



Borough of Tamworth

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CORPORATE SCRUTINY COMMITTEE

28 January 2020

Dear Councillor

A Meeting of the Corporate Scrutiny Committee will be held in **Committee Room 1, Marmion House, Lichfield Street, Tamworth, B79 7BZ on Wednesday, 5th February, 2020 at 6.00 pm.** Members of the Committee are requested to attend.

Yours faithfully

A handwritten signature in black ink, consisting of a stylized 'A' followed by a long horizontal line that tapers to a point on the right.

Chief Executive

A G E N D A

NON CONFIDENTIAL

- 1 Apologies for Absence**
- 2 Declarations of Interest**

To receive any declarations of Members' interests (personal and/or personal and prejudicial) in any matters which are to be considered at this meeting.

When Members are declaring a personal interest or personal and prejudicial interest in respect of which they have dispensation, they should specify the nature of such interest. Members should leave the room if they have a personal and prejudicial interest in respect of which they do not have a dispensation.

3 Chair's Update

4 Responses to Reports of the Corporate Scrutiny Committee

To receive an update on responses received to reports of the Corporate Scrutiny Committee.

5 Consideration of Matters referred to the Corporate Scrutiny Committee from Cabinet / Council

Discussion item.

6 Working Group Updates

To receive any working group updates.

7 2019/20 Forward Plan

Discussion item – link to the Forward Plan

<http://democracy.tamworth.gov.uk/mgListPlans.aspx?RPId=120&RD=0>

8 Quarterly Performance Report Review 2019/20 (Pages 5 - 10)

Report of the Chair of the Committee

9 Quarter Three 2019/20 Performance Report (Pages 11 - 56)

Report of the Leader of the Council

10 Corporate Scrutiny Committee Work Plan (Pages 57 - 58)

To consider the Committee's Work Plan.

11 Review of Senior Management Restructuring (Pages 59 - 60)

Report of the Chief Executive.

Access arrangements

If you have any particular access requirements when attending the meeting, please contact Democratic Services on 01827 709267 or e-mail democratic-services@tamworth.gov.uk. We can then endeavour to ensure that any particular requirements you may have are catered for.

Filming of Meetings

The public part of this meeting may be filmed and broadcast. Please refer to the Council's Protocol on Filming, Videoing, Photography and Audio Recording at Council meetings which can be found [here](#) for further information.

The Protocol requires that no members of the public are to be deliberately filmed. Where possible, an area in the meeting room will be set aside for videoing, this is normally from the front of the public gallery. This aims to allow filming to be carried out whilst minimising the risk of the public being accidentally filmed.

If a member of the public is particularly concerned about accidental filming, please consider the location of any cameras when selecting a seat.

FAQs

For further information about the Council's Committee arrangements please see the FAQ page [here](#)

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To Councillors: T Jay, B Price, R Bilcliff, R Claymore, R Ford, S Goodall, Dr S Peaple,
P Standen and M Summers

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5 FEBRUARY 2020

REPORT OF THE CHAIR

QUARTERLY PERFORMANCE REPORT REVIEW 2019/20

EXEMPT INFORMATION

None

PURPOSE

The report aims to provide Corporate Scrutiny Committee with an update and proposed improvements to the quarterly performance update and financial healthcheck report.

RECOMMENDATIONS

It is recommended that:

- **Corporate Scrutiny Committee endorse proposed improvements;**
- **The Chair of the Committee request that Cabinet approve the changes for implementation in Quarterly Performance reporting from Quarter 4, 2019/20.**

EXECUTIVE SUMMARY

At the Corporate Scrutiny Committee meeting held on 12th June 2019, it was approved that a working group be established to review the content and format of the Quarterly Performance report (minute 10 refers).

At the Corporate Scrutiny Committee meeting held on 10th July 2019, the Chair reported that the working group looking at the QPR Report had met and considered the potential content for an executive summary to the QPR Reports for the Committee, which it was recommended should include data from the previous 8 quarters such that trends could be identified. It was noted that the executive summary was intended to be in addition to the detailed report provided.

It was reported that further work and engagement with Officers would be undertaken by the working group before a formal report was brought back to this Committee (minute 16 refers).

Following a meeting on 16th July 2019 with the Chair, Officers have prepared a draft executive summary dashboard for review / confirmation. An update was provided by the Chair at the meeting held on 14th November 2019 and it was agreed that the QPR Executive Summary working group outputs would be reported back to the Committee in February 2020 and then the Committee would consider whether to make any recommendations to Cabinet (minute 50 refers).

The proposed executive summary dashboard is attached at **Appendix 1** – for Members' review and confirmation. Should this be considered acceptable, the Chair of the Committee will request that Cabinet consider the changes for implementation in Quarterly Performance reporting from Quarter 4, 2019/20.

OPTIONS CONSIDERED

Not applicable.

RESOURCE IMPLICATIONS

Not applicable.

LEGAL/RISK IMPLICATIONS BACKGROUND

There are none.

EQUALITIES IMPLICATIONS

There are none.

SUSTAINABILITY IMPLICATIONS

There are none.

REPORT AUTHOR

Stefan Garner / John Day

Corporate Scrutiny - General Fund Summary - Actual Spend (v2)

Chief Executive



ED Organisation



ED Finance



Commentary

Include commentary text here

Commentary

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Commentary

Include commentary text here

AD Operations & Leisure



AD People



AD Finance



Commentary

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AD Growth & Regenerat...



Commentary

Include commentary text here

AD Assets



Commentary

Include commentary text here

AD Neighbourhoods



Commentary

Include commentary text here

AD Partnerships



Commentary

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*Quarterly Value is the year to date position
Quarterly Target is the year to date budget*

Corporate Scrutiny Committee - Universal Credit Summary

Universal Credit claimants in Tamworth



Council Tenants on Universal Credit



Commentary

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Commentary

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Corporate Scrutiny Executive Summary Report - Projects Summary (v2)



Generated on: 20 January 2020

Corporate Project	Due Date	RAG Status	Commentary
Review of Corporate Capital Strategy		✓	*****Commentary included here if required*****
Priority Review – Cleaners		✓	
Priority Review – Leisure Services		✓	
Priority Review – CCTV		✓	
Risk Management Strategy		✓	
Implement Customer Portal		✓	
ICT Strategy		✓	
Organisational Development Strategy		✓	
Repairs & Investment Contract		✓	
Completion of new council housing at Tinkers Green and Kerria		✓	
Welfare Reform		✓	
Housing Strategy		✓	
Allocations Policy		✓	
Leisure Strategy		✓	
Opening of the refurbished Assembly Rooms		✓	
Town Centre Programme		✓	

Key to Symbols

RAG Status	Overall Project Status
	Project on track and in control
	Project not on track but in control
	Project not on track

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WEDNESDAY, 5 FEBRUARY 2020

REPORT OF THE LEADER OF THE COUNCIL

QUARTER THREE 2019/20 PERFORMANCE REPORT

EXEMPT INFORMATION

None

PURPOSE

The report aims to provide Corporate Scrutiny Committee with a performance update and financial healthcheck

RECOMMENDATIONS

It is recommended that:

Corporate Scrutiny Committee endorses the contents of this report.

EXECUTIVE SUMMARY

This report is divided into the following sections:

1. Overview of corporate plan actions and corporate risks,
2. Impact of welfare benefit reform,
3. Medium term financial strategy,
4. Financial Healthcheck.

OPTIONS CONSIDERED

Not applicable

RESOURCE IMPLICATIONS

Not applicable

LEGAL/RISK IMPLICATIONS BACKGROUND

There are none

EQUALITIES IMPLICATIONS

There are none

SUSTAINABILITY IMPLICATIONS

There are none

REPORT AUTHOR

John Day

APPENDICES

Quarter three 2019/20 Performance Report

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Quarter Three 2019/20 Performance Report

This report is divided into the following sections:

1. Overview of corporate plan actions and corporate risks,
2. Impact of welfare benefit reform,
3. Medium term financial strategy,
4. Financial healthcheck

List of appendices

Appendix 1 2019 to 2022 Corporate Plan actions update,

Appendix 2 Corporate Risks,

Appendix A General Fund & Housing Revenue Account main variances,

Appendix B Capital programme monitoring,

Appendix C Treasury management update.

1. Overview of corporate plan actions and corporate risks

The Executive Leadership Team identified projects from the Corporate Plan, the monitoring of which would form the basis for this section of the quarterly performance report.

Project highlight reports for each of these are included at **Appendix 1**

Details on the Corporate Risk Register are included at **Appendix 2**

2. Impact of Welfare Benefit Reform on Council services

Quarterly updates are presented to monitor the impact of welfare benefit reform changes on Council services including customer demand via monitoring of calls/contacts together with the financial impact of collection and demand for benefits and effect on income streams such as rent, council tax and business rates.

Benefits

A reduction in the number of DHP claims is reported - DHP claims approved total £89k (£14k lower than at December 2018 - £103k) with 181 successful claims from 287 applications (compared to 240 successful claims from 373 applications at December 2018). There is a 2.5 week backlog (2 weeks as at December 2018) of claims still to be processed which may increase this figure.

Live caseload figures are 194 lower than 2018/19 – currently 5,357 (5,551 at December 2018). The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 7 days to December 2019 (10.8 days to December 2018).

NNDR

Reminders (598 at December 2019) are higher than 2018/19 levels (467 at December 2018) with summons and liability orders at slightly higher levels than 2018/19. Enforcement agent referrals are higher than 2018/19 levels (41 referrals to December 2019 compared to 25 at December 2018).

Strong collection performance is reported - current year collection levels are at 83.7%, ahead of target by 0.1% at 31 December. Court costs of £5k are higher than that anticipated of £4k. Arrears collected for 2018/19 are ahead of target at 45.8% compared to target of 26.9%.

Council Tax

Reminders are 894 higher than 2018/19 levels (11,732 at December 2019 compared to 10,838 at December 2018) with summonses, liability orders and attachment of earnings also at slightly higher levels. Enforcement agent referrals are 14% higher than 2018/19 levels (1,440 referrals to December 2019 compared to 1,268 at December 2018).

Current year collection levels are at the target of 86.8% at December 2019 (with a target of 98% for the 2019/20 financial year). Court cost income is lower than that anticipated by £15k at £195k.

Arrears collection for 2019/20 at 40.4% are slightly behind the target of 41.6% - work on further approaches to realise more Council Tax revenue is in place.

Collection Fund – the estimated surplus is £26k for the year with a LCTS projected underspend of £24k (total £50k).

Housing

Summary information provided below explains numbers in receipt of Universal Credit:

Indicator	Qtr 4 2018/19	Qtr 1 2019/20	Qtr 2 2019/20	Qtr 3 2019/20
Number of Council Tenants on Universal Credit	645	736	858	944
Number of Council Tenants on Universal Credit in Rent Arrears	443	591	609	675
Percentage of Council Tenants on Universal Credit in Rent Arrears	68.7%	80.3%	71.0%	71.5%
Number of Council Tenants on Universal Credit not in Rent Arrears	202	145	249	269
Percentage of Council Tenants on Universal Credit not in Rent Arrears	31.3%	19.7%	29.0%	28.5%

Bad debt is forecast to increase in the future as more cases of Universal Credit come on board.

Total Rent arrears (excluding former tenants) at 31 December 2019 were £608k compared to £494k at 31 March 2019 – an increase of £114k (compared to a £277k increase as at 31 December 2018).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £1.94m at 31 December 2019, compared to £1.84m at 31 March 2019, an increase of £107k (compared to a £329k increase between 31 March 2018 and 31 December 2018).

Total arrears (including garages etc.) were £1.84m at 31 March 2019 compared to 31 March 2018 - £1.68m (£155k higher).

There were 4 evictions during the period to December compared to 9 to December 2018.

There was 1 court case where bedroom subsidy, cap or other is the primary reason for possession proceedings (5 to December 2018).

Universal Credit

With regard to the roll out of universal credit, the current indicators show:

Indicator	Qtr 1 2018/19	Qtr 2 2018/19	Qtr 3 2018/19	Qtr 4 2018/19	Qtr 1 2019/20	Qtr 2 2019/20	Qtr 3 2019/20
live caseload figure	5,652	5,599	5,551	5,514	5,431	5,393	5,357
Number of Universal Credit claimants in Tamworth	1,494	1,905	2,235	2,682	2,979	3,924	4,213
Number of Council Tenants on Universal Credit	445	523	589	645	736	858	944
Number of Council Tenants on Universal Credit and in Rent Arrears	-	441	473	443	591	609	675
Percentage of Council Tenants on Universal Credit and in Rent Arrears	-	84.3%	80.3%	68.7%	80.3%	71.0%	71.5%
Number of Council Tenants on Universal Credit and not in Rent Arrears	-	82	116	202	145	249	269
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	-	15.7%	19.7%	31.3%	19.7%	29.0%	28.5%
Number of Council Tax Payers on Universal Credit	368	529	632	745	867	1,030	1,142
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	83	161	218	261	200	293	374
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	22.6%	30.4%	34.5%	35.0%	23.1%	28.5%	32.8%
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	285	368	414	484	667	737	768
Percentage of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	77.5%	69.6%	65.5%	65.0%	76.9%	71.6%	67.3%
Number of Universal Credit claimants nationally	920,000	1,100,000	1,426,540	1,736,431	2,046,443	2,476,697	2,675,833
Discretionary Housing Payments made – Year to date	46,720	76,487	102,769	140,303	33,116	67,972	89,148
Amount of Discretionary Housing Payments made to Universal Credit claimants – Year to date	19,324	34,343	50,115	82,001	17,894	48,765	59,725

3. Medium Term Financial Strategy 2018 to 2025 monitoring

The budget setting process has faced significant constraints in Government funding in recent years - over 50% in real terms since 2010. The four year Local Government Finance Settlement confirmed in February 2016 that austerity measures are to continue with Revenue Support Grant (RSG) all but eradicated for most Councils by 2020 – and suggests that the key challenges that the Authority is currently addressing are likely to become greater.

The Council is responding to these challenges by considering the opportunities to grow our income. We are ambitious with our commercial view and will continue to work hard to identify income streams that enable us to continue to meet the needs of our residents.

The Council remains committed to promoting and stimulating economic growth and regeneration; meeting our housing needs; creating a vibrant town centre economy and protecting those most vulnerable in our communities.

More than ever, we recognise that our financial capacity will be less than in previous years which means that we will need to maintain our approach to innovation, collaboration and transformation. So, not only will the Council seek investment from businesses and developers, but the Council itself will explore viable and sustainable investment opportunities using all returns to support public services.

We continue to invest in our teams, transform our processes and ensure our technology infrastructure is fit for purpose. We have identified a number of opportunities to improve customer access to information and services as well as our engagement with our citizens and the way in which we manage our data and information.

The adoption of 'Demand Management' as the primary operating model and the targeting of resources via locality based commissioning and delivery has enabled greater effectiveness in service delivery. As part of a 'Tamworth Community Offer' we will:

- Improve our use of 'insight' in shaping services and directing investment;
- Better align service delivery to ensure we act with purpose and are accountable;
- Support the Demand Management model with prevention approaches which seek to tackle causes and reduce costs;
- Develop approaches which genuinely 'empower' individuals and communities;
- Support a transformed dialogue with residents - recognising that our financial capacity will be less than in previous years which means educating and supporting communities to focus resources on 'needs' and being clear on what we are able to do and equally what we can't.

Key to this will be the application of existing and new technology to capture, collate and analyse customer insight, intelligence and data so as to understand not just the 'need' but the cause, behaviours or decisions creating the need. Then by the application of locality based commissioning for example, it can commission services that either intervene or prevent future need thereby reducing demand.

This approach will change the organisation and how it works; will require Members to take difficult decisions and adhere to them; will involve managed risks and will sustain essential services critical in supporting the most vulnerable in our communities at a time when demand is increasing and resources reducing.

Linked with this, the 'Delivering Quality Services' project continues to review processes and demand, with the aim of re-designing processes to meet changing customer expectations and making the best use of technology to deliver efficient and effective services to the customer, including self-service and digital functionality.

This approach will change the organisation and how it works; will require Members to put evidence and insight at the heart of our decision making to ensure that we are transparent about the rationale for our decisions and plans; will involve managed risks and will sustain essential services critical in supporting the most vulnerable in our communities at a time when demand is increasing and resources reducing.

Corporate Management Team (CMT) and Cabinet review the most up-to-date budget forecasts on a quarterly basis, and discuss the delivery of the planned savings to support our Medium Term Financial Strategy (MTFS) – as outlined below.

Work is continuing on a number of actions to address the financial position in future years:

- Delivering Quality Services project – the demand management approach to shift demand to more efficient methods of service delivery – online and automation (Interactive Voice Response).
- Recruitment freeze – there is a robust challenge / re-justification process in place for all vacant posts with a requirement to investigate alternative options including restructuring to fill vacancies / looking at what we can stop doing;
- Spend freeze – A review of the underspend position has been undertaken with a view to drive out as many savings as possible – and has identified annual savings of c.£160k p.a. from 2020/21. There was a £2.3m underspend in 2018/19 – although much of this arose from windfall income, c. £0.7m was lower level underspends.
- Alternative investment options arising from the Commercial Investment Strategy (as well as the Treasury Management Investment Strategy) to generate improved returns of c. 4% to 5% p.a. (plus asset growth);
A savings target to return c.4% p.a. from the planned investment of £12m in Diversified Property Funds has already been included from 2020/21.
- Review of reserves (including ensuring adequate provision for the funding uncertainties) / creation of fund for transformation costs (if needed);
- Targeted Savings – to identify potential areas for review in future years; and
- Review and rationalisation of IT systems.

However, there remains a high degree of uncertainty arising from the most significant changes in Local Government funding for a generation. The following reforms were planned to be in place by 2020/21 but given announcements following the *2019 Spending Round* these have been deferred until 2021/22.

The government previously stated its intention to hold a new Spending Review in 2019, covering the period 2020/21 to 2022/23. However, a one-year Spending Round has been carried out, covering the financial year 2020/21; and this will be followed in 2020 by a full Spending Review, reviewing public spending as a whole and setting multi-year budgets.

In addition, the Government have said that, given the need to provide certainty and stability for next year, the longer-term reforms **Page 18** local government finance system, including

business rates retention and fairer funding (Review of Relative Needs and Resources), have been delayed until 2021/22.

- Fair Funding Review (FFR) of the distribution methodology (now from 2021/22) including:
 - changes to the needs assessment (which will determine each Council's share of the national funding for Local Government – it is likely that this will reflect the impact of Social Care demands and that funding will be redistributed to Unitary and County Councils to the detriment of District Councils);
 - treatment of relative resources (to determine how much each Council can fund locally through income from fees and charges and council tax); and
 - any transitional arrangements to protect Councils from significant reductions in funding – and the impact from their unwinding.
- Spending Review 2020 (SR20) – where the total spending allocation for Government Departments will be set – including national control totals for Local Government spending. It has already been announced that significant additional funding will be diverted to the NHS which could mean further reductions for other Departments including Local Government;
- The ongoing review of the Business Rates Retention (BRR) scheme (now from 2021/22) – the Government announced that Councils will be able to retain 75% of business rates collected rather than 100% as previously planned with work progressing on the design of the new system including the impact of 'rolling in' grants such as Housing Benefit administration and New Homes Bonus;
- The planned reset of the Business Rates baseline for each Council and redistribution of the growth achieved since 2013 of over £1m p.a. (now from 2021/22);
- Uncertainty over the ongoing funding for the New Homes Bonus scheme, local growth in housing numbers and share of the national pool (including potential increases to the 'deadweight' for which Councils no longer receive grant). The 4-year legacy payments for New Homes Bonus (NHB) will be paid, but there still remains uncertainty regarding new payments.

It is the Government's intention to look again at the New Homes Bonus for 2021/22 and explore the most effective way to incentivise housing growth. They plan to consult widely on proposals prior to implementation. As the roll forward is for one year, with any funding beyond 2020/21 subject to the 2020 Spending Review and potential new proposals, the Government have said that the new allocations in 2020/21 will not result in legacy payments being made in subsequent years on those allocations.

In addition, the next planned national Business Rates Revaluation will take effect from 2021/22 – with latest indications that the Government will also aim to introduce a centralised system for business rate appeals at the same time to cover future changes arising from the 2021 valuation list.

While we are aware of these forthcoming changes, little to no information is available on the potential impact for individual Councils' finances.

In 2016-17, at the start of the four-year offer made to local government, the Government introduced a separate council tax reference principle for shire districts, to address

particular pressures on these authorities. This principle meant that districts could increase council tax by the core principle (2% in 2020/21) or £5, whichever is greater. The Government continued to grant this flexibility in 2017-18, 2018-19, 2019-20 and has confirmed it is to continue for 2020/21.

General Fund

The updated forecast as at December 2019 is detailed below:

MTFS Projections 2018/19 - 2024/25	General Fund						
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2019	(5,796)	(4,388)	(2,363)	(519)	1,264	3,296	5,329
Revised Stress Tested Forecasts:							
Forecast Balances - June 2019	(6,112)	(6,070)	(3,465)	(1,715)	45	2,170	4,492
Revised Forecast Balances - Sept 2019	(6,112)	(6,462)	(5,874)	(3,451)	(1,023)	1,986	5,141
Revised Forecast Balances - Dec 2019	(6,112)	(6,522)	(5,512)	(3,110)	(502)	2,831	6,382

On 15th August 2019, Cabinet approved the budget setting process (& project plan) for 2020/21.

On 5th September, Cabinet considered an update to the MTFS for the General Fund (GF) and Housing Revenue Account (HRA) - as part of the agreed process to provide an update the MTFS on a quarterly basis within the Quarterly Performance Report.

In line with the approved timetable, work on the preparation of the detailed 5 year budget / forecast progressed in order to inform the Base Budget Forecast for Cabinet on 28th November and the Draft MTFS for Cabinet and Joint Scrutiny Committee in January 2020.

However, given the announcements regarding the deferral of the planned reviews until 2021/22, the Council now stands to benefit in 2020/21 from retained business rate growth of over £1m and redistributed levy of c.£0.6m, following confirmation of approval to join the Staffordshire Business Rates Pool.

As a result the updated forecast, the forecast projections identify General Fund balances of £0.5m over 3 years (compared with a forecast shortfall in the February 2019 MTFS projected shortfall of £1.8m) – with a shortfall of £3.3m to 2023/24 increasing to £6.9m over 5 years (the shortfall was previously forecast at £3.8m in 2023/24), including the minimum approved level of £0.5m.

Further savings of around £1.4m p.a. will be required over the next 5 years (based on annual £5 increases in Council Tax). On an annualised basis this would equate to a year on year ongoing saving of £0.5m over 5 years.

The forecast has been updated to include:

- the projected outturn underspend of £1.8m for 2019/20 (as at Period 6) approved to be returned to balances by Cabinet in November 2019;
- The approved council tax base of 22,367, an increase of 606 since 2018/19;
- The revenue costs for interest and debt repayment associated with the capital programme proposals;
- Updated business rates tariff and RSG levels following publication of the Local Government Finance Settlement and the announcement that the Staffordshire Business Rates Pilot bid had been successful;
- Revised New Homes Bonus levels following confirmation from the DCLG;
- Revised lump sum contribution to the pension fund following the 2019 triennial review – a freeze for 3 years (followed by 2% p.a. thereafter) and a saving of £180k through the pre-payment of the lump sum contribution for the next 3 years in April 2020;
- Amendments to the proposed policy changes including a contribution to the Transformation reserve;
- Inclusion of updated Joint Waste management costs – as considered by Cabinet on 19th December 2019;
- Re-profiled costs into 2019/20 from the CCTV service review.

The Bank of England has already indicated that should the UK leave the EU with no deal then this could adversely affect the economy and measures would need to be taken – this could have a significant impact on the finances of the Council but cannot be accurately quantified at this stage (impact on base rate / investment interest, local economy / business rates income, council tax income etc.).

Housing Revenue Account

The updated forecast as at December 2019 is detailed below:

	Housing Revenue Account						
MTFS Projections 2018/19 - 2024/25	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2019	(3,622)	(3,507)	(3,227)	(3,168)	(2,057)	(2,327)	(2,597)
Revised Stress Tested Forecasts:							
Forecast Balances - June 2019	(4,485)	(4,435)	(4,155)	(4,109)	(2,996)	(3,238)	(3,421)
Revised Forecast Balances - Sept 2019	(4,485)	(4,499)	(4,325)	(5,064)	(4,817)	(5,919)	(7,215)
Revised Forecast Balances – Dec 2019	(4,485)	(4,676)	(3,370)	(3,030)	(1,706)	(1,703)	(1,558)

As part of the approved MTFS in February 2019, a balanced 5 year forecast was presented for the Housing Revenue Account (HRA).

As a result the updated forecast, over the 3 year period to 2022/23, balances will remain above the approved minimum of £0.5m at £1.7m (compared with a forecast in February of £2.1m) with balances of £1.7m over the 4 years to 2023/24 reducing to £1.6m in 2024/25 (balances were previously forecast at £2.3m in 2023/24).

The forecast has been updated to include:

- the projected outturn underspend of £305k for 2019/20 (as at Period 8);
- Revised lump sum contribution to the pension fund following the 2019 triennial review – a freeze for 3 years (followed by 2% p.a. thereafter) and a saving of £180k through the pre-payment of the lump sum contribution for the next 3 years in April 2020;
- Amendments to the proposed policy changes including the inclusion of the additional costs arising from the repairs and investment tender of £1.2m p.a.

4. Financial Healthcheck

Executive Summary

This section to the report summarises the main issues identified at the end of December 2019.

Executive Summary

This section to the report summarises the main issues identified at the end of December 2019.

General Fund

Revenue

GENERAL FUND	YTD Budget £000	YTD Position £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	1,327	1,295	(32)	1,373	1,388	15
AD Growth & Regeneration	706	648	(58)	1,604	1,600	(4)
ED Organisation	437	375	(62)	475	475	-
AD People	1,989	1,912	(77)	441	395	(46)
AD Operations & Leisure	2,186	2,085	(101)	2,558	2,592	34
ED Finance	89	91	2	7	7	-
AD Finance	1,407	1,442	35	(355)	(413)	(58)
AD Assets	(1,330)	(1,426)	(96)	(1,030)	(1,041)	(11)
AD Neighbourhoods	861	605	(256)	1,655	1,645	(10)
AD Partnerships	479	448	(31)	918	944	26
Total	8,151	7,475	(676)	7,646	7,592	(54)

- The General Fund has a favourable variance against budget at period 9 of £676k (£1.196m favourable at period 8).
- The projected full year position identifies a favourable variance against budget of £54k or 0.70% (£13k or 0.17% favourable at period 8). Cabinet on 28th November approved that General Fund budgets be revised to reflect the projected outturn underspend as at period 6 releasing funding of £1.756m to be returned to balances, and budget and projected outturn figures for period 9 reflect these adjustments.
- This projection has highlighted several budget areas for concern (detailed at **Appendix A**).
- A balance of £50k was held in the General Contingency Budget at the end of December 2019.

Capital

GENERAL FUND	Budget Reprofiled from 2018/19 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000
Chief Executive	730	730	-	(730)	730	-	(730)	730	730
AD Growth & Regeneration	721	811	123	(688)	841	176	(665)	665	841
AD People	174	199	105	(94)	214	199	(15)	15	214
AD Operations & Leisure	3,032	2,809	2,098	(711)	3,140	2,293	(847)	847	3,140
AD Finance	12,131	12,131	4	(12,127)	12,131	4,135	(7,996)	7,996	12,131
AD Assets	376	909	881	(28)	1,091	904	(186)	114	1,018
AD Neighbourhoods	79	79	12	(67)	219	189	(30)	20	209
AD Partnerships	92	92	-	(92)	92	-	(92)	-	-
GF Contingency	595	455	-	(455)	455	20	(435)	155	175
TOTAL GENERAL FUND	17,929	18,215	3,223	(14,992)	18,912	7,915	(10,997)	10,542	18,458

- Capital expenditure incurred was £3.223m compared to a profiled budget of £18.215m (£3.202m compared to a profiled budget of £18.148m as at period 8).
- It is predicted that £7.915m will be spent by the year-end compared to a full year budget of £18.912m (this includes re-profiled schemes from 2018/19 of £17.929m).
- A summary of Capital expenditure is shown at **Appendix B**.

Treasury Management

- At the end of December 2019 the Authority had £66.126m invested in the money markets. The average rate of return on these investments is 1.05% though this may change if market conditions ease.
- Borrowing by the Authority stood at £63.060m at the end of December 2019, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.05%.
- A more detailed summary of the Treasury Management situation, detailing our current Lending and Borrowings can be found at **Appendix C**.

Balances

Balances on General Fund are projected to be in the region of £6.515m at the year-end from normal revenue operations compared to £4.388m projected within the 2019/20 budget report – additional balances of £2.127m.

Housing Revenue Account (HRA)

Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Position £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
HRA Summary	(13,464)	(13,769)	(305)	(3,704)	(3,924)	(220)
ED Communities	80	87	7	-	7	7
AD Operations & Leisure	112	89	(23)	167	146	(21)
AD Assets	572	297	(275)	402	142	(260)
AD Neighbourhoods	1,424	1,277	(147)	3,250	3,335	85
Housing Repairs	3,028	2,646	(382)	-	17	17
Total	(8,248)	(9,373)	(1,125)	115	(277)	(392)

- The HRA has a favourable variance against budget at period 9 of £1.125m (£934k at period 8).
- The projected full year position identifies a favourable variance against budget of £392k (£304k favourable at period 8).
- Individual significant budget areas reflecting the variance are detailed at **Appendix A**.

Capital

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2018/19 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000
AD Assets	22,254	18,441	15,945	(2,496)	31,181	26,797	(4,384)	2,453	29,249
HRA Contingency	100	100	-	(100)	100	100	-	-	100
TOTAL HOUSING REVENUE ACCOU	22,354	18,541	15,945	(2,596)	31,281	26,897	(4,384)	2,453	29,349

- Housing Capital expenditure of £15.945m has been incurred as at the end of period 9 compared to a profiled budget of £18.541m (£14.250m compared to a profiled budget of £16.308m at period 8).
- It is predicted that £26.897m will be spent by the year-end compared to the full year budget of £31.281m (including £22.354m re-profiled from 2018/19);
- A summary of Capital expenditure is shown at **Appendix B**.

Balances

Balances on the Housing Revenue Account are projected to be in the region of £4.762m at the year-end compared to £3.507m projected within the 2019/20 budget report – additional balances of £1.255m.

- .

Corporate Plan Project Updates

ALLOCATIONS POLICY		
(Traffic light - red, amber, green based on progress to date)		
Workstreams	Lead	RAG status
Governance and member decisions (Completed)	TM/DK	Green
ICT Testing and Banding modelling	JW	Green
Procedures and letters	GS/JM	Green
Communications planning	LR	Amber
Housing Options surgeries and market place event	LC	Green
Risk Assessment to be reviewed and monitored	All	Green

Key milestones achieved
<ul style="list-style-type: none"> • Legal advice secured and sign off policy completed 19.11.19 • Full council unanimously supported the policy on the 19.11.19

OPENING OF THE REFURBISHED ASSEMBLY ROOMS

(Traffic light - red, amber, green based on progress to date)

Workstreams	Lead	RAG status
Business plan- currently being updated	AR	Green
Communications Plan	LR	Green
Marketing Plan	AT	Green
Operational Procedures	JR	Green
Food and Beverage offer	SMcG	Green
Licensing	JR	Green
Technology infrastructure	GY	Green
Project design and Build	TH	Red
Public Realm	SMcG	Green
Opening events	AR	Yellow

Key milestones achieved

- Public realm works on site on track
- Kitchen fully fitted
- Hall floor laid and stained
- Bar in multi-use room complete
- Final installation of lights complete
- Carpets laid
- Cleaners commenced on site
- Snagging process underway
- Operational & technical plan in full operation
- Daily site visits & situation reports provided to the Leader
- Expected project completion to be January 2020

PRIORITY REVIEW CCTV

(Traffic light - red, amber, green based on progress to date)

Workstreams	Lead	RAG status
Project Resourcing	TMM/PW	Green
Building Management & De-commissioning	PW	Green
ICT & Data management (chain Arrangements)	ZW / GY & NH	Green
Shared Services Legal Agreement	TMM	Red
Communications Planning	LR	Green
TUPE & Staffing Matters	JN	Green
Standard Operating Procedures	LB	Green
WMCA transitional Plan	MS & MB WMCA	Green
Partnership Planning		Red
Commercial development – Tamworth; Castle; Assembly Rooms	Relevant AD	Green

Key milestones achieved

- Monthly Project Group meetings in diary until May 2020
- Work Streams mapped and detailed milestones shared with all work-stream leads as per attached note – updated following 061219 project meeting
- Heather Dearne – East Staffs Council engaged via shared service commercial agreement (170919). Andre Bloomfield and Heather Dearne providing draft by 13/12/19 for SOD as per delegated authority from Cabinet July 2019
- Project resourcing confirmed with Trueman Change (ZW/PW/TM/LB held telephone conference inception meeting) Trueman coming in 12/12/19 all day to map project scope for next project meetings (repairs and cctv)
- CCTV signage underway with WMCA/TBC detail – project group agreed standard compliant design from CA and to be started new year. Costs c£4k to be funded via project

CLEANING REVIEW

(Traffic light - red, amber, green based on progress to date)		
Workstreams	Lead	RAG status
Project Scoping	PW	
PID	PW	
Demands analysis	TW	
Review of staffing needs and costing/Service standards	TW	
Implementation	PW	

Key milestones achieved

- Project scoped, PID completed and agreed
- Demands analysis complete
- Service standards and staffing inputs mapped
- Costed model produced
- Report presented to CMT
- Outline report presented to Scrutiny
- Cabinet report date agreed
- Proposals approved by Cabinet
- Policy Reviews submitted as part of budget setting process.

CORPORATE CAPITAL STRATEGY

(Traffic light - red, amber, green based on progress to date)		
Workstreams	Lead	RAG status
MTFS to include consideration of Capital Expenditure (October 2019)	LP	
Monthly Capital Monitoring Reports (Ongoing from June 2019)	LP	
Review Capital Appraisal Process (October 2019)	LP	
Review Asset Management Strategy – incorporating revised Stock Condition Survey (Due 2020/21)	PW	
Review of Building Repairs Fund (BRF) and planned approach to be developed (March 2021)	PW / LP	
Review of Commercial Property – monitoring of performance to be established (October 2019)	PW / LP	

Key milestones achieved

- Capital Strategy included with Budget and MTFS presented to Cabinet 24th January 2019 and Joint Scrutiny Cttee 30th January 2019
- Feedback received from Link Asset Services and subsequent amendments/updates made to strategy 2019/20
- ASSG meetings scheduled 1/4ly in diaries starting 28/03/19.
- ASSG on 26/09/19 reviewed progress for Agreed Capital Programme; considered and agreed report on “Whole Life Costing” and reviewed progress on Capital Strategy Action Plan.
- Draft Capital Budgets for 2020/21 onwards considered by CMT 16/10/19
- Draft Capital Budgets for 2020/21 onwards included in base budget report to Cabinet 28/11/19
- Initial assessment/baseline position for monitoring BRF and Commercial Property established December 2019
- 2020/21 Draft Capital Strategy included with Budget and MTFS to be presented to Cabinet 22nd January 2020 and Joint Scrutiny Cttee 29th January 2020

IMPLEMENT CUSTOMER PORTAL

(Traffic light - red, amber, green based on progress to date)		
Workstreams	Lead	RAG status
CRM Activity <ul style="list-style-type: none"> • Complaints Process went live 27th September • User training – 4 training videos prepared ready for deployment on Astute. Testers to be identified then modules rolled out to all users. – Jan 2020 • Move process currently being tested. Go Live planned for 2nd week of December after final UAT but missed due to lack of Staff Resource. Replanned for Mid-January – Jan 2020 	JM	Green
Portal – Portal 360 <ul style="list-style-type: none"> • Processes with Civica for building – Feb 2020 • Test Portal Site delivered. Site can be logged on to. – Dec 2019 • Creation of workflows for further internal processes – Mar 2020 	JM	Green
Knowledge Transfer – 2 Day System Administration session delivered w/c 16 th December <ul style="list-style-type: none"> • Next sessions to be planned – Jan 2020 	JM	Green
Further processes to be identified for development by end March 2020 <ul style="list-style-type: none"> • Scoping of Anti-Social Behaviour Processes – planning ASB Workshop to assess customer interaction when reporting anti-social behaviour. – Jan 2020 	AM	Green
Project involvement from Civica to end 31/03/2020 TBC to be self-sufficient in the development and implementation of processes		Yellow

HOUSING STRATEGY

(Traffic light - red, amber, green based on progress to date)		
Workstreams	Lead	RAG status
Procurement	JS/SP	Green
Consultants research and stakeholder engagement	JS/SP	Green
Evaluate report and recommendations	JS/SP	Green
Portfolio Holder engagement	JS/SP	Green
CMT agreement and support for implementation	JS	Green
Cabinet report	JS/SP	Green
Communications	LR/JS	Green
Corporate implementation plan – links to other workstreams	JS/SP	Green

Key milestones achieved
<ul style="list-style-type: none"> • Tender evaluation completed – 3 bids received • Successful supplier HQN appointed • HQN commencing stakeholder interviews • Order raised • Stakeholder interviews completed • Update meeting with SP/JS on 18th November - to look at first draft of evidence base and emerging priorities • Final drafts received 2 December 2019 for consideration and circulation prior to member update

ICT STRATEGY

(Traffic light - red, amber, green based on progress to date)

Workstreams	Lead	RAG status
Financial waiver approved for Daisy Phone system upgrade initial estimated savings £1k per month Work to commence to move to new platform to be completed by end March 2020	GY/ NH	Green
Implementation of Astute as policy management tool / decommissioning of Net Consent – work ongoing to be completed by end March 2020	GY	Amber
Deliver short term priorities – work ongoing to be completed by Dec 2020	GY	Green
PSN compliance achieved	GY	Green
Draft Strategy & action plan documents by end Feb 2020	GY/ ZW	Green
Consult with stakeholders by mid-February 2020	GY/ LR	Amber
Deliver Strategy action plan by 2025	GY	Amber

Key milestones achieved

- PSN compliance achieved on 07/10/19
- Draft outline strategy complete and discussed with CMT on 11th December 2019. Includes proposed format for the document, identification of guiding principles which set expectations for users of the ICT service and informs how the service will be delivered through the strategy lifecycle. Key strategic themes have also been identified within the document along with associated rationale, activities and outcomes to support the Council's vision and priorities. Further input/consultation is now required from stakeholders including Assistant Directors and Elected Members.

LEISURE SERVICES REVIEW

(Traffic light - red, amber, green based on progress to date)

Workstreams	Lead	RAG status
Evidence gathering	SMcG/KM	Amber
Review Information- to meet with ED Communities and ED DCE, AD Partnerships to discuss options leisure requirements	AG/SMcG	Green

Key milestones achieved

LEISURE STRATEGY

(Traffic light - red, amber, green based on progress to date)

Workstreams	Lead	RAG status
Review evidence from leisure services priority review	AG/SMcG	
Prepare brief for Leisure Strategy and Indoor & Outdoor sports strategy	AG/SMcG	
Appoint external consultants for the both	AG/SMcG	
Produce both Leisure Strategy and Indoor & Outdoor sports strategy	AG/SMcG	
Endorse both Leisure Strategy and Indoor & Outdoor sports strategy	AG/SMcG	

Key milestones achieved

- Evidence gathering underway

ORGANISATIONAL DEVELOPMENT STRATEGY

(Traffic light - red, amber, green based on progress to date)

Workstreams	Lead	RAG status
Development of Draft Strategy	AG/ZW	
Consultation	AG/ ZW	
Implementation	ZW/ JN	
Tender for Leadership Development Programme work developed	ZW/JN	
Tender evaluation to be completed by End January 2020	ZW/JN	
Contractor to scope work by		
Programme to be developed by end March 2020		
Delivery to commence April 2020		

Key milestones achieved

- Leadership Development Programme quick quote published via intend with a deadline to quote of 18th December 2019

REPAIRS & INVESTMENT CONTRACT

(Traffic light - red, amber, green based on progress to date)

Workstreams	Lead	RAG status
Appoint external support [Complete]	PW	Green
Agree & Purchase SOR	PW	Green
Finalise 5-year work programmes & Budgets	PW/LP	Green
Update Repairs & Void Policies	PW/TM	Green
Scope Call Centre Requirements	PW/ZW	Green
TUPE matters	PW/ZW	Amber
Tenant & Leasehold Consultation	PW/TM	Green
Procurement of main contract (pending formal award)	PW	Green
Mobilisation (To commence Jan 2020)	PW	Green
IT Requirements & Implementation	GY	Green
Comms with Members	PW/RB	Green

Key milestones achieved

- Cabinet approval received to proceed with Procurement of new contracts (Dec 2018).
- TCG informed of decision.
- External Support now appointed [Anthony Collins & Rand Associates]
- Stage 1 Leaseholder consultation letters drafted ready for release on Friday 5th April.
- Initial TUPE data supplied by Wates
- Stage 1 of tender process completed.
- Stage 2 of tender process completed.
- Tenders received
- Bidder interviews completed
- S20 Letters issued to Leaseholders
- Project Management support awarded and to be in place for next phase of project
- Separate project group established for Call Centre.
- Leaseholder consultation completed without any representations
- Contract award notices issues
- Cabinet approved use of Engie for provision of OOH call centre (first 12 months)

RISK MANAGEMENT STRATEGY

(Traffic light - red, amber, green based on progress to date)

Workstreams	Lead	RAG status
Review of current reporting process / format	July 2020 LP	Green
Rationalize and Co-ordinate mitigating actions	July 2020 LP	Green
Identification of Corporate Risks- ensure all captured, aligned and reported	July 2020 LP	Green

Key milestones achieved

Appointment of consultants to assist with undertaking the review and project scoped	March 2019
Review of current risk undertaken and new grouping proposed (reduction to 14 categories)	looking to reduce further April 2019
Appointment of "Service Risk Champions"	September 2019
Collation of potential different reports from the system be considered	
Meetings with Risk champions Scheduled in for November - rescheduled	February/March 2020

COMPLETION OF NEW HOMES AT TINKERS GREEN & KERRIA

(Traffic light - red, amber, green based on progress to date)

Workstreams	Lead	RAG status
Developer procurement	PW	Green
Decant and empty property management	TM	Green
Land and property acquisition and retail	PW	Amber
Demolition	PW	Green
Communication	LR	Green
Local Lettings Policy	TM	Green

Key milestones achieved

- Contract in place
- Clerk of Works appointed
- Homes England funding confirmed and spent
- Demolition of both sites complete
- Construction work underway on both sites.
- Handover schedule in place with first units due for completion in July 2019
- Revised handover schedule on target for Autumn 2020 completion
- Regular scheduled handovers are taking place across both sites.
- Tenants have moved into properties across both sites and to date feedback appears to be positive.
- Heads of Terms out with legal for the full retail space with a single tenant (amended planning applications withdrawn)
- Following detailed research and consideration; and in view of the Portfolio's objectives being met it was agreed local lettings criteria has been met by making best use of the rights and flexibilities within the allocations policy. Of the c25 let thus far there has been a diverse mix of social and economic households seeking to support ambitions around creating balanced and sustainable communities. Given these were the outcomes originally designed it does not need a specific local lettings plan as objectives are being achieved – to do so would be subject to statutory consultation and therefore lead to delays in lettings. This will be kept under review as new developments are brought forward

TOWN CENTRE PROGRAMME

(Traffic light - red, amber, green based on progress to date)

Workstreams	Lead	RAG status
Town Centre Strategy	MF	Yellow
Gungate Masterplan	DH	Green
TIC	ZW	Green
Place Investment Strategy	MF	Yellow
Car Parking Strategy	MF	Yellow
Market re-tender	MF	Yellow
Communications and Engagement	ZW	Green
Town Centre Funding Applications	MF	Green
Future High Streets Fund	AM	Green

Key milestones achieved

Town Centre Strategy

- Due to work on FHSF Cabinet has now agreed for this to be postponed until the later part of financial year 2020/2021
- EDR service has successfully restarted the BID group, with new momentum behind it.

Gungate Masterplan

- Master planning exercise completed.
- Proposal with recommendations for delivery approaches received.
- Leader filmed for GBSLEP AGM short video on funding received for masterplan.
- Land assembly work underway.

Place Investment Strategy

- Due to work on FHSF Cabinet has now agreed for this to be postponed until the later part of financial year 2020/2021

Market re-tender

- Market Tender with the procurement team and almost ready to launch. Last minute issues with TUPE arrangements which will lead to a delay in appointment. Current tender to be rolled over on a month by month basis. Appointment should be June.

Town Centre Funding Applications

- MF has met with GBSLEP about funding wider funding opportunities around Town Centre and Gungate.
- AM has met with WMCA about funding opportunities for Tamworth regeneration projects.

Car Parking Strategy

- Benchmarking and baseline exercise currently underway looking at all aspects of off road car parks before full hand over to EDR service.

WELFARE REFORM

(Traffic light - red, amber, green based on progress to date)

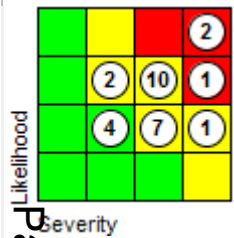
	Lead	RAG status
Project group TORs – workstreams mapped as below	TMM	Green
Transition FTAs to Finance	MB/LB	Green
Customer impact – universal credit; co-ordination of figures, feedback from portal	AM/LB	Amber
Third Sector Commissioning (CAB; opportunities for voluntary sector etc)	KC	Amber
Housing RIEN Self-assessment & Accreditation	LB/LL/JC	Amber
Scoping Corporate Debt Strategy (QQ spec by Feb 2020)	TMM/All	Red

Key milestones achieved

- Corporate Project Group established – bi monthly meetings diarised
- Project group as listed
- Key work-streams identified linked to work plans
- Policy change put through for post to facilitate FTA transfer to MB's team
- TMM/LL attended scrutiny on UC and cross party letter to DWP & Ministers – response attached
- Agreed QQ for support to help draft corporate debt strategy for consultation/options

Corporate Risk Register

Corporate Risk Register – Heat Map









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Title	Description
Finance	To ensure that the Council is financially sustainable as an organisation

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Funding gaps	11-Oct-2019	3	3	9	
Business Rates Retention	11-Oct-2019	3	3	9	
New Homes Bonus	11-Oct-2019	3	2	6	
Welfare and Benefit Reform	11-Oct-2019	3	3	9	
Failure to manage budgets	11-Oct-2019	3	2	6	




Title	Description
Modernisation & Commercialisation Agenda	Develop and implement continuous improvement and develop employees to perform the right work

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Contract Management & Procurement	11-Oct-2019	2	2	4	
Management of Assets	15-Oct-2019	2	2	4	
New Revenue Streams	11-Oct-2019	3	3	9	
Workforce Planning Challenges	01-Oct-2019	3	2	6	
Continuous Improvement	01-Oct-2019	2	2	4	
Partnerships fail	15-Oct-2019	3	2	6	




Title	Description
Governance	Ensure that processes, policies and procedures are in place and the authority is held to account

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Democratic Process	01-Oct-2019	3	3	9	
Assurance Process	01-Oct-2019	2	3	6	
Legislation	15-Oct-2019	3	2	6	
Policies & Procedures	15-Oct-2019	3	2	6	
Ethics	01-Oct-2019	2	2	4	




Title	Description
Community Focus	To ensure the safety, health and wellbeing of the citizens of the borough

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Community Cohesion & Engagement	15-Oct-2019	3	3	9	
Safeguarding Children & Adults (including Modern Slavery)	15-Oct-2019	2	3	6	
Emergency Planning	15-Oct-2019	3	2	6	



Title	Description
Economic Growth & Sustainability	To ensure that the economic growth and sustainability of the borough is maintained




Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Regeneration	01-Oct-2019	3	3	9	
Housing Needs	15-Oct-2019	3	3	9	
Economic Changes	15-Oct-2019	3	3	9	

Title	Description
Information Safeguarding	To ensure that our data is protected

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Data Protection	01-Oct-2019	4	3	12	
Cyber Security	15-Oct-2019	4	2	8	
Business Continuity	01-Oct-2019	3	3	9	

Title	Description
Brexit	The Impact of Brexit upon the Council

Risk	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status
Financial	11-Oct-2019	4	4	16	
The Impact of Brexit upon the Council	01-Oct-2019	4	4	16	

Risk Status	
	High Risk
	Medium Risk
	Low Risk

General Fund – Main Variances

Service Area	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Operations & Leisure	Assembly Rooms	Private Hire Ticket Sales	(38,367)	(55,740)	17,373	(103,500)	50,000	(53,500)	Estimated cost/ loss of income from delays in opening
Page 42 Neighbourhoods	Homelessness	Provision For Bad Debts	5,078	58,900	(53,822)	58,900	-	58,900	Report to go to Cabinet re write off of historical B&B debt
		Bed And Breakfast Cost	64,359	111,060	(46,701)	148,080	(70,000)	78,080	Report will be going to Cabinet outlining changes to charging policy for B&B
		Bed & Breakfast Income	(20,854)	(96,670)	75,816	(128,070)	70,000	(58,070)	
	Homelessness Strategy	Homelessness Prevention	23,136	63,030	(39,894)	84,000	-	84,000	HQN work under review
	Homelessness Strategy	Government Grants	(145,855)	(22,500)	(123,355)	(30,000)	-	(30,000)	HQN working on updating the evidence base for the homelessness strategy which will result in a detailed spending plan for homeless based prevention activity - due to be reported to cabinet as part of the MHCLG requirement
Chief Executive	Joint Waste Arrangement	Refuse Joint Arrangements	957,886	1,009,200	(51,314)	1,345,590	-	1,345,590	Awaiting revised figures from LDC re year end charges
AD Growth & Regeneration	Development Control	Fees & Charges Planning App	(300,502)	(250,030)	(50,472)	(300,010)	-	(300,010)	Already achieved yearly expectations
	Economic Development & Regen	Consultants Fees	226,270	123,940	102,330	245,000	(75,000)	170,000	Half of budget established from FHS grant to be c/f to 20/21
		Contribution To Reserves	-	-	-	-	75,000	75,000	

Service Area	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
	Dev. Plan Local & Strategic	Local Development Framework	29,100	67,500	(38,400)	90,000	(60,500)	29,500	Remaining budget not likely to be spent this year
AD Growth & Regeneration	Dev. Plan Local & Strategic	Contribution To Reserves	-	-	-	-	60,500	60,500	LDF underspend required to be transferred to reserve for future spend
AD Finance	Benefits	Rent Allowances	4,407,026	4,434,910	(27,884)	6,436,770	(110,500)	6,326,270	Based on DWP Est Claim P9
		Council Tenant Rent Rebates	6,087,996	6,197,160	(109,164)	7,872,790	(103,960)	7,768,830	
		Council Tenant Grant	(5,961,644)	(6,062,100)	100,456	(7,806,080)	118,700	(7,687,380)	
		Private Tenant Grant	(4,244,045)	(4,350,440)	106,395	(6,274,720)	125,100	(6,149,620)	

Housing Revenue Account – Main Variances

Service Area	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Operations & Leisure	Caretakers	Salaries	64,453	92,813	(28,360)	123,750	(31,000)	92,750	Vacant posts
AD Assets	Service Charges	Service Charge - Flats	(288,059)	-	(288,059)	(37,400)	(295,782)	(333,182)	Invoices now issued for High Rise Capital Works
AD Neighbourhoods	Housing Advice	Salaries	120,831	160,185	(39,354)	213,570	-	213,570	Salary underspend to be used to meet temp cost
	General - Business Support	S/Ware Maintenance & Imp	23,530	62,730	(39,200)	83,590	-	83,590	Budget required for contribution to Customer Portal
Housing Repairs	Repairs Contract	Pensions	-	41,250	(41,250)	55,000	(30,000)	25,000	Anticipate underspend based on previous year outturn.
		Responsive Repairs	1,004,387	999,000	5,387	1,332,000	(179,000)	1,153,000	Works are reactive in nature and are dealt with

Service Area	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
									ad-hoc on request
Housing Repairs	Repairs Contract	Voids	799,180	579,750	219,430	773,000	234,259	1,007,259	There have been a number of high-cost voids, these will need to be monitored through the year as some expenditure will be capital in nature and will result in recoding to the capital budgets.
		Lift Maintenance	63,889	94,200	(30,311)	125,600	-	125,600	Full spend expected at year end
		Periodic Electrical Testing	-	231,173	(231,173)	308,230	-	308,230	Spend currently sits in the response code and will need to be recoded out.
		Planned Maintenance	510	133,425	(132,915)	177,900	-	177,900	Work currently on hold pending wider review of budget position.
	Repairs - General	Fire Fighting Equipment	8,684	51,375	(42,691)	68,500	-	68,500	Full spend expected at year end
		Misc. (Non Specific)	73,806	112,500	(38,694)	150,000	-	150,000	Used on an ad-hoc basis to fund works not specifically identified within any other budget head.
	HRA Summary	H R A Summary	Provision For Bad Debts	115,823	200,000	(84,177)	200,000	-	200,000

Service Area	Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
HRA Summary	H R A Summary	Rents	(13,666,319)	(13,466,385)	(199,934)	(17,364,550)	(220,000)	(17,584,550)	Rent income is currently exceeding budget due to void levels being lower than budgeted. The acquisition programme continues to provide additional properties let at Affordable Rent and offset those sold under the Right to Buy. The regeneration of Tinkers Green and Kerria is also well underway with 44 properties already let at Affordable Rent.

Capital Programme Monitoring
General Fund

Service Area	Budget Reprofiled from 2018/19 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000	Comments
Chief Executive										
Gungate Development	730	730	-	(730)	730	-	(730)	730	730	No spend likely this financial year
Service Area Total	730	730	-	(730)	730	-	(730)	730	730	
AD Growth										
Castle Mercian Trail	576	576	117	(459)	576	166	(410)	410	576	Tender for replacement contractor in progress. Project not likely to be complete until August 2020
Gateways	139	229	7	(222)	259	4	(255)	255	259	Funds for Phase 3 (Corporation St) not likely to be spent this year and required to be re-profiled
Cultural Quarter - Carnegie Centre	6	6	5	(1)	6	6	-	-	6	-
Cultural Quarter - Public Realm	-	-	(7)	(7)	-	-	-	-	-	Prior year adjustment for miscoded works
Service Area Total	721	811	123	(688)	841	176	(665)	665	841	
AD People								-		
Replacement It Technology	69	114	65	(49)	129	129	-	-	129	Replacement servers now purchased & plans being finalised for remainder of funds

Service Area	Budget Reprofiled from 2018/19 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000	Comments
EDRMS (Electronic Document Records Management System)	50	30	-	(30)	30	30	-	-	30	£20k vired to Assembly Rooms re additional costs
Income Management & Receipting System	10	10	10	(0)	10	10	-	-	10	System now live and scheme completed
New Time Recording System 17/18	15	15	-	(15)	15	-	(15)	15	15	Priority for HR & Payroll staff is to implement upgrade of i-Trent system before end March therefore the funds for this scheme are requested to be carried forward to 2020/21
Self Service Customer Portal	30	30	30	(1)	30	30	-	-	30	CRM live as planned September, further development of the portal to be progressed.
Service Area Total	174	199	105	(94)	214	199	(15)	15	214	
AD Operations & Leisure								-		
Wigginton Park Section Section 106	10	6	-	(6)	10	-	(10)	10	10	Plans to deliver scheme in line with Wigginton Park Management Plan. Will need to reprofile spend into 2020/21 as work required is seasonal / weather dependant.
Broadmeadow Nature Reserve	17	17	-	(17)	17	-	(17)	17	17	Ongoing works to complete management plan and HLS agreement. Will need to reprofile spend into 2020/21 as work required is seasonal / weather dependant.
Public Open Space Section 106	10	10	-	(10)	10	-	(10)	10	10	Spend in line with work plan. Will need to reprofile spend into 2020/21 as work required is seasonal / weather dependant.

Service Area	Budget Reprofiled from 2018/19 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000	Comments
Street Lighting	7	35	4	(31)	35	35	-	-	35	Works to be delivered in line with 30 year project plan
Local Nature Reserves	23	23	-	(23)	23	-	(23)	23	23	Works ongoing to deliver items from management plan for various LNRs. Will need to reprofile spend into 2020/21 as work required is seasonal / weather dependant.
Community Woodland Cycleway	200	75	-	(75)	200	-	(200)	200	200	Variation to design spec to be included with Amington Community Woodland however, anticipate 12 month delay in delivery phase due to new work timeline from developer.
Amington Community Woodland	302	150	14	(136)	352	14	(338)	338	352	Consultation and design complete however, anticipate 12 month delay in delivery phase due to new work timeline from developer.
3G Sports Facility	310	310	1	(309)	310	160	(150)	150	310	Agreement with Sport England signed work now due to start on site January 2020 with completion expected early 2020/21. Will need to reprofile some spend into 2020/21 as work required is weather dependant and not yet finalised.
Assembly Rooms Development	2,053	2,083	2,079	(4)	2,083	2,083	-	-	2,083	Further update report to be considered by Cabinet as agreed by the Portfolio Holder

Service Area	Budget Reprofiled from 2018/19 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000	Comments
Indoor and Outdoor Sports Feasibility	100	100	-	(100)	100	-	(100)	100	100	Consultation due to be completed October - linked with review of Gungate site and strategy for the whole borough so will need to reprofile works into 2020/21.
Service Area Total	3,032	2,809	2,098	(711)	3,140	2,293	(847)	847	3,140	
AD Finance										
Property Funds	8,131	8,131	-	(8,131)	8,131	4,131	(4,000)	4,000	8,131	£4m planned to be invested this year, with remainder to be re-profiled
Solway Tamworth LTD LATC	4,000	4,000	4	(3,996)	4,000	4	(3,996)	3,996	4,000	Budget to be re-profiled
Service Area Total	12,131	12,131	4	(12,127)	12,131	4,135	(7,996)	7,996	12,131	
AD Assets										
Disabled Facilities Grant	72	559	705	146	722	722	-	-	722	Budget expected to be spent in full
Agile Working Phase 2	124	114	-	(114)	114	-	(114)	114	114	Scheme not yet identified.
Energy EFF Upgrade Commercial and Industrial Properties	-	56	3	(53)	75	3	(72)	-	3	Budget not expected to be spent.
Castle Grounds Toilet Refurbishment	180	180	173	(7)	180	180	-	-	180	Project complete and awaiting final account
Service Area Total	376	909	881	(28)	1,091	904	(186)	114	1,018	
AD Neighbourhoods										
Homelessness Reduction Act	30	30	-	(30)	30	-	(30)	20	20	Budget not expected to be spent this year
Cctv Camera Renewals	49	49	12	(37)	49	49	-	-	49	Spend in 2019/20 in support of CCTV service review

Service Area	Budget Reprofiled from 2018/19 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000	Comments
CCTV Infrastructure	-	-	-	-	140	140	-	-	140	Budget established from Invest to Save Capital Contingency in line with Cabinet approval
Service Area Total	79	79	12	(67)	219	189	(30)	20	209	
AD Partnerships										
Private Sector Coalfields Fund	92	92	-	(92)	92	-	(92)	-	-	Not expected to be spent and to be returned to balances
Service Area Total	92	92	-	(92)	92	-	(92)	-	-	
GF Contingency										
Gf Contingency	35	35	-	(35)	35	-	(35)	35	35	Not likely to be required
Cont Return On Investment	160	20	-	(20)	20	-	(20)	20	20	£140k released for CCTV investment costs
GF Contingency Plant and Equipment	100	100	-	(100)	100	-	(100)	100	100	Contingency for plant and equipment purchases supported by a business case approach - not likely to be required this year
Civil Contingencies Technology 17/18 (Contingency)	19	19	-	(19)	19	-	(19)	-	-	No longer required
Refurbishment of Marmion House Reception (Contingency)	100	100	-	(100)	100	-	(100)	-	-	Unlikely to be required / wider review underway
GDPR Compliance (Contingency)	31	31	-	(31)	31	-	(31)	-	-	Review underway, but unlikely to be required
Mobile Phone Contract (Contingency)	20	20	-	(20)	20	20	-	-	20	Review underway, but will require approval from Cabinet to release funds
Private Sector Improvement Grants (Coalfields Funding)	130	130	-	(130)	130	-	(130)	-	-	Not likely to be required
Service Area Total	595	455	-	(455)	455	20	(435)	155	175	
GENERAL FUND TOTAL	17,929	18,215	3,223	(14,992)	18,912	7,915	(10,996)	10,542	18,458	

HOUSING REVENUE ACCOUNT										
Service Area	Budget Reprofiled from 2018/19 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000	Comments
AD Assets										
Structural Works	-	225	101	(124)	300	200	(100)	-	200	Works done on an ad-hoc basis
Bathroom Renewals	30	456	360	(96)	598	598	-	-	598	To be spent in full
Gas Central Heating Upgrades and Renewals	203	718	206	(511)	889	739	(150)	-	739	Anticipate underspend once all identified works are complete. Will need to monitor for additional expenditure
Kitchen Renewals	36	814	704	(110)	1,073	1,073	-	-	1,073	To be spent in full
Major Roofing Overhaul and Renewals	-	684	315	(368)	911	911	-	-	911	Expected to be spent in full by year end
Window and Door Renewals	-	487	544	57	649	649	-	-	649	Expected to be spent in full by year end
Neighbourhood Regeneration	-	562	366	(196)	749	499	(250)	-	499	A number of schemes are being pulled together to form a plan for this budget, but an underspend is expected
Disabled Facilities Adaptations	24	183	50	(133)	236	236	-	-	236	To be spent in full
Rewire	-	272	-	(272)	362	212	(150)	-	212	To be reviewed following completion of electrical checks, but not expected to be fully spent
CO2 / Smoke Detectors	-	48	48	0	64	64	-	-	64	Expected to be spent in full by year end
Insulation	-	13	-	(13)	18	18	-	-	18	Ad hoc spend according to identified need
Strode House Car Park and Garages	171	171	23	(147)	171	23	(147)	-	23	All works complete and no further costs due.

Service Area	Budget Reprofiled from 2018/19 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000	Comments
Renew High Rise Lifts	280	280	1	(279)	280	17	(263)	263	280	Old project still on site, new lifts won't commence until next year. £16k to offset overspend on CR4014
High Rise Lift Renewals 2012	158	158	174	16	158	174	16	-	174	Scheme now completed - minor overspend to be offset by CR3096
Fire Upgrades To Flats 2012	1,985	1,985	1,468	(517)	1,985	1,785	(200)	-	1,785	Sprinkler due for completion - underspend expected
Sheltered Schemes	-	75	90	15	100	100	-	-	100	Expect to spend in full by year end
Energy Efficiency Improvements	-	53	5	(47)	70	70	-	-	70	-
High Rise Balconies	43	43	7	(35)	43	43	-	-	43	Scheme almost completed
Works to High Rise Flats	863	863	650	(213)	863	863	-	-	863	Works completed, awaiting final account from Contractor. Anticipate some underspend due to lack of availability of fire doors.
Retention of Garage Sites	-	375	451	76	500	500	-	-	500	Schemes identified and works commenced.
Capital Salaries	-	-	-	-	200	200	-	-	200	-
Tinkers Green	10,753	4,448	4,873	425	10,753	9,413	(1,340)	1,340	10,753	Project progressing and due to complete Autumn 2020.
Kerria Estate Project	6,762	2,708	3,632	925	6,762	5,912	(850)	850	6,762	Project progressing and due to complete Autumn 2020.
Regeneration General	-	700	(25)	(725)	950	-	(950)	-	-	£1.05m vired to CR7004. No additional scheme likely in current financial year
Other Acquisitions	946	2,121	1,898	(223)	2,496	2,496	-	-	2,496	£1.05m vired from CR7003. Should be fully spent by year end.
Service Area Total	22,254	18,441	15,945	(2,496)	31,181	26,797	(4,384)	2,453	29,249	

Service Area	Budget Reprofiled from 2018/19 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2020/21 (memo only) £000	Outturn £000	Comments
HRA Contingency										
HRA Contingency	100	100	-	(100)	100	100	-	-	100	Will require approval from Cabinet to release funds
Service Area Total	100	100	-	(100)	100	100	-	-	100	
HRA Total	22,354	18,541	15,945	(2,596)	31,281	26,897	(4,384)	2,453	29,349	

Treasury Management Update – Period 9 - 2019/20**Investments held as at 31st December 2019:**

Borrower	Deposit £	Rate %	From	To	Notice
Bank of Scotland	2,000,000	1.10%	03-Jan-19	03-Jan-20	-
Bank of Scotland	2,000,000	1.10%	04-Jan-19	03-Jan-20	-
Lloyds Bank	1,000,000	1.10%	08-Feb-19	07-Feb-20	-
Bank of Scotland	2,000,000	1.10%	11-Feb-19	10-Feb-20	-
Thurrock Council	7,000,000	1.12%	13-Mar-19	13-Feb-20	-
Lloyds Bank	2,000,000	1.25%	03-Apr-19	03-Apr-20	-
Lloyds Bank	2,000,000	1.25%	03-Apr-19	03-Apr-20	-
National Westminster Bank plc	2,000,791	0.92%	28-Jun-19	26-Jun-20	-
National Westminster Bank plc	4,001,583	0.83%	05-Jul-19	26-Jun-20	-
Lancashire County Council	3,000,000	0.95%	29-Oct-19	28-Oct-20	-
Thurrock Council	3,000,000	0.83%	10-Oct-19	09-Oct-20	-
Lancashire County Council	3,000,000	1.10%	29-Oct-19	27-Oct-20	-
Lloyds Bank	1,000,000	1.10%	29-Nov-19	30-Nov-20	-
Lloyds Bank	1,000,000	1.10%	29-Nov-19	30-Nov-20	-
North Tyneside Council	5,000,000	1.20%	06-Dec-19	07-Jun-21	-
Goldman Sachs	10,000,000	1.17%	-	-	180 day
Santander	10,000,000	1.00%	-	-	180 day
MMF – Federated	3,000,000	0.91%*	-	-	On call
MMF – Federated	3,124,000	0.75%*	-	-	On call
Total	66.126	1.05 (avg)			

* Interest rate fluctuates daily dependant on the funds investment portfolio, rate quoted is approximate 7 day average.

External Borrowing as at 31st December 2019:

<u>Borrowing from PWLB</u>				
<u>Loan Number</u>	<u>Rate</u>	<u>Principal</u>	<u>Start</u>	<u>Maturity</u>
475875	8.875%	1,200,000	29/04/1995	25/04/2055
478326	8.000%	1,000,000	17/10/1996	17/10/2056
479541	7.375%	1,000,000	28/05/1997	28/05/2057
479950	6.750%	2,000,000	02/10/1997	03/09/2057
481087	5.625%	3,000,000	22/06/1998	22/06/2058
481641	4.500%	1,400,000	09/10/1998	09/10/2058
483694	4.875%	92,194	21/12/1999	18/10/2059
488835	5.000%	2,000,000	01/07/2004	01/07/2034
490815	4.250%	1,000,000	24/11/2005	24/05/2031
494265	4.430%	2,000,000	21/01/2008	01/01/2037
494742	4.390%	700,000	15/08/2008	15/08/2058
500759	3.520%	5,000,000	28/03/2012	28/03/2053
500758	3.510%	5,000,000	28/03/2012	28/03/2054
500757	3.510%	5,000,000	28/03/2012	28/03/2055
500761	3.510%	5,000,000	28/03/2012	28/03/2056
500755	3.500%	5,000,000	28/03/2012	28/03/2057
500756	3.500%	3,000,000	28/03/2012	28/03/2058
500753	3.500%	1,000,000	28/03/2012	28/03/2059
500760	3.490%	5,000,000	28/03/2012	28/03/2060
500762	3.490%	5,000,000	28/03/2012	28/03/2061
500754	3.480%	5,668,000	28/03/2012	28/03/2062
504499	3.230%	3,000,000	30/11/2015	30/11/2065
Total	4.050%	63,060,194		

Corporate Scrutiny Work Plan

Work Plan 2019 – 2020		
TARGET MEETING DATE	SUBJECT	MEETING WHEN ITEM ADDED TO WORK PLAN
5 th February 2020	QPR Q3 2019/20 Report	Regular item
5 th February 2020	Review of senior management restructuring (update)	
5 th February 2020	Working group report on QPR Report Executive Summary	June 2019
12 th March 2020	Member Training update	June 2019
12 th March 2020	Member Support Working group – sub group on Member Communications	
12 th March 2020	Review of Cabinet decisions over previous 12 month period	
May 2020	Parking Toolkit review	October 2019
June 2020	Local Council Tax Reduction Scheme 2021 onwards - revisit	November 2019
July 2020	Review of Legal Services (post implementation)	November 2019
August 2020	The Assembly Rooms – review of project	November 2019
TBC	Housing Repairs & Investment Contract Review	November 2019
TBC	Solway Trading Company Update (2x per year)	December 2019
TBC	Market tender progress Update	August 2019

Quarter 4 2020	Asset Management update	December 2019
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Upcoming Corporate Scrutiny Committee Meetings
12 th March 2020

Briefing Paper for Corporate Scrutiny on the Senior Management Review of April 2018

Background

In October 2017 the Chief Executive retired from the Council, and at this time, Council appointed two interim roles, Chief Operating Officer and Head of Paid Service, to undertake interim management of the organisation and specifically to carry out a fundamental senior review.

The key drivers for this review were to ensure the organisation is focused on the ability to deliver its corporate plan and strategic objectives and to ensure the savings target contained within previous medium term financial forecasts was realised (at least £130k per annum).

Evidence from that time indicated there needed to be a rebalancing of management responsibilities and an agile and aligned workforce to meet the changing and challenging demands on the Council.

Further with government funding forecasts continuing to be pessimistic, the new structure needed to embrace this and seek to provide a framework for the organisation to embrace a “one council” approach with much reduced senior management capacity.

Scope of Review

Included within this review were 7 executive level roles and other posts within the senior management structure gave a total of 36 posts designated as being within the senior management team.

The full time equivalent headcount for the authority was 313.65.

Given the size of the organisation it was evident the existing structure was top heavy, and more emphasis on frontline outward facing resource as well as a more joined up approach across directorates was needed.

The review was supported by an independent consultant who was engaged to provide the interim leadership with challenge, ideas, and to assist with establishing a new robust structure.

Outcome of the Review

The Appointments & Staffing Committee considered a report identifying a new senior structure in April 2018, and recommended to full Council (6th June 2018), which was accepted in full.

The revised structure consists of an executive team of 4 – Chief Executive, Exec Director Organisation (head of paid service), Executive Director Finance (section 151 officer) and Executive Director Communities, and a wider

corporate management team of 7 Assistant Directors – a senior management team now totalling 11.

The implementation of this review was undertaken in two phases with the senior team being in post from June 2018, and realignment of service managers being completed by April 2019. The reason for deferring the second phase was to offer organisational stability during change, to allow the senior team time to settle and further refine their areas of accountability, and to ensure the organisation was able to continue to deliver its priorities while undergoing fundamental organisational change

Financial Savings

The review delivered savings of circa £380k per annum (£290k GF/£90kHRA), which materially contributed to the financial stability of the organisation.

Summary of Outcomes

- The review surpassed the financial outcomes required.
- Aligned corporate capacity to focus on strategic priorities.
- Removed silo working by the removal of Directorates.
- Improved communications within the senior team by colocation within the building.
- Aligned functional teams to ensure efficient working.
- Aligned the organisation to deliver its corporate plan.
- The inclusion of returning officer within the chief executive role adds ultimate accountability to this vital democratic function.
- Thematic responsibilities given to the executive team of skills, commercialisation and well being to ensure corporate oversight.
- Commercialisation is promoted within all aspects of service delivery.
- Acted as a catalyst to further review and refine functional teams across the organisation.
- Built resilience across the senior team.
- Promoted open and transparent working relationships across the organisation.
- Facilitated a fresh perspective to some operational areas.
- Defined the role of CEX/Deputy CEX to promote external and internal focus.
- Strengthened the role of partners in service delivery.
- Acknowledged shared services as mainstream in the organisation.
- Increased trust, co-operation, and accountability across the team.
- Promoted a “can do” rather than a “can’t do” approach within teams.