



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>

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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>

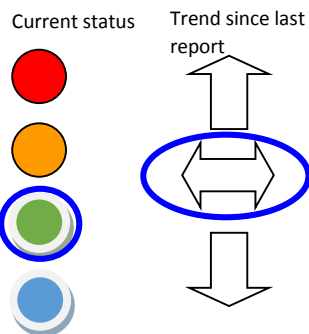
	<b>CHIEF EXECUTIVES'</b>					
40a	Democracy & Regulation	85,000	85,000	0	0	0
	<b>Total CEO</b>	<b>85,000</b>	<b>85,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

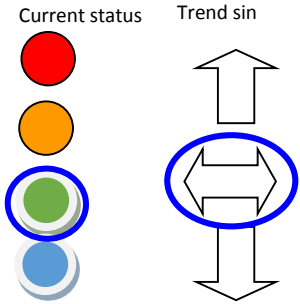
### Budget Mandates

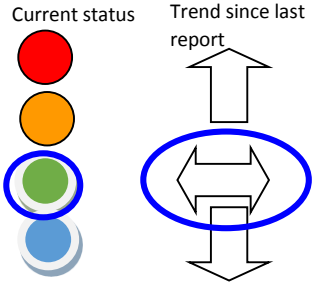
#### Progress and Next Steps at Outturn

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>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>0</p> <p>101,000</p> <p>101,000</p>	<p>0</p> <p>72,000</p> <p>72,000</p>	<p>0</p> <p>29,000</p> <p>29,000</p>	<p>Roger Hoggins/ Richard Cope</p>



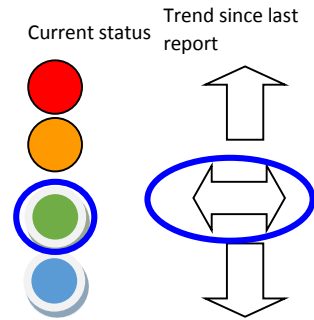


	<p>There is currently no progress on change of policy on statutory distances and pick up points due to members exploring other options.</p> <p><b>Alternative Delivery Plan ( agreed by cabinet 2<sup>nd</sup> Dec) - £30k achievable</b></p> <p><b>A reduction in the fuel budget to reflect reduced diesel prices.</b></p> <p>The savings within the alternative delivery plan have been achieved at outturn.</p>	<p><b>Alternative Delivery Plan revised budget –based on variance reported on mandate at month 6.</b></p>	<p>Total</p>	<p>29,000</p>	<p>29,000</p>	<p>0</p>	
<p><b>Mandate 15 *</b></p> <p><b>Facilities - transfer functions to other providers</b></p> <p>Current status    Trend sin</p> 	<p><b>2014/15 mandate*</b></p> <p><b>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</b></p> <p>Activities during 2015/16 have been challenging. We will not achieve full year savings on this for 2015/16. PC Cleaning - Overspend mainly due to delayed implementation of the mandate saving - transferring public conveniences to town councils".</p>	<p>Mandate B21 has been included in the budget proposals for the financial year 2016/17.</p> <p>Engagement with the community and town councils commenced on October 2015 and further consultation is scheduled.</p> <p>Will remain red with the limited savings until end of the year.</p>	<p>Income</p> <p>Savings</p> <p>Total</p>	<p>100,000</p> <p>0</p> <p>100,000</p>	<p>10,000</p> <p>0</p> <p>10,000</p>	<p><b>90,000</b></p> <p>0</p> <p><b>90,000</b></p>	<p>Roger Hoggins</p>

	<p><b>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)</b></p> <p>The alternative delivery plan was fully delivered at outturn.</p>	<p><b>Alternative Delivery Plan – based on variance reported against original mandate at month 6.</b></p>	Total	90,000	90,000	<b>0</b>	
<p><b>Mandate 25</b></p> <p><b>Fleet Rationalisation</b></p>  <p>Current status: Green circle (circled in blue) Trend since last report: Stable (horizontal double-headed arrow circled in blue)</p>	<p><b>The savings for this mandate were being achieved from the reduction of fleet vehicles across the authority.</b></p> <p>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.</p> <p>There are other operational opportunities currently being considered :-</p> <p>ICT 22 – the connected worker project is currently being trialled.</p> <p>ICT 13– the pool car booking system – this has not progressed due to financial investment requirements.</p>	<p>No next steps for fleet reduction as complete.</p> <p>Continue to review the 2 ICT projects.</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>

**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.

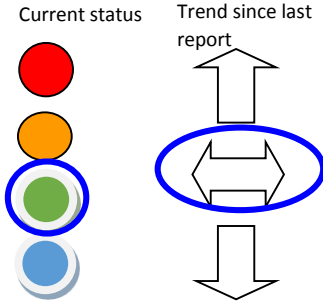
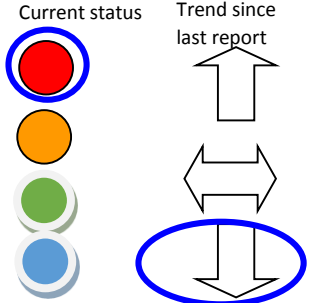
Review the on-going operation and budgets and re-align in line with service needs.

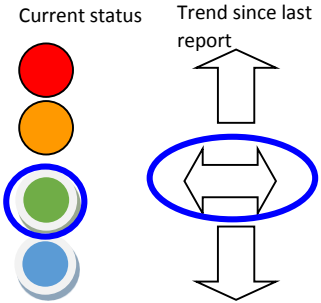
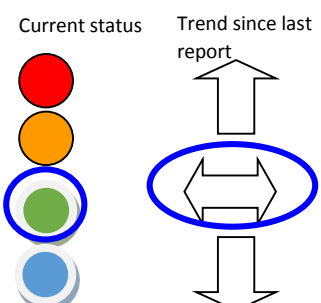
The pressure from this mandate has been mitigated by suppressed fuel process and savings in superannuation (pension) within the department and this is reflected in the month 6 and 9 financial monitoring reports. The route optimisation pressure will not be carried into 2016-17 as the pressure mandate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


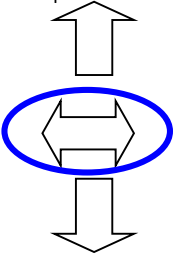
**Alternative Delivery Plan – based on variance reported against original mandate at month 6**

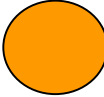
Income	0	0	0
Savings	270,000	184,000	86,000
Total	270,000	184,000	86,000
Total	86,000	86,000	0

Rachel Jowitt

<p><b>Mandate 37a</b></p> <p><b>Waste Services</b></p> <p>Current status    Trend since last report</p> 	<p><b>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.</b></p> <p>Vacancies have been deleted therefore savings have been fully achieved at outturn.</p>	<p>No relevant Next Steps</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><b>0</b></p>	<p>Rachel Jowitt</p>
<p><b>Mandate 37b</b></p> <p><b>Trade Waste</b></p> <p>Current status    Trend since last report</p> 	<p><b>Modernising Trade Waste Services</b>  <b>This has 2 elements:-</b>  <b>The introduction of trade waste recycling and realignment of 2 schedule changes.</b></p> <p>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</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><b>15,000</b></p> <p><b>10,000</b></p> <p><b>25,000</b></p>	<p>Rachel Jowitt</p>

<p><b>Mandate 37c</b></p> <p><b>Grey bag &amp; nappy collection.</b></p> <p>Current status <span style="margin-left: 20px;">Trend since last report</span></p> 	<p><b>This mandate relates to the removal of the free supply of grey refuse bags and the removal of the hygiene/ nappy collection.</b></p> <p>The mandate has been fully delivered at outturn.</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><b>0</b></p>	<p>Rachel Jowitt</p>
<p><b>Mandate 40a</b></p> <p><b>Democracy</b></p> <p>Current status <span style="margin-left: 20px;">Trend since last report</span></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</p> <p>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><b>0</b></p>	<p>Tracy Harry</p>

<p><b>Mandate 41</b></p> <p><b>Highways</b></p> <p>Current status</p>  <p>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 &amp; scaffolding – green.  Operational fuel, stores &amp; procurement savings - Green.  Commercial advertising – Red.due to problems with planning.</p>	<p><b>Savings</b> - on target to be delivered.  <b>Income</b> – The service have encountered planning problems with the installation of signs on the highway, delaying the opportunities to income generate.</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>400,000</p>	<p>50,000</p> <p>0</p> <p>50,000</p>	<p>Roger Hoggins</p>
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Summary – Outturn	Summary – Month 2	Summary – Month 6	Summary – Month 9	Traffic Light Key
				<p> Not on target Concerns identified with delivery of target. Closely review &amp; monitor.</p> <p> Monitoring &amp; required to keep on track</p> <p> On target to achieve budget and action Plans.</p> <p> On target and over achieve.</p>

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

## Capital Outturn Forecast

The budget is separated under the following headings

<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)**