
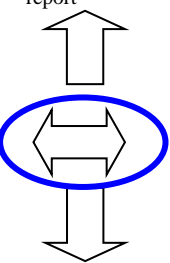

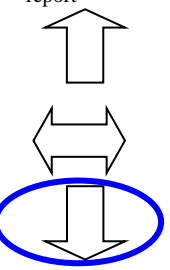
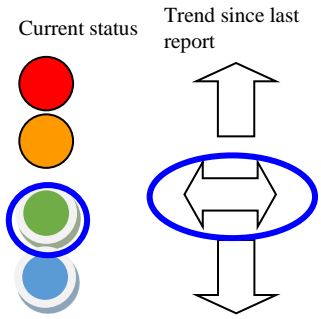
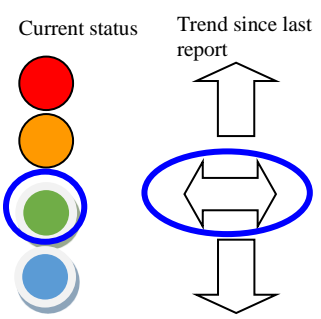


Budget Mandates

Progress and Next Steps at Month 2 (31<sup>st</sup> May 2016)

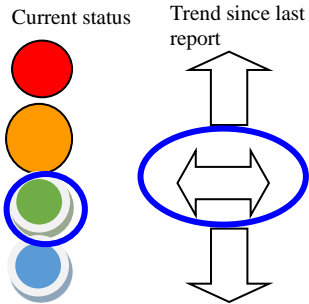
| Mandate RAG  | Progress up to month 2  | Next Steps  | Type                       | Year-end target       | Forecasted to achieve | Variance              | Owner          |
|--|---|---|----------------------------|-----------------------|-----------------------|-----------------------|----------------|
| <b>Mandate Financial Year 13/14</b><br><br><b>Garden Waste</b><br><br>Current status  Trend since last report      | <b>Increase in charges for Garden Waste collection service.</b><br><br>The charge for a garden waste service has increased from the 1 <sup>st</sup> April 2016 to £14 per permit.<br><br>Each permit provides a one bag entitlement to a weekly collection service.<br><br>A proportion of the additional income has already been realised at month 2 with the service predicting full income achievable in the financial year. | No next steps   | Income<br>Savings<br>Total | 40,000<br>0<br>40,000 | 40,000<br>0<br>40,000 | 0<br>0<br>0           | Rachel Jowitt  |
| <b>Mandate A5</b><br><br><b>Sustainable Energy Initiatives</b><br><br>Current status  Trend since last report  | <b>Investing in biomass boilers, solar farms and reduction in Carbon Commitment.</b><br><br>The solar farm grid connection has now been achieved.<br><br>A business case for the solar farm is currently being considered by finance colleagues. Following approval it is anticipated that partial income will be generated in the financial year against the mandate target.   | Establish timeline for approval of business case and Member approval. | Income<br>Savings<br>Total | 0<br>34,000<br>34,000 | 0<br>0<br>0           | 0<br>34,000<br>34,000 | Ben Winstanley |



|  |  |  |   |                                      |                                      |                            |                         |
|--|--|--|---|--------------------------------------|--------------------------------------|----------------------------|-------------------------|
| <p><b>Mandate A20</b></p> <p><b>Gwent Music</b></p> <p>Current status      Trend since last report</p>                                  | <p><b>Gwent Music is a joint service hosted by Newport. The plan is to refocus the service to make them more efficient.</b></p> <p>Following consultation with Schools it was agreed to maintain the Gwent Music subsidy with the funding reduction to come via the Individuals School's Budget (ISB)</p> <p>The £50k was removed from the ISB for delegated funds to schools for the financial year 2016/17.</p> <p>An Access fund continues to operate and administered through the service.</p> | <p>To continue to work with Gwent music to develop the music provision for Monmouthshire schools in light of the current financial climate.</p> <p>Gwent music continues to work closely with MCC to ensure the funding is used to support the need of Monmouthshire's pupils.</p> <p>Gwent music to continue to work on any potential income generation opportunities</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>Nikki Wellington</p> |
| <p><b>Mandate A24</b></p> <p><b>Transition - Bright New Futures (SC&amp;H)</b></p> <p>Current status      Trend since last report</p>  | <p><b>Partnership transition project with Bridges.</b></p> <p>We entered the second year of a three year partnership transitions project with Bridges.</p> <p>The second year of the project we achieved savings in line with the original mandates as well as meeting the project objectives.</p> <p>This financial year we have entered the final year of the partnership agreement, mandate targets are on track to achieve within this financial year.</p>                                     |  | <p>Income</p> <p>Savings</p> <p>Total</p> | <p>0</p> <p>12,000</p> <p>12,000</p> | <p>0</p> <p>12,000</p> <p>12,000</p> | <p>0</p> <p>0</p> <p>0</p> | <p>Julie Boothroyd</p>  |

## Mandate A28

### Community Hubs



**Community Hubs aim to deliver services in a different way, aligning them with the Whole Place philosophy. This will introduce major changes to how the library, one stop shop, Community Education and citizen advice and support services are delivered. We will create a hub in each town where in person services will be delivered. The contact centre will aim to provide a reliable and informed first point of contact for people contacting us other than in person.**

We envisage works to commence on Abergavenny Hub during 2017 following a period of public and Member consultation to agree plans and costs.

#### **Alternative Delivery Plan as at Month 2 (variance on original mandate target)**


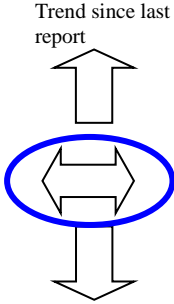

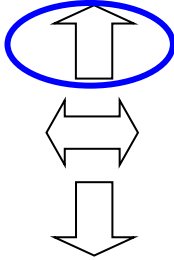
Due to delayed implementation of the community hub in Abergavenny the service has identified a reduction in the services resources budget along with the savings from staffing budgets due to vacancies.

Commence Member and Public consultation to agree plans and costs.

|         |        |   |        |
|---------|--------|---|--------|
| Income  | 0      | 0 | 0      |
| Savings | 50,000 | 0 | 50,000 |
| Total   | 50,000 | 0 | 50,000 |

|         |        |        |   |
|---------|--------|--------|---|
| Income  | 0      | 0      | 0 |
| Savings | 50,000 | 50,000 | 0 |
| Total   | 50,000 | 50,000 | 0 |

Deborah Hill-Howells/  
Rachel Jowitt

|   |  |   |   |  |  |                            |                        |
|---|--|---|---|--|--|----------------------------|------------------------|
| <p><b>Mandate A34</b></p> <p><b>Adult Social Care Transformation</b></p> <p>Current status  Trend since last report </p>      | <p><b>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.</b></p> <p>During the financial year 2014/15 we worked as a collective team with Learning Disabilities as a more strategy area for practice change. As a result of this work we met the full mandate savings target which has been a major challenge but one that we have succeeded.</p>  | <p>Moving into 2016/17 the size of the challenge around the mandate cannot be underestimated. We have the right size and operate practice change to deliver the identified savings as well as pave the way for savings planned for 2017/18. As a collective team we appear to be on line to make these savings but stress it is very early in the financial year.</p> | <p>Income</p> <p>Savings</p> <p>Total</p> | <p>0</p> <p>628,000</p> <p>628,000</p>     | <p>0</p> <p>628,000</p> <p>628,000</p>     | <p>0</p> <p>0</p> <p>0</p> | <p>Julie Boothroyd</p> |
| <p><b>Mandate B1</b></p> <p><b>Leisure Services Income Generation</b></p> <p>Current status  Trend since last report </p> | <p><b>Income generation/cost savings within the service.</b></p> <p>The summer activities have been remodelled to being more commercially focused, 'The Monmouthshire Games'. This new model if proved to be successful will be rolled out across other school holiday periods. The change in delivery method is anticipating to generate an additional £10k across the whole of the financial year</p> <p>We have re-engaged with Technogym to look at innovative ways to retain members through the 'My Wellbeing System'. We have designed monthly member challenges and introduced KPI's to monitor performance, and</p> | <p>To continue to develop the new model and provide activities through all other school holiday periods.</p> <p>Continue to monitor retention rates of members and continue to promote facilities at specific times throughout the year.</p>  | <p>Income</p> <p>Savings</p> <p>Total</p> | <p>55,000</p> <p>65,000</p> <p>120,000</p> | <p>55,000</p> <p>65,000</p> <p>120,000</p> | <p>0</p> <p>0</p> <p>0</p> | <p>Ian Saunders</p>    |

designed 3 specific targeted promotions. Retention and increase in new membership anticipates to generate an additional £10k

The current Learn to swim programme is operating very successfully at 95%. Opportunities have been identified in some of our settings to further increase the % take up in swimming to generate an additional £10k.

Events have already been planned for the financial year that include 'Status Quo' at Caldicot Castle this summer. This act along with other events already being planned will generate £25k additional income.

A restructure is scheduled to take place within the next few months, resulting in a reduced budget requirement amounting to £55k.

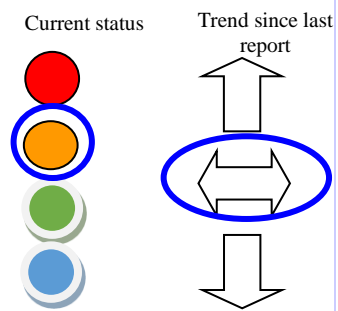
Current external management arrangements for the cleaning contract will be brought back in house resulting in a saving of £10k.

Continue to monitor the membership of the programme.

|  |  |  |  |  |
|--|--|--|--|--|
|  |  |  |  |  |
|--|--|--|--|--|

**Mandate B2**

**Rationalise Business Support**




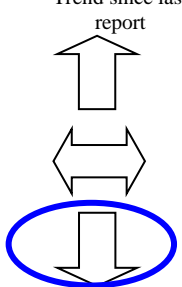
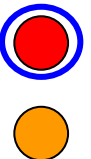

**Review the business support functions across the whole Authority to identify savings.**

To date 56% of the total savings have been achieved. Further exploration continues to identify the current shortfall in mandate target.

**An alternative delivery plan will be put in place at month 6 if further savings have not been identified.**

|         |        |        |        |
|---------|--------|--------|--------|
| Income  | 0      | 0      | 0      |
| Savings | 50,000 | 28,000 | 22,000 |
| Total   | 50,000 | 50,000 | 22,000 |

Tracey Harry

|   |   |   |   |   |                                      |   |  |
|---|---|---|---|---|--------------------------------------|---|--|
| <p><b>Mandate B3</b></p> <p><b>Training Services consolidation</b></p> <p>Current status </p> <p>Trend since last report </p>                 | <p><b>Consolidation of the Authorities existing training functions.</b></p> <p>An initial report for the Authorities training provision has been produced outlining some income generating opportunities along with some budget savings through identified efficiencies.</p> <p>Further work is required across all training leads in the Authority to firm this report up, an update expected to be known at Month 6. Due to the delay in this detailed work the original mandate will not be achieved in the financial year 2016/17.</p> <p><b>Alternative Delivery Plan as at Month 2 (variance on original mandate target) - The service has considered alternative plans to deliver savings identified in the original mandate, however this would require a reduction in staffing levels resulting in non-delivery of demand led training needs of the Authority.</b></p> | <p>Continue to work with training leads to provide greater detail to the initial report, clearly identifying income generation opportunities and efficiencies.</p> <p>The service to continue to review other opportunities to contribute to original mandate savings identified.</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>10,000</p> <p>10,000</p> | <p>0</p> <p>40,000</p> <p>40,000</p>        | <p>Peter Davies</p>                          |
| <p><b>Mandate B5</b></p> <p><b>Community Asset Transfer/ Income generation</b></p> <p>Current status </p> <p>Trend since last report </p> | <p><b>Community Asset Transfer of two properties (£60k)</b></p> <p>MCC are still in discussion with Chepstow Town Council over the future usage of the Drill Hall building.</p> <p>The Estates department are currently requesting expression of interests from the Community groups for transfer of the Melville Theatre.</p>  | <p>Continue discussions</p>   | <p>Income</p> <p>Savings</p> <p>Total</p> | <p>100,000</p> <p>60,000</p> <p>160,000</p> | <p>0</p> <p>45,000</p> <p>0</p>      | <p>100,000</p> <p>15,000</p> <p>115,000</p> | <p>Peter Davies</p> <p>Deb Hill-Howells/</p> |





The savings identified in this mandate will be partially achieved in this financial year - £45k

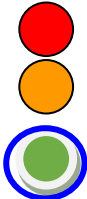
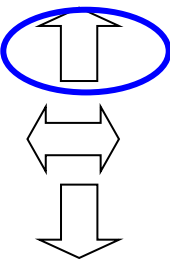

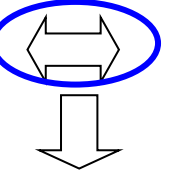
**Optimise Council Assets to Income Generate (£100k)**

The savings to be achieved from Mandate B5 had been increased by £100k as a result of opportunities that the Authority wished to explore around working with commercial partners to exploit income generation opportunities around the use of its assets. As a result of initial exploration it is now unlikely that savings will be generated in 2016/17 from opportunities originally identified although these are still being pursued. However, as a result of the emergent Future Monmouthshire programme a specific work stream is being developed that will focus on identifying opportunities to optimise and commercially exploit assets. As this work stream develops there will be an early focus on opportunities that might offer the ability to generating savings in the short-term. A further update will be provided at month 6 where it is hoped that a more optimistic view can be offered on part or all of the savings being achieved.”

**Alternative Delivery Plan as at Month 2 (variance on original mandate target) –**

There is no alternative savings plan being offered forward at this stage as this will be explored as part of the FM strand referred to above.

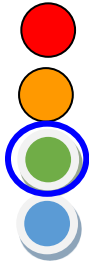


|  |  |   |  |        |        |        |        |         |   |   |   |       |        |        |        |  |  |  |                       |
|--|--|---|--|--------|--------|--------|--------|---------|---|---|---|-------|--------|--------|--------|--|--|--|-----------------------|
| <p><b>Mandate B7</b></p> <p><b>Legal Services</b></p> <p>Current status<br/> </p> <p>Trend since last report<br/> </p>               | <p><b>Income generation by providing Legal services to external organisations.</b></p> <p>Negotiations with Melin Homes were delayed to an unsuccessful recruitment process following retirement of the team member that had responsibility for planning agreements.</p> <p>The service has seen an increase in demand from within the Authority, and current proposals are to realign the vacant post to cover this demand, resulting in little scope to income generate from external bodies.</p> <p><b>Alternative Delivery Plan as at Month 2 (variance on original mandate target)</b><br/> The service has received a one off grant from WG in respect of local land charges litigation. This grant will allow for the Income generation figures included in the original mandate to be covered for this financial year, however a pressure will exist for future financial years.</p> |   | <table border="1"> <tr><td>Income</td><td>25,000</td><td>0</td><td>25,000</td></tr> <tr><td>Savings</td><td>0</td><td>0</td><td>0</td></tr> <tr><td>Total</td><td>25,000</td><td>0</td><td>25,000</td></tr> </table> | Income | 25,000 | 0      | 25,000 | Savings | 0 | 0 | 0 | Total | 25,000 | 0      | 25,000 |  |  |  | <p>Robert Tranter</p> |
| Income   | 25,000   | 0                                       | 25,000   |        |        |        |        |         |   |   |   |       |        |        |        |  |  |  |                       |
| Savings  | 0  | 0                                       | 0  |        |        |        |        |         |   |   |   |       |        |        |        |  |  |  |                       |
| Total  | 25,000   | 0                                       | 25,000   |        |        |        |        |         |   |   |   |       |        |        |        |  |  |  |                       |
| <p><b>Mandate B8</b></p> <p><b>Promoting Business Waste</b></p> <p>Current status<br/> </p> <p>Trend since last report<br/> </p> | <p><b>Introduction of a new policy to charge for trade waste, and better control over the use of household waste recycling centres.</b></p> <p>A policy was approved through Individual Member Decision on the 11<sup>th</sup> November 2015 for the prohibition of commercial vehicles at the Household Waste Recycling Centres.</p> <p>The policy was introduced in April 2016. Tonnages (which equal cost) appeared to have reduced and therefore there is confidence that the savings will be made.</p>  | <p>Continue to monitor trade waste.</p> | <table border="1"> <tr><td>Income</td><td>80,000</td><td>80,000</td><td>0</td></tr> <tr><td>Savings</td><td>0</td><td>0</td><td>0</td></tr> <tr><td>Total</td><td>80,000</td><td>80,000</td><td>0</td></tr> </table> | Income | 80,000 | 80,000 | 0      | Savings | 0 | 0 | 0 | Total | 80,000 | 80,000 | 0      |  |  |  | <p>Rachel Jowitt</p>  |
| Income   | 80,000   | 80,000                                  | 0  |        |        |        |        |         |   |   |   |       |        |        |        |  |  |  |                       |
| Savings  | 0  | 0                                       | 0  |        |        |        |        |         |   |   |   |       |        |        |        |  |  |  |                       |
| Total  | 80,000   | 80,000                                  | 0  |        |        |        |        |         |   |   |   |       |        |        |        |  |  |  |                       |

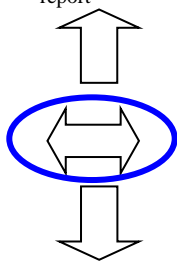
**Mandate B9**

**Planning Services-  
Income Generation**

Current status



Trend since last report



**Reduce the net cost of planning services with the increase of income from planning applications received.**

Planning application fee income for the first 2 months of the year is down on the same period last year, some of which can be explained by the higher than normal number of major applications attracting large fees received in April 2015.

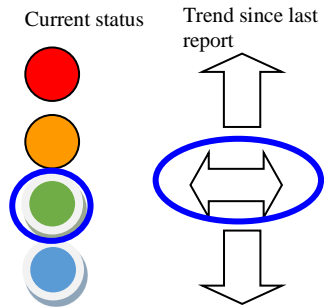
Income within the service can fluctuate significantly from month to month due to the high fees a small number of large applications can make.

Legislative changes from August 2016 may increase application number before implementation, further update on applications will be available at month 6 reporting.

|         |        |        |          |           |
|---------|--------|--------|----------|-----------|
| Income  | 40,000 | 40,000 | 0        | Mark Hand |
| Savings | 0      | 0      | 0        |           |
| Total   | 40,000 | 40,000 | <b>0</b> |           |

**Mandate B10**

**Extension shared lodgings housing scheme**



**Increase the Shared Housing Scheme within Monmouthshire. (£40k)**

The service is experiencing the on-going challenge of acquiring private accommodation to discharge duty. The service continues to market the scheme and is further developing the web site to attract new landlords.

The service has secured leased properties.

**Reduction in B&B costs. (£10k)**

B&B placement and in average stay time reductions has resulted in a reduction in costs, however with the on-going challenge on securing private landlords for the Shared Housing Scheme this could result in B&B placements increasing in the future.

A priority for this financial year will be to evaluate the impact and benefit of the Joint Housing approach, engage with private landlords to facilitate discharging the homeless prevention duty and develop a private leasing model.

Continue to monitor the emerging risk of the consideration by Central Government to review the housing benefit regulations which could potentially reduce the housing benefit management charge resulting in a reduction in income to the service in future years.

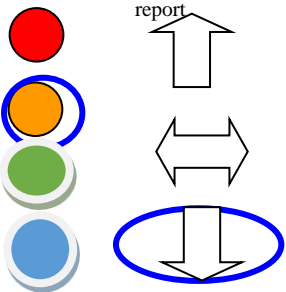
|         |        |        |   |
|---------|--------|--------|---|
| Income  | 40,000 | 40,000 | 0 |
| Savings | 10,000 | 10,000 | 0 |
| Total   | 50,000 | 50,000 | 0 |

Ian Bakewell

**Mandate B11**

**Leadership Team Structure Review**

Current status Trend since last report



**Re-alignment of Senior Key Posts and Roles.**

Cabinet gave approval to the Chief Executive on the 4<sup>th</sup> May 2016 to proceed with the Leadership Review.

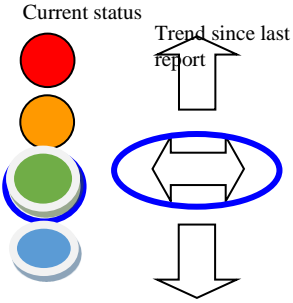
The report outlined a reduction of 8 management positions at Head of Service level, with the addition of 3 new posts.

Interviews took place on the 28<sup>th</sup> May 2016.

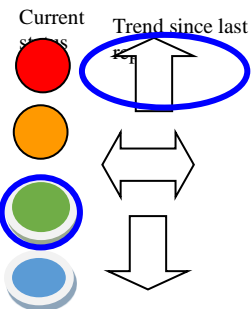
Council on the 8<sup>th</sup> June approved the post of Chief Officer Resources.

|         |         |         |        |
|---------|---------|---------|--------|
| Income  | 0       | 0       | 0      |
| Savings | 315,000 | 272,300 | 42,700 |
| Total   | 315,000 | 272,300 | 42,700 |

Paul Matthews

|  |  |  |   |                                      |                                      |   |
|--|--|--|---|--------------------------------------|--------------------------------------|---|
|  | <p>This restructure amounts to a reduction in budget amounting to £272.3k</p> <p><b>Alternative Delivery Plan as at Month 2 (variance on original mandate target) – An alternative delivery plan is not available as at Month 2.</b></p>   |  |   |                                      |                                      |   |
| <p><b>Mandate B12</b></p> <p><b>Second Phase Review of subsidies to 3<sup>rd</sup> Sector</b></p> <p>Current status</p>  | <p><b>Consolidation and reduction of grants to 3<sup>rd</sup> sector providers.</b></p> <p>Following discussions with 3<sup>rd</sup> Sector bodies, revenue contributions were reduced in line with the mandate proposals.</p> <p>Funding has been secured for the Healthy Homes Scheme from another service for a 12 month period which commenced in April 2016, following this timescale the service will cease unless an alternative funding stream is secured.</p> |  | <p>Income</p> <p>Savings</p> <p>Total</p> | <p>0</p> <p>75,000</p> <p>75,000</p> | <p>0</p> <p>75,000</p> <p>75,000</p> | <p>0</p> <p>0</p> <p>0</p> <p>Will McLean</p> |
| <p><b>Mandate B13</b></p>  |  |  | <p>Income</p>                             | <p>150,000</p>                       | <p>130,000</p>                       | <p>20,000</p>                                 |

**Highways  
Infrastructure  
Income Generation**



**Income generation from highway advertisements across Monmouthshire (£50k)**

Due to planning problems that have been encountered by the service with the installation of the signs, an anticipated delay in income is currently being reported amounting to £20k as at Month 2. Highway and planning colleagues are working on acceptable locations.

**Increase in additional car parking spacing (£100k)**

Review of off street public parking took place in 2014 and following extensive consultation a report was taken to Cabinet in September 2014, with a decision to propose a new car park order.

The Car Park Order has been circulated for consultation.

The service is currently reporting that the additional income identified from increased car park spaces in the mandate is on track for delivery but is subject to the outcome of the Car Park Order and Cabinet approval.

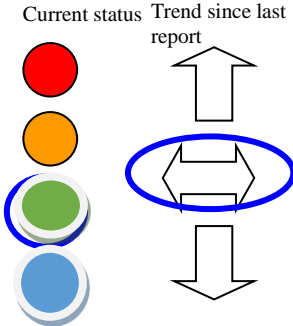
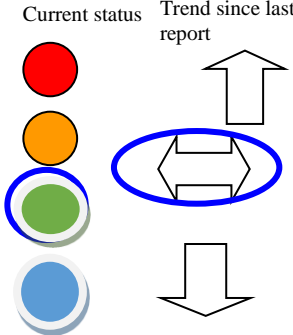
**Alternative Delivery Plan as at month 2 (variance on original mandate target) – The service is looking to wider advertising opportunities to vehicles, bus shelters to offset the anticipated shortfall on original mandate targets.**

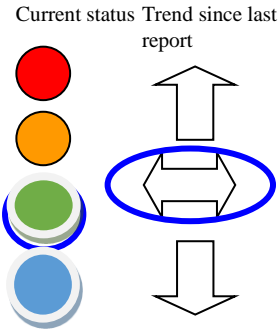
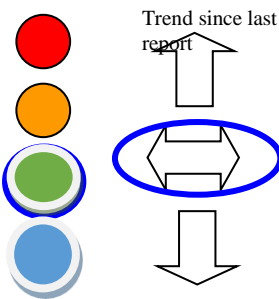
The report along with recommendations is scheduled for Cabinet in July 2016.

**Alternative Delivery Plan due to forecasted shortfall on budget target as at Month 2**

|         |         |         |        |   |
|---------|---------|---------|--------|---|
| Savings | 0       | 0       | 0      | Roger Hoggins   |
| Total   | 150,000 | 130,000 | 20,000 |   |
| Income  | 20,000  | 20,000  | 0      | <b>Alternative Delivery Plan due to forecasted shortfall on budget target as at Month 2</b> |
| Savings | 0       | 0       | 0      |   |
| Total   | 20,000  | 20,000  | 0      |   |
| Income  | 0       | 0       | 0      |   |

**Mandate B14**

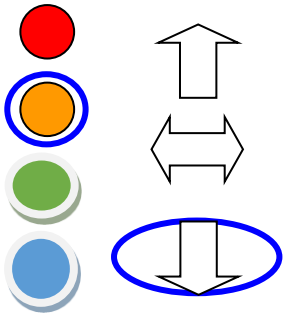
|   |  |  |   |  |  |                            |                      |
|---|--|--|---|--|--|----------------------------|----------------------|
| <p><b>Grounds – Funding Review</b></p> <p>Current status <span style="margin-left: 20px;">Trend since last report</span></p>                         | <p><b>Highways verge maintenance – reduce the number of cuts in the contract in line with the pollinator policy.</b></p> <p>In line with the pollinator policy the Authority has reduced highway verge mowing to one cut.</p> <p><b>Expansion of the partnership arrangements with Green Fingers, Abergavenny.</b></p> <p>MCC have been working in partnership with Green Fingers on the Lina Vista Site, Abergavenny. This partnership has been expanded and the group are now undertaking the routine maintenance of the site with support from MCC.</p> | <p>The Authority will continue to monitor highway verges to ensure safety remains a priority and where required take appropriate action.</p> | <p>Savings</p> <p>Total</p>               | <p>75,000</p> <p>75,000</p>            | <p>75,000</p> <p>75,000</p>            | <p>0</p> <p>0</p>          | <p>Rachel Jowitt</p> |
| <p><b>Mandate B15</b></p> <p><b>Highways Maintenance</b></p> <p>Current status <span style="margin-left: 20px;">Trend since last report</span></p>  | <p><b>Reducing the budgets within the highways section.</b></p> <p>Two posts have been transferred to SWTRA and an additional post deleted from the highways service.</p> <p>In addition a reduction in budgets for materials and vehicles has taken place.</p> <p>The mandate is on target to be delivered within the financial year</p>  | <p>No next steps necessary</p>   | <p>Income</p> <p>Savings</p> <p>Total</p> | <p>0</p> <p>200,000</p> <p>200,000</p> | <p>0</p> <p>200,000</p> <p>200,000</p> | <p>0</p> <p>0</p> <p>0</p> | <p>Roger Hoggins</p> |
| <p><b>Mandate B16</b></p>   |  |  |   |  |  |                            |                      |

|  |  |  |   |  |  |                            |                     |
|--|--|--|---|--|--|----------------------------|---------------------|
| <p><b>Flexible Employment Options</b></p> <p>Current status Trend since last report</p>                                     | <p><b>Market to all staff the Authority's flexible benefits and employment packages.</b></p> <p>The Authority has introduced an additional annual purchase scheme to the other flexible employment benefits already on offer.</p> <p>The new scheme was launched on the 31<sup>st</sup> May allowing employees the opportunity to buy an additional 10 days leave per year.</p> <p>The service is confident in achieving the savings identified in this mandate based on information received from other Authorities operating similar schemes.</p>  | <p>Monitor the number of additional leave purchased in line with the financial reporting timeline.</p> <p>Continue to market all of the flexible employment benefits available to employees.</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>Peter Davies</p> |
| <p><b>Mandate B17</b></p> <p><b>Business rates evaluation - Appeals</b></p> <p>Current status Trend since last report</p>  | <p><b>Rate refunds following appeals</b></p> <p>The valuation office are continuing to focus on business rates so little progress has been made on any appeals to date. A monitoring meeting is scheduled with Cook and Arkwright on the 22<sup>nd</sup> September by which time progress is expected on appeals work with further information being available for month 9 reporting.</p> <p>Despite the current delay, Cooke and Arkwright are still very confident that these appeals will be successful and the £140k identified income will be achieved towards the end of the financial year.</p> | <p>Continued monitoring of position and planned update meetings with Cooke and Arkwright.</p>  | <p>Income</p> <p>Savings</p> <p>Total</p> | <p>140,000</p> <p>0</p> <p>140,000</p> | <p>140,000</p> <p>0</p> <p>140,000</p> | <p>0</p> <p>0</p> <p>0</p> | <p>Ruth Donovan</p> |
| <p><b>Mandate B18</b></p>  |  |  |   |  |  |                            |                     |



## Strategic Property Review

Current status



### Residential Agency Service (£10k)

The original mandate identified the creation of an Arm's Length Company to provide a residential agency service. Following Legal advice it is highly unlikely that this is now a sound proposition, however discussions are on-going.

### Termination of lease (£10k)

Termination of leases to generate efficiencies is on track to achieve the savings identified in the mandate for the financial year 2016/17.

### Depot Rationalisation Programme (£20k)

Discussions have commenced around depot rationalisation. The project will require detailed service modelling, along with staff and public consultation. The timeline for this work will span over several financial years. The reduction in costs included in this mandate will not be achieved within this financial year.

### Letting Income from renting additional properties (£20k)

Proposed income being delivered from additional property rental in on target to deliver within the financial year.

**Alternative Delivery Plan as at Month 2 (variance on original mandate target) – Due to other pressure within the service an alternative delivery plan has not been possible.**

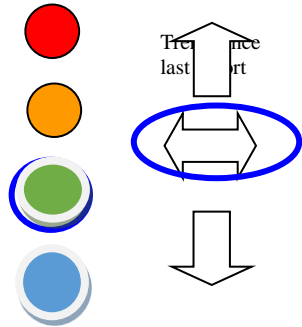
|         |        |        |        |                                     |
|---------|--------|--------|--------|-------------------------------------|
| Income  | 30,000 | 20,000 | 10,000 | Deb Hill-Howells/<br>Ben Winstanley |
| Savings | 30,000 | 10,000 | 20,000 |                                     |
| Total   | 60,000 | 30,000 | 30,000 |                                     |

## Mandate B19

|        |        |        |   |
|--------|--------|--------|---|
| Income | 15,000 | 15,000 | 0 |
|--------|--------|--------|---|

**Property Services and Facilities Management review**

Current status



**Reduction in corporate building maintenance budgets.**

The budgets have been reduced within the financial year. ***The shortfall in the purchase card rebate savings of £7.5k will be covered by increasing the reduction in the corporate building maintenance budget.***

**Purchase rebates from the use of procurement cards. (£15k)**

The implementation of the procurement card is anticipated by the 1<sup>st</sup> July, ***It is anticipated that this will reduce the savings to £7.5k for the financial year.***

**Facility Management restructure (£35k)**

Two vacant posts have been removed from the staffing establishment that has contributed to the savings identified along with additional income generation through the provision of services to Gwent Police via the Shared facility management arrangement.

**Transport cost reductions (£10k)**

The fleet size for the catering/cleaning service has reduced, along with changing to more fuel efficient vehicles, resulting in targeted savings on track for delivery.

**Reduction in supplies and services (£20k)**

The service has reduced the supplies and services budgets

Continue to monitor corporate buildings maintenance requirements to ensure they remain fit for purpose for the organisation.

Continue to monitor progress of implementation. If a delay in proposed implementation date, Service Manager to identify an alternative delivery plan at Month 6.

Continue to review fleet to identify any further efficiencies.

|         |         |         |   |             |
|---------|---------|---------|---|-------------|
| Savings | 85,000  | 85,000  | 0 | Rob O'Dwyer |
| Total   | 100,000 | 100,000 | 0 |             |

**Mandate B20**

**Phase 3 of Additional Learning Needs review**

Current status



Trend since last report



**Deri View SNRB (£50k)**

Cabinet considered a report on the 13<sup>th</sup> April 2016 regarding the SNRB at Deri View with a decision to consider the place of the SNRB within a much wider review that is currently underway, including the provision for Additional Learning Needs and Inclusion Services across the Authority and South East Wales region. There has been a significant reduction in the pupils being educated in the SNRB resulting in a reduction in the staffing requirements and savings achievable for the financial year amounting to £50k

**Placement costs for External pupils attending Mounton House (£250k).**

Placement costs were increased from January 2016. Current projected numbers from external placements for this term and the Autumn term will result in income target being achieved within the financial year.

**Implementation of new funding formula from April 2016. (£250k).**

Statutory process to introduce the change in the funding formula for delegation rates to Mounton House School has been completed and came into effect from April 2016, resulting in savings identified in the mandate being achieved within the financial year.

Continue the wider review to include Additional Learning Needs and Inclusion Services across the Authority and the South East Wales region as agreed by Cabinet on the 13<sup>th</sup> April 2016.

Continue to monitor external pupil placements numbers.

|         |         |         |   |
|---------|---------|---------|---|
| Income  | 250,000 | 250,000 | 0 |
| Savings | 300,000 | 300,000 | 0 |
| Total   | 550,000 | 550,000 | 0 |

Sharon Randall-Smith

**Mandate B21**

**Town and Community Councils**

Current status      Trend since last report

**Community Hubs (£90k)**

A reduction in resources budgets, and savings from staff vacancies will result in £70k of the identified target being achievable in the financial year.

**Public Conveniences (£110k)**

Contribution from Town Councils amounting to £80k, and a reduction in maintenance and utilities of £10k. £90k of the identified target is achievable within the financial year.

**Tourism (£25k)**

A contribution of £5k to date has been secured from the Town Council for Chepstow TIC.

**Museums (£20k)**

No contribution from the Town Councils for Museum Services have been secured to date. But the service will be revised accordingly to mitigate the savings pressure in full.

**Waste (£83.5k)**

Contributions received from the Town Councils.

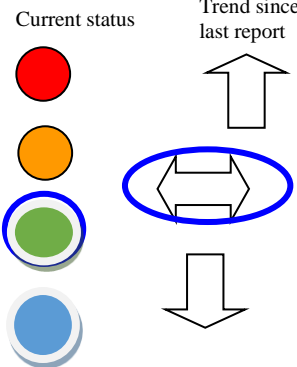
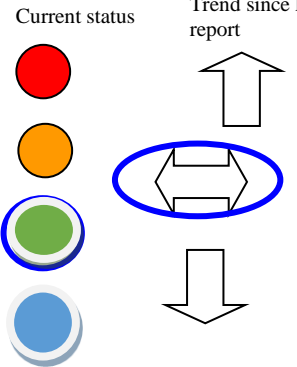
**Grounds (£71.5k)**

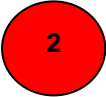
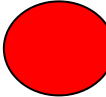
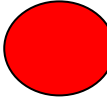
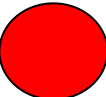
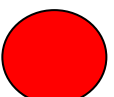




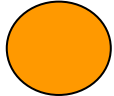










Staff vacancies within the service will achieve the identified target within the financial year.

**Alternative Delivery Plan as at Month 2 (variance on original mandate target) – An alternative delivery plan is not available as at Month 2.**

|         |         |         |        |
|---------|---------|---------|--------|
| Income  | 0       | 0       | 0      |
| Savings | 400,000 | 320,000 | 80,000 |
| Total   | 400,000 | 320,000 | 80,000 |

Roger Hoggins

|  |  |  |   |  |  |                            |                      |
|--|--|--|---|--|--|----------------------------|----------------------|
| <p><b>Mandate B22</b></p> <p><b>Collaboration and realigning structures in operations</b></p> <p>Current status <span style="margin-left: 100px;">Trend since last report</span></p>  | <p><b>A joint working/collaboration between Newport City Council and Monmouthshire County Council for the provision of passenger transport.</b></p> <p>Newport and MCC continue to collaborate Management arrangements to deliver passenger transport. Interim arrangements have been extended until the 31<sup>st</sup> October 2016, with a view to taking forward collaboration during this period.</p> |  | <p>Income</p> <p>Savings</p> <p>Total</p> | <p>0</p> <p>100,000</p> <p>100,000</p> | <p>0</p> <p>100,000</p> <p>100,000</p> | <p>0</p> <p>0</p> <p>0</p> | <p>Roger Hoggins</p> |
| <p><b>Mandate B23</b></p> <p><b>Discretionary Fees and Income</b></p> <p>Current status <span style="margin-left: 100px;">Trend since last report</span></p>                         | <p><b>Increase discretionary fees and charges, calculated at 10% through cost reduction the service area or increased income.</b></p> <p>Early indications from the services are that discretionary fee targets are on track for delivery, however they are subject to external factors that will continue to be monitored by service areas.</p>   |  | <p>Income</p> <p>Savings</p> <p>Total</p> | <p>25,200</p> <p>0</p> <p>25,200</p>   | <p>25,200</p> <p>0</p> <p>25,200</p>   | <p>0</p> <p>0</p> <p>0</p> | <p>Joy Robson</p>    |

| Status Summary<br>Month 2   | Status Summary<br>Month 6   | Status Summary<br>Month 9  | Status Summary<br>Outturn   | Key   |
|---|---|--|---|---|
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

Not on target. Concerns identified with delivery of mandate.

Monitoring required. Current status indicates partial delivery on mandate targets for the financial year.

On target to deliver all savings within the financial year.

Over achieving on original targets identified.

## Mandate Reference Key

A – Mandates that originated in the financial year 2015/16 or earlier but also impact in the current financial year, 2016/17.

B – New mandates for the financial year 2016/17

| Mandate Number | Mandate Summary  | RAG Month 2 | RAG Month 6 | RAG Month 9 | RAG Outturn |
|----------------|--|-------------|-------------|-------------|-------------|
| 13/14          | Waste  |             |             |             |             |
| A5             | Sustainable Energy Initiatives                             |             |             |             |             |
| A14            | Home to School Transport                                   |             |             |             |             |
| A20            | Gwent Music  |             |             |             |             |
| A24            | Transition - Bright New Futures                            |             |             |             |             |
| A28            | Community Hubs/Contact Centre                              |             |             |             |             |
| A34            | Adult Social Care Transformation                           |             |             |             |             |
| B1             | Income generation – Leisure                                |             |             |             |             |
| B2             | Rationalise business support                               |             |             |             |             |
| B3             | Training Services Consolidation                            |             |             |             |             |
| B5             | Community Asset Transfer/Income Generation                 |             |             |             |             |
| B7             | Legal Services   |             |             |             |             |
| B8             | Promoting Business Waste                                   |             |             |             |             |
| B9             | Planning Services – Income Generation                      |             |             |             |             |
| B10            | Extension shared lodgings housing scheme                   |             |             |             |             |
| B11            | Leadership Team Structure Review                           |             |             |             |             |
| B12            | Second Phase Review of subsidies to 3 <sup>rd</sup> Sector |             |             |             |             |
| B13            | Highways Infrastructure Income Generation                  |             |             |             |             |
| B14            | Grounds – Funding Review                                   |             |             |             |             |
| B15            | Highways Maintenance                                       |             |             |             |             |
| B16            | Flexible employment options                                |             |             |             |             |
| B17            | Business rates Evaluation - Appeals                        |             |             |             |             |
| B18            | Strategic Property Review                                  |             |             |             |             |
| B19            | Property Services and Facilities Management Review         |             |             |             |             |
| B20            | Phase 3 of Additional Learning Needs review                |             |             |             |             |
| B21            | Town and Community Councils                                |             |             |             |             |
| B22            | Collaboration and realigning structure sin operations      |             |             |             |             |
| B23            | Discretionary Fees and Income                              |             |             |             |             |

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