguarding – year end	To sign off end of year performance 2015/16 and		Teresa Norris

Subject	Purpose	Consultees	Author
performance 2015/16	present a new way forward on safeguarding		
CYP Chief Officer report			Sarah McGuiness
<b>7<sup>TH</sup> SEPTEMBER - CABINET</b>			
MTFP and Budget process 2017/18	To highlight the context within which the Medium Term Financial Plan (MTFP) will be developed for 2017/18 to 2020/21		Joy Robson
<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
<b>5<sup>TH</sup> OCTOBER 2016 – 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 2 held on the 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
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
<b>2<sup>ND</sup> NOVEMBER 2016 – 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 the 20 <sup>th</sup> October 2016.		Dave Jarrett

Subject	Purpose	Consultees	Author
Budget Monitoring report – Period 6	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
<b>7<sup>TH</sup> DECEMBER 2016 – 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 4 held on 1 <sup>st</sup> December 2016.		Dave Jarrett
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
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
Revenue & Capital Budget final proposals after public consultation	To present Revenue and Capital Budget proposals following receipt of final settlement		Joy Robson
<b>14<sup>TH</sup> DECEMBER 2016 – INDIVIDUAL MEMBER DECISION</b>			
Local Government (Wales) Act 1994 The Local Authorities (Precepts)(Wales) Regulations 1995	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
<b>11<sup>TH</sup> JANUARY 2017 – CABINET</b>			
<b>18<sup>TH</sup> JANUARY 2017 – INDIVIDUAL MEMBER DECISION</b>			
Local Government (Wales)	To seek Members approval of the results of the		Joy Robson

Subject	Purpose	Consultees	Author
Act 1994 The Local Authorities (Precepts)(Wales) Regulations 1995	consultation process regarding payments to precepting Authorities for 2017/18 as required by statute.		
<b>19<sup>TH</sup> JANUARY 2017 - COUNCIL</b>			
Final Budget Proposals			Joy Robson
Council Tax Reduction Scheme 2017/18			Ruth Donovan
<b>1<sup>ST</sup> FEBRUARY 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 5 held on the 19 <sup>th</sup> January 2017.		Dave Jarrett
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 2016/17 financial year.		Joy Robson/Mark Howcroft
<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 Welsh Church Fund		Dave Jarrett

Subject	Purpose	Consultees	Author
<b>9<sup>TH</sup> MARCH 2017 - COUNCIL</b>			
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>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 30th March 2017.		Dave Jarrett
<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

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