
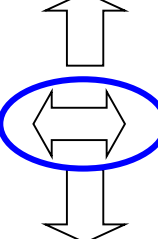


Budget Mandates

Progress and Next Steps at Month 9 –

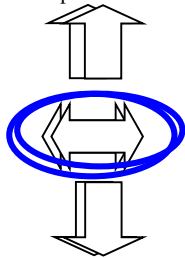
(including Recovery Plan actions agreed by Cabinet 2nd December 2015)

Mandate RAG	Progress up to month 9	Next Steps	Type	Year-end target	Forecasted to achieve	Variance	Owner
Mandate 1 Leisure. Current status  Trend since last report 	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. Restructure process complete. All departments have individual service plans. All plans tracked and monitored by the individual service area. 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.	Continue to review the 3 G pitch project and review its income generation targets. Review business plans for swimming and fitness to ensure mitigating pressures for 16/17 onwards.	Income	155,000	135,000	15,000	Ian Sanders
			Savings	265,983	250,983	15,000	
			Total	420,983	385,983	30,000	
		Alternative Delivery Plan (agreed by cabinet 2nd Dec*) - £35K achievable Delayed Lighting installed at the 3G pitch resulted in only partial income being reached against alternative delivery plans amounting to £5K. Increase income against swimming and fitness not achieved. This has resulted in a £5K improvement since month 6.	Alternative Delivery Plan based on variance reported against original mandate at Month 6	Total	,420,983	385,983	

**Mandate 2
Mandate 42
Youth Service**

Current status

Trend since last report



Replace Commercialisation of the core line sources service.
 The Youth Service is exploring new ways of working with the YBC.
 • Expansion of smaller housing scheme & G&B reduction.
 • Management restructure.
 Detailed plans in place for all projects to ensure they remain on track.
 The long term average ECF funding does not be reversed up to a period of 3 years and is definitely positive and if maintained over a period of 70k will be a growth of 300 clients.
 Projections indicate the service will generate a secured income of 20k per year.
 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

Meetings with val res about into park and bespoke for staffing and campaigns require developed with YBC criteria of
 Team if target in terms of income of 20k per year to be substituted link with key cases of events eg engagement for YBC registration of YBC for town 21k Sept 2015
 teams to raise awareness of the service SPPE for a life of gratuity.
 Continue to work with YBC to develop project solutions for Project in July 2015
 evaluation valuation work undertaken during Oct to Nov in a package available for YBC in the period of Sept to Dec 2015 for March/April

Income	25,000	25,000	0
Savings	30,000	30,000	0
Income	200,000	63,000	137,000
Total	55,000	55,000	0
Savings	0	0	0
Total	200,000	63,000	137,000

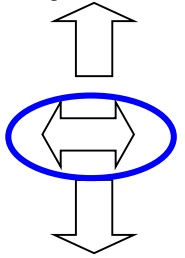
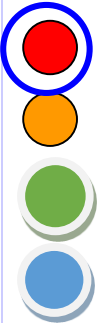
Ian Bakewell
Tracey Thomas

Mandate 5 *

Sustainable Energy Initiatives

Current status

Trend since last report



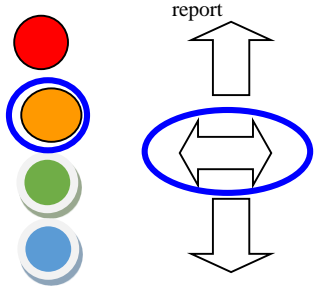
2014/15 & 2015/16 - Abergavenny is near opening
 Investing in biomass boilers, solar farms and reductions in Carbon Commitment.
 Audit and accounts have been set up
 Marketing ready targets not achieved.

Solar Farm Catnip project approved 15 July 2015
 Courses ready to advertise
 Staffing New Refurb solar projects have generated additional revenue in line with our projections
 Wellbeing of our staff
 Government policy changes to the Staff who have expertise in this area are finding installations unlikely as well as impact of tariff changes on a Solar Farm the priority.
 - Biomass installed at Cross Ash operational and generating heat.

Set income targets once steady business flow is established.
 Shop to be operational by September 2015
 Additional revenue streams for 2015/16 are lower than forecast due to a combination of delays and changes to funding, FIT and RHI tariff reductions will affect existing installations
 Meeting with staffing team to look at where time can be found in order to free staff up
 cuts have rendered new projects unviable until further review.
 Review on going expenditure on repairs and maintenance.

Income	0	0	0
Savings	33,000	0	33,000
Total	33,000	0	33,000

Ben Winstanley

	<p>£63,000 the savings have been met, but the Alternative Delivery Plan (agreed by cabinet 6th Dec) - £33K achievable Aim to increase income target on rental portfolio and reduce expenditure on repairs and maintenance. At month 9 these savings have not been realised and therefore the £33,000 budget pressure remains.</p> <p>Alternative Delivery Plan (agreed by cabinet 2nd Dec) – 60k achievable Combination of increase in Grant income and savings on staff vacancies.</p>	<p>Alternative Delivery Plan – based on variance reported against original mandate at month 6.</p> <p>Amendment to delivery plan.</p>	<p>Total</p> <p>Total</p>	<p>33,000</p> <p>200,000</p>	<p>0</p> <p>63,000</p>	<p>33,000</p> <p>137,000</p>	
<p>Mandate 6</p> <p>Museums & Castles</p>	<p>Grant income delayed to new financial year Fully integrate cultural services, tourism services and attractions within tourism, leisure and culture section. Maximise synergies & achieve a sustainable long term business footing.</p>	<p>Museums - 30,000 of savings will not be achieved. Green Screen income of 10,000 and 20,000 conservation income.</p>	<p>Income</p> <p>Savings</p>	<p>81,000</p> <p>109,000</p>	<p>51,000</p> <p>94,000</p>	<p>30,000</p> <p>15,000</p>	<p>Ian Saunders</p>
<p>Current status</p> <p>Trend since last report</p> 	<p>Income generation target for 15/16 10K shortfall.</p> <p>Weddings – Amber</p> <p>Countryside savings – Green</p> <p>Savings from Volunteers – Red</p> <p>Income made by fundraiser – Green.</p> <p>Fundraiser in place.</p> <p>Income from learning – Green.</p> <p>Savings from shared service model at Chepstow TIC – Red,</p> <p>Income from green screen – Red</p> <p>Income from rental of Abergavenny Red Square window - Green</p> <p>TIC at Chepstow has had considerable lone working pressure which is why the budget is overspent.</p> <p>Alternative Delivery Plan (agreed by cabinet 2nd Dec*) - £30k achievable Winter closure of Chepstow TIC and application of museums acquisition reserve for purchases made in year.</p>	<p>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 30,000 not 50,000, the museums are looking at other ways to raise this income but the additional 20,000 will not be achieved this year.</p> <p>Castle - Achieving in year savings of 9k but reporting total overspend of 100k due to historic budget assumptions and savings from 14-15 of 20,000.</p> <p>Tourism - 15,000 savings not achievable. The use of volunteers is not available at the moment.</p> <p>Alternative Delivery Plan</p>	<p>Total</p> <p>Total</p>	<p>190,000</p> <p>190,000</p>	<p>145,000</p> <p>145,000</p>	<p>45,000</p> <p>45,000</p>	

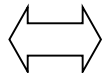
The savings are on target to be realised in line with the alternative delivery plan as at month 9.

Mandate 15 *

Facilities - transfer functions to other providers

Current status

Trend sin



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".

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

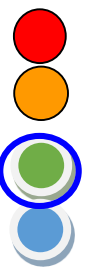
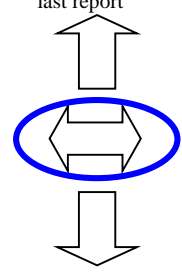
Mandate B21 has been included in the budget proposals for the financial year 2016/17.

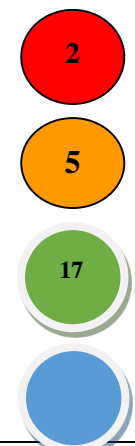
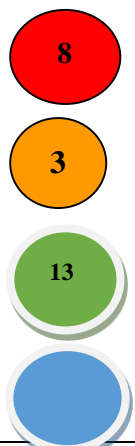
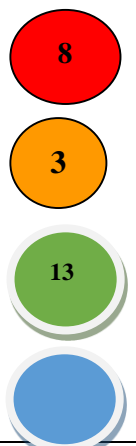
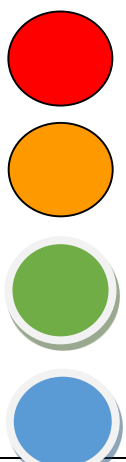
Engagement with the community and town councils commenced on October 2015 and further consultation is scheduled.


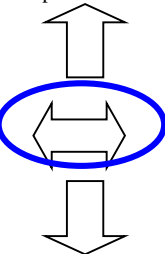

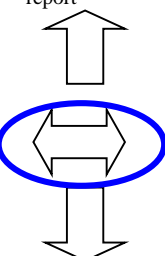
Will remain red with the limited savings until end of the year.

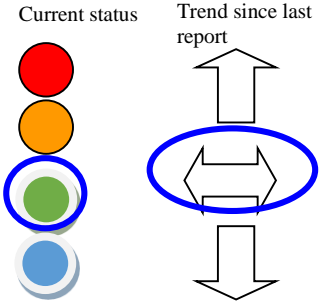
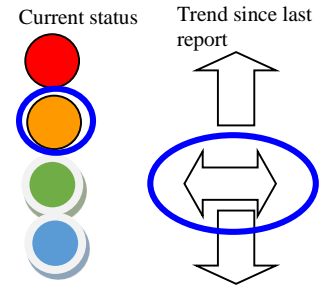
Alternative Delivery Plan – based on variance reported against original mandate at month 6.

Income	100,000	10,000	90,000			
Savings	0	0	0			
Total	100,000	10,000	90,000			
Total	100,000	100,000	0			
						Roger Hoggins


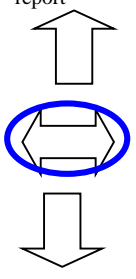

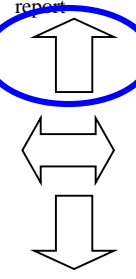
	The alternative delivery plan is forecast to achieve the mandate budget shortfalls at month 9 within the service.						
<p>Mandate 16</p> <p>schools delegated budgets</p> <p>Current status</p>  <p>Trend since last report</p> 	<p>Schools budgets will be protected at cash limit, this means no pay inflation and or non-pay inflation is provided for in funding, This is about finding opportunities to reduce costs in schools.</p> <p>Schools continue to be supported to seek opportunities for savings. Cluster led meetings. Schools being supported with performance management. Training needs have been identified for Head Teachers to address any skill gaps when managing their budgets. All schools continue to engage. Schools who need more significant support have been identified and support delivered action to mitigate any financial challenges. 'Quick wins' have been developed and continue to be published, shared and evaluated throughout all schools. Mandate savings delivered.</p>	<p>Continue to review resource impact for foundation phase.</p> <p>Monitor schools closely to ensure they follow their budget plans and more schools do not fall into a deficit.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>1124,000</p> <p>1124,000</p>	<p>0</p> <p>1124,000</p> <p>1124,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Nikki Wellington</p>

<p>Current status</p> 	<p>Current status</p> 	<p>Current status</p> 		 <p>Not on target Concerns identified with delivery of target. Continue to closely review & monitor.</p> <p>Monitoring & required to keep on track</p> <p>On target to achieve budget and action Plans.</p> <p>On target and over achieve.</p>
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<p>Mandate 18 *</p> <p>School library service - combine with general library service</p> <p>Current status </p> <p>Trend since last report </p>	<p>2014/15 mandate with 2015/16 savings*</p> <p>Savings achieved – mandate delivered</p>	<p>No next steps necessary</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>20,000</p> <p>20,000</p>	<p>0</p> <p>20,000</p> <p>20,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Sharon Randall - Smith</p>
<p>Mandate 20</p> <p>Gwent Music</p> <p>Current status </p> <p>Trend since last report </p>	<p>Gwent Music is a joint service hosted by Newport. The plan is to refocus the service to make them more efficient and increase the value by :-</p> <p>Increase charging to parents per term to bring it in line with other LA's delivering the same service i.e Newport. Introduce an instrument charge. Not fill the vacant post. Music access fund agreed as of 19th June by cabinet.</p> <p>Access fund launched from September 2015.</p>	<p>To continue to work with Gwent music to develop the music provision for Monmouthshire schools in light of the reductions.</p> <p>Gwent music have worked very successfully on income generation and very closely with Monmouthshire to achieve this.</p> <p>Gwent music continues to work with MCC to ensure the finding is used to support the need.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>50,000</p> <p>50,000</p>	<p>0</p> <p>50,000</p> <p>50,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Nicky Wellington</p>

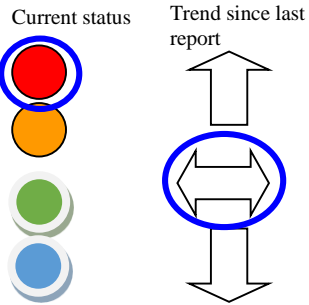
<p>Mandate 24 * Transition - Bright New Futures (SC&H)</p> <p>Current status Trend since last report</p> 	<p>2014/15 mandate*</p> <p>In 2014 we combined our Transitions Project Team within Bright New Futures Project. (based in Bridges)</p> <p>This has established a shared service model.</p> <p>No action necessary in relation to the mandate savings.</p> <p>We continue to deliver savings with this partnership working.</p>	<p>Plan to review near the end of the five year project. Review to include :- Budgets Service Resource / secondments. Etc...</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>14,000</p> <p>14,000</p>	<p>0</p> <p>14,000</p> <p>14,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Julie Boothroyd</p>
<p>Mandate 25</p> <p>Fleet Rationalisation</p> <p>Current status Trend since last report</p> 	<p>The savings for this mandate were being achieved from the reduction of fleet vehicles across the authority.</p> <p>This fleet reduction has been achieved therefore the budget mandate is on target to be achieved by year end. The restructure element due to protection of employment policy did not achieve 100% however shortfalls will be made from other savings within the service.</p> <p>There are other operational opportunities currently being considered :- ICT 22 – the connected worker has made progress, this is at the trailing stage, ICT 13– the pool car booking system – this has not progressed due to no funding for the ICT project.</p>	<p>No next steps for fleet reduction as complete.</p> <p>Continue to review the 2 ICT projects and report progress.</p> <p>The shortfall in restructure savings are met within service area.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>62,000</p> <p>62,000</p>	<p>0</p> <p>62,000</p> <p>62,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Debbie Jackson</p>

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<p>Mandate 26</p> <p>Property rationalisation</p> <p>Current status </p> <p>Trend since last report </p>	<p>These savings are predicted on the need to reduce our operational portfolio and maximise revenue streams from our investment holdings. Revenue savings are largely accrued through the reduction in utilities costs, rates, repairs and maintenance. The Accommodation Working Group is charged with reviewing all property usage with the aim of minimising the costs and releasing any property that can be made surplus.</p> <p>Rental of buildings – Green Rates Savings on vacant buildings - Green Rental Grant reductions – Dedicated member of staff now responsible for this.</p>	<p>The Accommodation Working Group continues to review all property usage and the delivery of the rationalisation plan. Permissions for any disposal will continue through the usual council process. Work alongside agile working policy owner to explore further opportunities for greater agile working. The overall Service area has achieved its target at month 9 and is tracking to Green for year end on its overall financials.</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>
<p>Mandate 28</p> <p>Community Hubs</p> <p>Current status </p> <p>Trend since last report </p>	<p>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.</p> <p>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 and it was only possible to achieve 6 months of reduced costs as the community Hubs opened on the 5th October 2015." Delays were as a result of in internal processes.</p> <p>This outturn includes £125k of mitigating underspends including keeping a post vacant until April 2016 to help offsets the delayed mandate saving.</p>	<p>15/16 No next steps</p> <p>16/17 – (50K) The Abergavenny Hub Project plan requires continuous monitoring, updating and adjusting to reflect the project developments.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>250,000</p> <p>250,000</p>	<p>0</p> <p>125,000</p> <p>125,000</p>	<p>0</p> <p>125,000</p> <p>125,000</p>	<p>Deborah Hill-Howells</p>

Mandate 31

ICT Savings (SRS & custom built software solutions)



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 138k of their proposed 150k saving - still 20k saving to be found on software contracts however further savings of 20k have been found from vacancies.

The 100k savings that were to be achieved through in-house software development and the sale of products will not occur in 2016/17. Work continues to generate commercial returns from the sale or licencing of FLO, the Authority's social care app, though the app will only be marketable from Q1 in 2016/17 based on the most recent updates.

Alternative Delivery Plan (agreed by cabinet 2nd Dec*) – £110k achievable Continue to do work that is required to support the sale/licencing and commercialisation of FLO.

Work continues at month 9. The service is currently reviewing all budget areas and update on savings achievable will be known at Month 11.

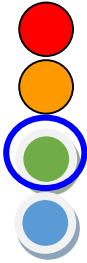
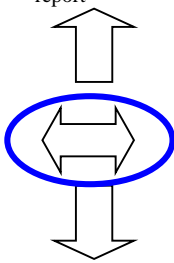

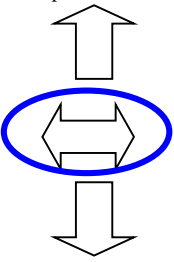
Restriction of non-essential spend across the People and Commercial Development division, together with a further review of ICT capital and revenue budgets, aims to identify scope to mitigate the existing £112k pressure.


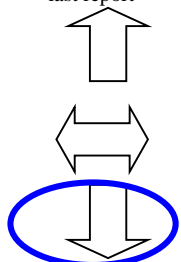
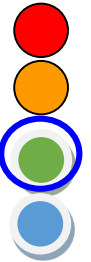
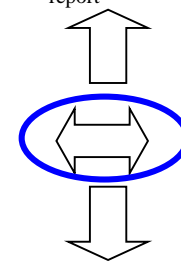
Alternative Delivery Plan – based on variance reported against original mandate at month 6.

Income	0	0	0
Savings	250,000	138,000	112,000
Total	250,000	138,000	112,000
Total	250,000	138,000	112,000


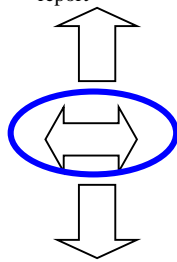

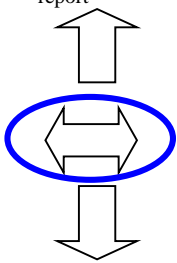
Peter Davies

Mandate Summary		RAG Month 10	RAG Month 2	RAG Month 6	RAG Month 9
1	Leisure				

<p>Mandate 33&34</p> <p>Adult Social Care</p> <p>Current status  Trend since last report </p>	<p>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.</p> <p>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 the targets. Change in practice will need to continue at pace and be significant, this will continue to take time.</p> <p>All targets currently on track to deliver. Dementia care matters training roll out continues with vigour and there is full commitment that this training will support the changes in practice required.</p>	<p>Continue to review the structures and workforce to establish the resource, knowledge and skills moving forward.</p> <p>Service transformation will continue to evolve and approval sought as the programme develops.</p> <p>Continue to deliver and ongoing evaluation of the DCM training and other training that supports the workforce to change practice.</p> <p>Continue to capture and work with teams to further develop ideas and drive practice change.</p> <p>IT build continues further development (i.e reporting) and there remains positive feedback from users of FLO.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>260,000</p> <p>260,000</p>	<p>0</p> <p>260,000</p> <p>260,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Julie Boothroyd</p>
<p>Mandate 35</p> <p>Transformation of ALN</p> <p> Trend since last report </p>	<p>We are undertaking a review of Additional Learning Needs. Its forms a 3 stage process.</p> <p>Savings fully met for this year. Stages 1 and 2 are complete.</p> <p>The team have commenced consultation with families as part of the stage 3. (Mandate B20 for 16/17).</p>	<p>All timescales of delivery of the mandate to stay in line with the 'complete review' timetable.</p> <p>All future stages of the ALN review will be monitored via the future mandates.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>120,000</p> <p>120,000</p>	<p>0</p> <p>120,000</p> <p>120,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Sharon Randall-Smith</p>

<p>Mandate 37b Trade Waste</p> <p>Current status </p> <p>Trend since last report </p>	<p>Modernising Trade Waste Services This has 2 elements:- The introduction of trade waste recycling and realignment of 2 schedule changes.</p> <p>To date £10K has been generated through the sale of trade recycling bags yet it is anticipated that further income will be forthcoming as business replenish stock. At month 9 £15K has been forecasted as total income. .</p>	<p>Continue to review operational impact.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>40,000</p> <p>10,000</p> <p>50,000</p>	<p>25,000</p> <p>0</p> <p>25,000</p>	<p>15,000</p> <p>10,000</p> <p>25,000</p>	<p>Rachel Jowitt</p>
<p>Mandate 37c Grey bag & nappy collection.</p> <p>Current status </p> <p>Trend since last report </p>	<p>This mandate relates to the removal of the free supply of grey refuse bags and the removal of the hygiene/ nappy collection.</p> <p>The mandate has been delivered the savings have been achieved.</p>	<p>Continue to review as still early stages. No other next steps relevant.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>180,000</p> <p>180,000</p>	<p>0</p> <p>180,000</p> <p>180,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Rachel Jowitt</p>

6	Museums & Castles				
14	Home to School Transport				
15	Facilities				
16	Schools Delegated budgets				
18	School Library Service				
20	Gwent Music				
24	Transition – Bright New Futures				
25	Fleet Rationalisation				
26	Property Rationalisation				
28	Community Hubs				
31	ICT savings				

<p>Mandate 40a Democracy</p> <p>Current status  Trend since last report </p>	<p>This mandate purpose was to reduce the budget requirement in a number of areas through a range of actions including :- Management restructure – Green. Increased income generation – Green Removal of a vacant post – Green Reduction in mileage budget – Green All action plans delivered in order to achieve the savings.</p>	<p>In relation to budget delivery no next steps</p> <p>Non budget Service improvements.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>24,000</p> <p>85,000</p> <p>109,000</p>	<p>24,000</p> <p>85,000</p> <p>109,000</p>	<p>0</p> <p>0</p> <p>0</p>	<p>Tracy Harry</p>
<p>Mandate 41 Highways</p> <p>Current status  Trend since last report </p>	<p>This mandate was made up of both savings and income generation :-</p> <p>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.</p>	<p>Savings - on target to be delivered. Income - Advertising scheme has been put on hold whilst a planning issue around advertising signs is resolved so it is assumed that the remaining will not be achieved this year.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>55,000</p> <p>395,000</p> <p>450,000</p>	<p>5,000</p> <p>395,000</p> <p>425,000</p>	<p>50,000</p> <p>0</p> <p>50,000</p>	<p>Roger Hoggins</p>

33 Adult Social Care (&34)				
35 Transformation of ALN				
36 Route Optimisation				
37a Waste Services				
37b Trade Waste				
37c Grey Bag & Nappy Collection				
40a Democracy				
41 Highways				
41a Abergavenny Markets				
42 Youth Service				

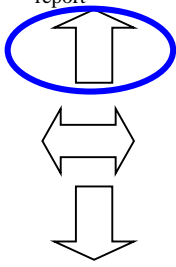
Mandate 41a

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. New Structure in place for January 2016.

**Alternative Delivery Plan (agreed by cabinet 2nd Dec) – 50k achievable
Cease all repair and maintenance work to asset portfolio.**

The service is forecasting achieving 37k against the alternative delivery plan.

To build an income generation plan for future years.

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

Income	70,000	0	70,000	Ben Winstanley
Savings	0	0	0	
Total	70,000	0	70,000	
Total	70,000	37,000	33,000	