

Business & Transformation Scrutiny Panel

Agenda

Thursday, 06 September 2018 AT 10:00

In the Flensburg Room, Civic Centre, Carlisle, CA3 8QG

****A preparatory meeting for Members will be held at 9.15am in the Flensburg Room****

The Press and Public are welcome to attend for the consideration of any items which are public.

Members of the Business & Transformation Scrutiny Panel

Councillor Mrs Birks(Chairman) , Councillors Alcroft, Allison, Mrs Bowman (Vice Chairman), Ellis, Mrs Mallinson, McDonald, and McNulty

Substitutes:

Councillors Bainbridge, Carrigan, Mrs Ellis-Williams, J Mallinson, Shepherd and Mrs Warwick

PART A

To be considered when the Public and Press are present

Apologies for Absence

To receive apologies for absence and notification of substitutions.

Declarations of Interest (including declarations of “The Party Whip”)

Members are invited to declare any disclosable pecuniary interests, other registrable interests, and any interests, relating to any time on the agenda at this stage.

Public and Press

To agree that the items of business within Part A of the agenda should be dealt with in public and that the items of business within Part B of the agenda should be dealt with in private.

Minutes of Previous Meetings

7 - 16

To agree the minutes of the meeting held on 26 July 2018.
(Copy Minutes attached)

A.1 CALL-IN OF DECISIONS

To consider any matter which has been the subject of call-in.

A.2 OVERVIEW REPORT AND WORK PROGRAMME

17 - 22

Portfolio: Cross Cutting

Directorate: Cross Cutting

Officer: Michael Thompson, Overview and Scrutiny Officer

Report: OS.19/18 attached

Background:

To consider a report providing an overview of matters related to the work of the Business and Transformation Scrutiny Panel.

Why is this item on the agenda?

The Business and Transformation Scrutiny Panel operates within a work plan which has been set for the 2018/19 municipal year. The Plan will be reviewed at every meeting so that it can be adjusted to reflect the wishes of the Panel and take into account items relevant to this Panel in the latest Notice of the Executive Key Decisions.

What is the Panel being asked to do?

- Note the items (within the Panel remit) on the most recent Notice of Executive Key Decisions
- Discuss the work programme and prioritise if necessary

A.3 DRAFT ITINERARY FOR EFFICIENCY RELATED INQUIRY DAY**23 - 26**

Portfolio: Finance, Governance and Resources

Directorate: Corporate Support and Resources

Officer: Michael Thompson, Overview and Scrutiny Officer

Report: OS.23/18 attached

Background:

The Overview and Scrutiny Officer to submit draft itinerary for the Efficiency Inquiry Day.

Why is this item on the agenda?

The Panel requested an Inquiry Day on the Efficiency Plan at their meeting on 26 July 2018

What is the Panel being asked to do?

Note the draft itinerary for the forthcoming Efficiency Inquiry Day

A.4 COMMUNITY ASSET TRANSFER POLICY**27 - 48**

Portfolio: Finance, Governance and Resources

Directorate: Corporate Support and Resources

Officer: Steven O'Keeffe, Policy and Communications Manager

Report: PC.16/18 and Minute Excerpt attached

Background:

The Policy and Communications Manager to present a Community Asset Transfer Policy.

Why is this item on the agenda?

The Policy had been developed through a Business and Transformation Task group which had been endorsed by the Panel on 5 December 2017. The matter was considered by the Executive on 20 August 2018.

What is the Panel being asked to do?

Comment on the amended draft Policy and recommend that the executive adopts the Policy and Procedure at their meeting on 17 September 2018.

A.5 REVENUE BUDGET OVERVIEW & MONITORING REPORT - APRIL TO JUNE 2018 49 - 70

Portfolio: Finance, Governance and Resources

Directorate: Corporate Support and Resources

Officer: Alison Taylor, Chief Finance Officer

Report: RD.18/18 and Minute Excerpt attached

Background:

The Chief Finance Officer to submit a report providing an overview of the Council's General Fund revenue budgetary position for the period April to June 2018 which was considered by the Executive on 20 August 2018.

Why is this item on the agenda?

Budget monitoring report

What is the Panel being asked to do?

To note the overall budgetary position for the period April to June 2018.

A.6 CAPITAL BUDGET OVERVIEW AND MONITORING REPORT - APRIL TO JUNE 2018 71 - 86

Portfolio: Finance, Governance and Resources

Directorate: Corporate Support and Resources

Officer: Alison Taylor, Chief Finance Officer

Report: RD.19/18 and Minute Excerpt attached

Background:

The Chief Finance Officer to submit a report providing an overview of the budgetary position of the City Council's capital programme for the period April to June 2018 which was considered by the Executive on 20 August 2018.

Why is this item on the agenda?

Budget monitoring report

What is the Panel being asked to do?

To note the variances contained within the report and the overall budgetary position for the period April to June 2018.

A.7 CORPORATE PLAN

87 - 94

Portfolio: Cross Cutting

Directorate: Corporate Support and Resources

Officer: Gary Oliver, Policy and Performance Officer

Report: PC.17/18 attached

Background:

The Town Clerk and Chief Executive to submit a report providing an overview of the development of a Corporate Plan.

Why is this item on the agenda?

Policy Review/Development

What is the Panel being asked to do?

Note the Corporate Plan and its roles in linking strategic documents and consider and comment on the Key performance Indicators included in the Plan.

A.8 EMPLOYEE OPINION SURVEY 2018

95 - 106

Portfolio: Cross Cutting

Directorate: Corporate Support and Resources

Officer: Gary Oliver, Policy and Performance Officer

Report: PC.18/18 attached

Background:

The Chief Finance Officer to submit a report on the results of the Employee opinion Survey 2018.

Why is this item on the agenda?

Monitoring report

What is the Panel being asked to do?

Consider and comment on the results of the Employee Opinion Survey 2018

PART B
To be considered in Private

- NIL -

Enquiries, requests for reports, background papers etc to:

Rachel Plant, Democratic Services Officer, (01228) 817039 or
rachel.plant@carlisle.gov.uk

A copy of the agenda and reports is available on the Council's website at www.carlisle.gov.uk or
at the Civic Centre, Carlisle.

BUSINESS AND TRANSFORMATION SCRUTINY PANEL

THURSDAY 26 JULY 2018 AT 10.00AM

PRESENT: Councillor Mrs Bowman (Vice Chairman), Councillors Alcroft, Allison, Mrs Mallinson, Mallinson J (as substitute for Councillor Ellis), McNulty and Mrs Warwick (as substitute for Councillor Mrs Birks)

ALSO PRESENT: Councillor Dr Tickner – Deputy Leader, and Finance, Governance and Resources Portfolio Holder

OFFICERS: Town Clerk and Chief Executive
Corporate Director of Governance and Regulatory Services
Chief Finance Officer
Property Services Manager
Policy and Communications Manager
Policy and Performance Officer
Overview and Scrutiny Officer

BTSP.47/18 APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillor Mrs Birks, Councillor Ellis and Councillor McDonald.

BTSP.48/18 DECLARATIONS OF INTEREST

No declarations of interest were submitted.

BTSP.49/18 PUBLIC AND PRESS

RESOLVED - It was agreed that the items of business in Part A be dealt with in public and Part B be dealt with in private.

BTSP.50/18 MINUTES OF PREVIOUS MEETINGS

RESOLVED – To note that Council, on 17 July 2018, received and adopted the minutes of the meeting held on 31 May 2018. The minutes were signed by the Chairman.

BTSP.51/18 CALL - IN OF DECISIONS

There were no items which had been the subject of call-in.

BTSP.52/18 OVERVIEW REPORT AND WORK PROGRAMME

The Policy and Communications Manager presented report OS.19/18 providing an overview of matters relating to the work of the Business and Transformation Scrutiny Panel.

The Notice of Executive Key Decisions had been published on 22 June 2018. The following items fell within the remit of the Panel:

Included in the Work Programme for this meeting –

KD.10/18 – Asset Management Plan 2018-2023

KD.12/18 – The Medium term Financial Plan (including the Corporate Charging Policy) and the Capital Strategy 2019/20 to 2023/24

Not included in the Work Programme – Page 7 of 106

KD.11/18 – Review of the Statement of Gambling Policy

KD.13/18 – Land and Property Transaction – Acquisition of a residential property in Carlisle (Private report)

The table of progress on resolutions from previous meetings had been included in section 3 of the report. Since the publication of the report the Town Clerk and Chief Executive had circulated the programme for the roll out of Office 365 to Members.

Members asked for updates on the following resolutions:

BTSP.16/18 (2) – The Town Clerk and Chief Executive had not been aware of any reason why the action had not been completed.

BTSP.41/18 (a) – The Chief Finance Officer responded that the Pools had required rewiring to pass the annual inspection to enable it to remain open. With regard to the Recycling & Waste Management revenue outturn position she explained that there had been a one off underspend. The Rethinking Waste Scheme had redesigned the service to make revenue contributions to fund vehicle purchases, therefore there should not be any underspend moving forward.

BTSP.40/18 – The Corporate Director of Governance and Regulatory Services explained that no work was being undertaken with regard to the committee structure of the City Council following the Boundary Commission review. The Boundary Commission's position had been that the Council could operate with its current structure despite the reduction to 39 Members. It was open to Members to review this position should they wish.

BTSP.42/18 – An explanation of the Key Performance Indicators within Customer Services was provided in the Performance Report later on in the agenda.

The Policy and Communications Manager drew the Panel's attention to section 4 of the report which detailed an update on the Draft Community Asset Transfer Policy. The Policy would be considered by the Executive at the next appropriate meeting.

The Panel's 2018/19 work programme had been attached as appendix 1 to the report for the Panel's consideration. The Policy and Communications Manager reported that the Corporate Plan and the Workforce Plan would be submitted to the September Panel meeting.

The Town Clerk and Chief Executive reminded the Panel that the Flood Recovery Lessons Learnt report would focus on the Council's asset recovery and would include an analysis of the closure of John Street Hostel. In response to a Member's question the Town Clerk and Chief Executive added that one area that had caused issues during the flood had been the logistics of dealing with the donations. As a result work had been undertaken and an external organisation now looked after the donations quickly and appropriately. He confirmed that there had been issues with contractors, however, not all of the delays had been as a result of contractors and details would be included in the report.

A Member commented that the delays to the ground floor should also be included in the report along with the risks to the Council in terms of further flooding. The Town Clerk and Chief Executive agreed that there had been some frustration regarding the time taken to move forward with the ground floor but it had been appropriate to have full negotiations with the insurers and to ensure the designs went through the proper committee process.

A Member asked if the allocated budget for the ground floor would be sufficient to complete the plans and the Town Clerk and Chief Executive confirmed that there was sufficient funding and, in addition, a funding stream would be created.

RESOLVED – 1) That the Overview Report incorporating the Work Programme and Key Decision items relevant to the Business and Transformation Scrutiny Panel (OS.19/18) be noted.

2) That the Panel look forward to receiving the lessons learnt report on the recovery of the Council's assets.

BTSP.53/18 DRAFT ASSET MANAGEMENT PLAN 2018 TO 2023

The Corporate Director of Governance and Regulatory Services presented report GD.56/18 which set out the revisions to the Asset Management Plan which had been updated to reflect key issues and changes affecting the management and use of the City's portfolio resource. The Plan also reported on the current position and performance of the portfolio, and the Asset Disposal Programme.

Members' attention was drawn to the portfolio and the current performance as at 31 March 2018.

In considering the Draft Asset Management Plan Members raised the following comments and questions:

- A Member asked for an explanation of the term 'Ratio Planned: Reactive Maintenance' which was included in the Outstanding Maintenance table.

The Property Services Manager clarified that it was good practice to have 76% of maintenance as planned maintenance rather than reactive maintenance.

- A Member highlighted the Condition Category table which showed a decline in the A (Excellent) categories and asked for the reason for the change.

The Property Services Manager explained that the condition survey was only partially completed and a full picture would be available once the survey programme was completed. The assets in the A category had been new assets and as they had aged the maintenance required had increased, therefore they moved from A to B (Good). Overall there was an increase from 87% in A & B to 89.5% and a reduction in C (Mediocre) and D (Poor) from 13% to 10.05%. To have 89.5% of the City Council's portfolio classed as either excellent or good was testimony to the proactive management regime that was in place.

- What energy efficiency targets were in place and how were they monitored?

The Property Services Manager reported that energy efficiency measures were installed in all Council assets where possible including light sensors, meters and smart meters. It would be possible to set targets for the Civic Centre when it had a full complement of smart meters to analysis consumption. He added that there had been issues previously in monitoring the electricity consumed as the provider had to submit estimated bills. When all the smart meters had been installed there would be accurate bills and a consumption indicator would be appropriate.

A Member highlighted some concerns with regard to smart meters and reports that they had not been accurate and asked who provided the smart meters and if officers were confident that they would be accurate.

The Corporate Director of Governance and Regulatory Services responded that the smart meters would be supplied by the energy provider and he had been aware of issues with first generation meters but technology had progressed and it was hoped that the new meters would be accurate.

- What was income received from the feed in tariff from the solar photovoltaic arrays at the Sands Centre and Civic Centre?

The Chief Finance Officer agreed to circulate a written response.

- How did the Council seek views from customers, staff and the public in formulating the Plan?

The Property Services Manager responded that the team liaised with tenants before any work was carried out, this information was not included in the Plan but it would be considered for inclusion in future Plans.

- Was the capital expenditure annual or was some it one off non recurring?

The Property Services Manager explained that the repairs programme was reviewed annually and the current review would be completed in 2019. The outcome of that review would be reflected in the three year plan. The Chief Finance Officer added that the total revenue budget and the capital scheme had been detailed in the report, the three year plan would detail how that amount would be itemised and spent.

- The disposal programme included potential for a site at Greymoorhill which could have a significant capital receipt. Had consideration been given to other options apart from its sale, for example the Council being involved in the development of the site?

The Corporate Director of Governance and Regulatory Services reminded the Panel of the work being carried out at Junction 44 which involved the Council in the development for a greater return; he confirmed that all options were being considered to increase the level of revenue for the authority.

The Property Services Manager added that any valuations for the capital receipt would be based on the prevailing market rate at the time.

- The Chancerygate Project showed a yield of 14%, a Member commented that he felt that the potential yield should take account of the value of the land.

The Town Clerk and Chief Executive clarified that the proposal was to have the value of the land reflected in the return for the Council. The Property Services Manager agreed to include figures in the report which would be submitted to Council and commented that it would still be a very good return.

- How were the future sales of assets progressing?

The Portfolio Holder responded that the report had comprehensively covered the combination of disposal and acquisition, in addition Chancerygate were employed to ensure that the Council was achieving returns at Kingstown Industrial Estate.

- The Plan stated that the Council used property well to meet its aims and was planning future investment and development to allow it to continue, how was this monitored?

The Corporate Director of Governance and Regulatory Services informed Members that the occupancy rates showed that the property was being well used.

- A Member questioned the need for £200,000, which had been ring fenced for work at Kingstown Industrial Estate, when Chancerygate had been appointed to manage Kingstown Industrial Estate.

The Corporate Director of Governance and Regulatory Services agreed to provide the Panel with a detailed written response to the question. He reminded the Panel that Chancerygate had been appointed to manage Kingstown Industrial on behalf of the Council; the Council was still responsible for financing work in the Industrial Estate. In response to a further question the Corporate Director clarified that the report which would be submitted to Council would look at the financing of the development proposals only.

- Were the assets to be disposed of still advertised on the Council's website? What kind of interest did they receive and how were those who had registered interest kept involved?

The Property Services Manager confirmed that the City Council website was used as a marketing tool for the disposal of assets. When interest was registered in a particular asset the interest was acknowledged and the details were retained in the asset's file. When the asset was to be disposed of those who had registered interest were then contacted.

The Finance, Governance and Resources Portfolio Holder took the opportunity to thank the Property Services Team for achieving increased returns on assets in a difficult time. In addition the rental income of £4.2 million per annum was vital to the Council's operations.

A Member agreed with the Portfolio Holder adding that the City would look very different without the rental income. He stated that it was important that the Council thought about the asset disposal and used the assets to not only increase income but to shape Carlisle for the future.

The Corporate Director reminded the Panel that some assets were not being sold and were being used by the Economic Development Directorate to grow the City.

RESOLVED –1) That the Draft Asset Management Plan 2018 to 2023 (GD.56/18) be welcomed;

2) That the Chief Finance Officer provided the Panel with a written response regarding the income received from the feed in tariff from the solar photovoltaic arrays at the Sands Centre and Civic Centre.

3) That the comments and observations of the Panel, as detailed above, be submitted to the Executive.

BTSP.54/18 DRAFT MEDIUM TERM FINANCIAL PLAN 2019/20 TO 2023/24

The Chief Finance Officer reported (RD.13/18) on the draft Medium Term Financial Plan (MTFP) 2019/20 to 2023/24 which set out the current framework for planning and managing the Council's financial resources, developing its annual budget strategy and updating its current five year financial plan. The Plan linked the key aims and objectives of the Council, as contained in the Carlisle Plan, to the availability of resources, enabling the Council to prioritise the allocation of resources to best meet its overall aims and objectives.

In terms of the key messages, the Chief Finance Officer explained that the MTFP showed the starting position for budget considerations for the next five years and gave an indication of the likely factors that would have an impact in the budget setting process.

Key to those considerations would be:

- Achievement of transformation savings;
- Further reductions in government grant, e.g. New Homes Bonus, Housing Benefit Administration Grant;
- Further consideration of the future funding and Business Rate Retention and the added responsibilities that may be passed on to the Council as well as future resets of Business Rate Retention Scheme. Further guidance from the MHCLG was anticipated on the Business Rate Retention Scheme to inform the budget process.

As well as some significant pressures, there was scope for some additional savings and additional income opportunities to be considered as part of the budget process. Those considerations were likely to be around Business Rate Retention Growth and Pooling; and more commercial and investment opportunities.

In considering the report, Members were reminded that the MTFP has been prepared at a time of great uncertainty in respect of the economy, especially in terms of the on-going Brexit debate, and also in terms of the Government's approach to Public Sector Funding in general and particularly for Local Government Funding. No details had been received in terms of funding

beyond 2019/20; therefore it is very difficult to predict future potential funding for the Council in relation to the Fair Funding Review, Business Rates Retention and the New Homes Bonus Scheme.

In considering the Draft Medium Term Financial Plan 2019/20 to 2023/24 Members raised the following comments and questions:

- Members asked for clarity regarding the proposed increase to the General Fund Reserves and asked how it compared to other authorities.

The Chief Finance Officer clarified that the proposal was to increase the General Fund Reserves to £3.3m, however, consideration would have to be given to the shortfall from the proposed Rethinking Waste savings. She added that there was no guidance on the level of Reserve the Council should have, it was the decision of the Section 151 Officer on a local level.

- How was the New Homes Bonus being used?

The Chief Finance Officer responded that the Bonus was a general grant based on the number of new homes or houses being brought back into use. The funding was used to fund Council services as an increase in homes increased the demand on services. She added that the money was not ring fenced.

The Finance, Governance and Resources Portfolio Holder added that the Government encouraged local authorities to build new homes to meet the housing shortage; in addition they were removing the Revenue Support Grant. This meant Local Authorities had to increase business growth and build new homes.

- Were officers confident that the 2017/18 savings could be achieved?

The Chief Finance Officer responded that there had been a shortfall in 2017/18 due to the changes to the Rethinking Waste Scheme which had resulted in £400,000 of recurring savings not being achieved.

- A Member raised concerns with regard to the borrowing rates and wanted to ensure any new borrowing would not be repaid as interest only.

The Chief Finance Officer explained that the refinancing of the £15m stock option had been built into the budget from 2020/21 along with other borrowing requirements at a reduced rate of interest and as a full repayment loan. Her recommendation had been to have a repayment loan only.

The Portfolio Holder added that the stock refinance would result in lower payments and would be paid off. The finance team continued to watch the market and had the delegated authority to act on opportunities as they arose to ensure the Council got the best deal available.

A Member sought assurance that financing for the Leisure Redevelopment would not occur until after the Development had been agreed.

The Portfolio Holder clarified that the finance team had delegated authority with regard to the best options for refinancing the stock option. With regard to other projects, there were many options available and financing would occur through a variety of financial options at the appropriate time.

- The Council had achieved growth over and above the budgeted level with regard to the Business Rates Baseline, how much control did the Council have with Business Rates?

The Chief Finance Officer responded that the Business Rates were in the hands of businesses and economic growth in the area. The Council was part of the Cumbria Business Rates Pool

which enabled the Council to retain more of the growth. The baseline had not yet been set for 2020/21 but in-year monitoring would be reported to the Panel as part of their quarterly monitoring reports.

- A Member asked if the impact from shop closures on Business Rates had been included in a risk register.

The Chief Finance Officer responded that the impact on Business Rates was monitored and reported quarterly. There was a potential impact from the Business Rates Appeals process which had changed and meant there would be a long period for when the appeal was heard and if it should be backdated; however, a provision for this had been built into the budget.

- Was the increase in the income from the Lanes realistic?

The Chief Finance Officer agreed to supply a written response to the Panel.

- Was the Building Control income subsumed in Development Control figures?

The Chief Finance Officer clarified that Building Control was a separate function with a separate reserve.

- Would the recently announced pay increase to some public sectors affect the Council?

The Chief Finance Officer confirmed that the recent changes announced for Public Sector pay increases would not affect the authority. The pay increase of 2% had been agreed for 2018/19 and 2019/20 and included in the budget.

- The Council signed up to a four year settlement in exchange for a commitment to prepare an Efficiency Plan. The report showed the Plan had been for three years not four and Members asked for clarity on the matter.

The Chief Finance Officer responded that the 4 year finance settlement had been based upon the approval of the Efficiency Plan by the (then) DCLG. 4.3 of the report set out how the budget had been achieved and that further efficiencies were not required to achieve a balanced budget after 2018/19. This did not mean that further efficiencies would not be found and the Council would continue to strive to be as efficient as it could be.

The Panel discussed holding an enquiry day to discuss issues around efficiency and the Efficiency Plan. The Panel agreed to the enquiry day and would prepare a list of their requirements for the day and what they hoped to achieve.

RESOLVED - 1) That the Draft Medium Term Financial Plan 2019/20 to 2023/24 be welcomed (RD.13/18);

2) That the Chief Finance Officer supply a written response to the Panel regarding the increase to the income from the Lanes.

3) That the Panel hold an Enquiry Day to discuss issues regarding efficiencies and efficiency planning.

4) That the comments and observations of the Panel, as detailed above, be submitted to the Executive.

BTSP.55/18 DRAFT CAPITAL INVESTMENT STRATEGY 2019/20 TO 2023/24

The Chief Finance Officer reported (RD.14/18) on the Draft Capital Investment Strategy 2019/20 to 2023/24, which directed the Council's Capital Programme and the allocation of

resources for the five year period 2019/20 to 2023/24. The guidance in the strategy complimented and supplemented the Medium Term Financial Plan.

The Chief Finance Officer drew attention to the key messages in the report and the financial principles which supported the Capital Investment Strategy as detailed in section 2 of the Strategy.

In considering the draft Capital Investment Strategy Members raised the following comments and questions:

- To what extent did the authority use advisors with regard to borrowing?

The Chief Finance Officer responded that Chancerygate provided advice with regard to Kingstown Industrial Estate, Property Services and Economic Development gave advice and the Council also had Treasury Management advisors.

- Why had there been an increase in the Tennis Facilities budget for 2018/19?

The Chief Finance Officer responded that she would provide the Panel with a written response.

- It was important that the Borderlands initiative, the Garden Village and the Citadel Station all be included in the consideration of the key principles which were applied to the Capital Investment Strategy.

The Chief Finance Officer acknowledged they would impact the Strategy and explained that should any contribution be required from the Council then a further report would be prepared.

RESOLVED – 1) That the Draft Capital Strategy 2019/20 TO 2023/24 (RD.14/18) be welcomed;

2) That the Chief Finance Officer provide a written response to the Panel with regard to the increase in the Tennis Facilities 2018/19 budget.

3) That the comments and observations of the Panel, as detailed above, be submitted to the Executive.

BTSP.56/18 QUARTER 1 PERFORMANCE REPORT 2018/19

The Policy and Performance Officer submitted the quarter 1 performance against current Services Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'Plan on a Page'. Performance against the panel's 2018/19 Key Performance Indicators were also included. (PC.12/18)

The Policy and Performance Officer detailed the proposed changes to the KPIs as set out in section 2 of the report.

In considering the Performance Report Members raised the following comments and questions:

- There had been a large increase in demand on the service in SS04 compared to the previous year, how was this increase in work load being dealt with?

The Town Clerk and Chief Executive responded that the number of processors had not increased and that they worked hard to try and meet the target. The Policy and Performance Officer added that, in addition to the increase, the target had also been stretched and had dropped from 22 working days to 19.

In response to a further question the Town Clerk and Chief Executive confirmed that targets were self-imposed and it was good for the authority to set challenging targets.

- Under Carlisle Plan Key Action 12, report highlighted that pre-construction surveys had revealed that the large Victorian built sewer running underneath the tennis courts was in poor condition. How would this effect any future redevelopment of the Rickergate area?

The Finance, Governance and Resources Portfolio Holder explained that there were a number of Victorian sewers throughout the City; any issues would change the design of the foundations of potential developments. The condition of the sewers would be built into the development and it was good to carry out the work early. The Policy and Performance Officer agreed to provide the Panel with more details with regard the sewers.

- It would be useful to include performance indicators on commercial tenants and rent reviews.

The Town Clerk and Chief Executive agreed that the information could be included in the Asset Management report.

RESOLVED – That the Quarter 1 Performance Report 2018/19 (PC.12/18) be noted.

2) That the Policy and Performance Officer circulate further information on the Pre-construction survey and the condition of the Victoria built public sewer which runs under the tennis courts.

(The meeting ended at 12.00pm)

Business & Transformation Scrutiny Panel

Agenda
Item:

A.2

Meeting Date: 06 September 2018

Portfolio: Cross-cutting

Key Decision: No

Within Policy and
Budget Framework

Private/Public Public

Title: Overview Report and Work Programme

Report of: Policy & Communications Manager

Report Number: OS.19/18

Purpose / Summary:

This report provides an overview of matters related to the Scrutiny Panel's work. It also includes the latest version of the work programme.

Recommendations:

Members are asked to:

- Note the items (within Panel remit) on the most recent Notice of Key Executive Decisions
- Review the current work programme and resolutions and make recommendations for the future work programme

Tracking

Executive:	Not applicable
Scrutiny:	06/09/18
Council:	Not applicable

1. Notice of Key Decisions

1.1 The most recent Notice of Key Executive Decisions was published on 17 August. This was circulated to all Members. The following items fall within the remit of this Panel:

Items which have been included in the Panel's Work Programme:

None

Items which have not been included in the Panel's Work Programme:

None

2. References from Executive

2.1 None

3. Progress on resolutions from previous meetings

3.1 The following table sets out the meeting date and resolution that requires following up. The status is presented as either 'completed', 'pending (date expected)' or 'outstanding'. An item is considered outstanding if no update or progress has been made after three panel meetings. All the completed actions will be removed from the list following the meeting. [WP is work programme]

Meeting Date	Minute Reference	Action	Status
15/02/2018	BTSP.16/18 (2)	Discussion paper on the city centre redevelopment which had been presented to SMT in November 2017 to be circulated to Panel Members.	Pending (July)
05/12/2017	BTSP.42/17 (c) (4)	That the Panel recommend that the Chief Finance Officer consider changing the Charges Reports to an exception approach in future budget processes.	Pending (Dec. 2018)
14/09/2017	BTSP.27/17 (2)	That the Panel support the proposed design the re-use of the Lodge and look forward to seeing the final designs at a future meeting;	Pending (Transformation Board)

03/08/2017	BTSP.14/17 (3)	That future reports on information requests be submitted for scrutiny on an exception only basis.	Pending any exceptions
31/05/2018	BTSP.40/18 (2)	That the Information Governance Manager submit a report to the Panel in September on the impact on the authority of the General Data Protection Regulations along with any compliance issues.	Pending (November)
31/05/2018	BTSP.42/18 (3)	That an update on the changes being implemented within Customer Services be submitted to the Panel in six months' time.	Pending (November)
31/05/2018	BTSP.43/18 (2)	That the Employee Opinion Survey be presented to a future meeting of the Panel.	Pending (September)
26/07/2018	BTSP.44/18 (1)	That the Chief Finance Officer provide the panel with a written response regarding income from the feed in tariff from the solar photovoltaic arrays at the Sands Centre and Civic Centre	Pending (September)
26/07/2018	BTSP.44/18 (2)	That the Chief Finance Officer supply a written response to the panel regarding the increase to the income from the lanes	Pending (September)
26/07/2018	BTSP.44/18 (3)	That the Panel hold an Inquiry day to discuss issues relating to efficiency and the efficiency plan	Pending (September)
26/07/2018	BTSP.44/18 (4)	That the Chief Finance Officer supply a written response to the panel regarding the increase in the tennis facilities 2018-19 budget	Pending (September)
26/07/2018	BTSP.44/18 (5)	That the Policy and Performance Officer circulate further information on the pre construction survey and the condition of the Victoria built public sewer which runs under the tennis courts	Pending (September)

4. FUTURE STRUCTURE OF SCRUTINY FUNCTION

4.1 At the recent meeting of the Scrutiny Chairs' Group held on 16 August, the structure of the Scrutiny function was discussed. It was resolved at the meeting that the best way forward would be to establish a cross party working group to determine an appropriate and efficient future structure. Subsequent advice from the Corporate Director of Governance and Regulatory Services was to the effect that, if Members wished to have such a task and finish group then it should come under the ambit of the Business and Transformation Scrutiny Panel as the Chairs' Group did not have a remit for this type of action. The Director reiterated the Chief Executive's advice at the Chairs' Group that the Local Government Boundary Commission for England's decision (based on submission

received) was that the Council could properly deliver its current structure with 39 Members. The Panel is asked to consider: -

- Whether the scope of any review should be around Scrutiny, or a more broadly based review of Governance structures
- Whether a separate Task and Finish group should be established to take this matter forward
- In the event that the group agrees to limit any review to the Scrutiny function, to agree what additional information from the Overview and Scrutiny Officer is needed to allow a decision to be made.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

5.1 Overview and scrutiny of the Carlisle Plan items that match the remit, contributing to ongoing policy development

Contact Officer: Michael Thompson

Ext: 7257

**Appendices
attached to report:**

1. Scrutiny Panel Work Programme 2018/19

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- None

CORPORATE IMPLICATIONS:

LEGAL - None

FINANCE – None

EQUALITY – None

INFORMATION GOVERNANCE – None

Appendix: Work Programme 2018/19

Date	Item	Lead Officer	Why?
31/05/2018	Overview & Scrutiny Report	Steven O'Keeffe	N/A
31/05/2018	End of Year Performance Report	Gary Oliver/Steven O'Keeffe	Performance Management
31/05/2018	2017/18 Outturn Reports	Steven Tickner/Alison Taylor	Policy Review/Development
31/05/2018	Sickness Absence	Gary Oliver/Jason Gooding	Performance Management
31/05/2018	Customer Services (Customer Service Charter/Smarter Service Delivery)	Matt Ward/Jason Gooding	Policy Review/Development
26/07/2018	Performance Report	Gary Oliver/Steven O'Keeffe	Performance Management
26/07/2018	Medium Term Financial Plan and Capital Strategy	Steven Tickner/Alison Taylor	Policy Review/Development
26/07/2018	Asset Management Plan	Mark Walshe/Mark Lambert	Policy Review/Development
06/09/2018	Budget monitoring 2018/19	Steven Tickner/Alison Taylor	Budget
06/09/2018	Corporate Plan	Jason Gooding	Policy Review/Development
06/09/2018	Employee Opinion Survey	Gary Oliver/Jason Gooding	Monitoring
06/09/2018	Terms of Reference for Efficiency Inquiry day	Michael Thompson	Budget
18/10/2018	Corporate Risk Register	Jason Gooding	Monitoring
18/10/2018	Workforce Plan	Julie Kemp/Jason Gooding	Policy Review/Development
29/11/2018	Performance Report	Gary Oliver/Steven O'Keeffe	Performance Management
29/11/2018	Budget monitoring 2018/19	Steven Tickner/Alison Taylor	Budget
29/11/2018	Budget setting 2019/20	Steven Tickner/Alison Taylor	Budget

29/11/2018	Sickness Absence	Jason Gooding	Performance Management
29/11/2018	Transformation Board: Corporate projects programme	Jason Gooding	Monitoring
29/11/2018	General Data Protection Regulations along with any compliance issues	Aaron Linden/Mark Lambert	Policy Review/Development
03/01/2019	Budget setting 2019/20	Steven Tickner/Alison Taylor	Budget
14/02/2019	Performance Report	Gary Oliver / Steven O'keeffe	Performance Management
14/02/2019	Budget monitoring 2018/19	Steven Tickner/Alison Taylor	Budget
28/03/2019	Corporate Risk Register	Jason Gooding	Monitoring
28/03/2019	Scrutiny Annual Report	Michael Thompson	N/A
TBC	Customer Contact Centre	Mark Walshe/Darren Crossley	Monitoring
TBC	Flood Recovery Lessons Learnt Report. To include the impact of the closure of John Street Homeless Accommodation.	Darren Crossley/Jason Gooding	Performance Management
TBC	Sands Centre Redevelopment	Gavin Capstick/Darren Crossley	Monitoring
TBC	Inquiry day relating to Efficiency and Efficiency planning	Various	Budget
TBC	Use of Technology and Flexible Working for Members	Mark Scott /Julie Kemp	Policy Review/Development

Business & Transformation Scrutiny Panel

Agenda
Item:

A.3

Meeting Date: 06 September 2018
Portfolio: Cross-cutting
Key Decision: No
Within Policy and Budget Framework
Private/Public Public

Title: Draft Itinerary for Efficiency related Inquiry day
Report of: Policy & Communications Manager
Report Number: OS.23/18

Purpose / Summary:

This report provides an outline itinerary for the Inquiry day relating to efficiency and efficiency planning, further to discussions at the July meeting of the panel.

Recommendations:

Members are asked to:

- Note the draft itinerary for the forthcoming efficiency Inquiry day

Tracking

Executive:	Not applicable
Scrutiny:	06/09/18
Council:	Not applicable

Draft Itinerary for Overview and Scrutiny Inquiry day relating to the Council's efficiency arrangements.

1. Introduction.

- 1.1 At their recent meeting on 26 July, members of the Business and Transformation Scrutiny Panel requested that an Inquiry day be held in the coming months, to better understand various aspects the council's efficiency arrangements. Subsequent to a short meeting between the acting Chair of the panel and the Overview and Scrutiny officer, to establish members' requirements, this outline draft has been prepared for discussion and, if necessary, further work.
- 1.2 From the discussions to date, a number of themes have emerged which could form the starting point from which an agenda for an inquiry day could emerge. In no particular order, it is clear that some members feel the need for part of the day to be devoted to training / education, both in relation to concepts of efficiency and the relationship between efficiency and the Council's key strategic plans, notably its budget and MTFP.
- 1.3 Other areas which have been indicated as being relevant to any inquiry are as follows: -
 - The Council's performance against the current efficiency regime, ie that which was submitted to government as part of the 'deal' to secure a 4 year financial settlement
 - How the Council demonstrates to itself, its Council Tax payers and the outside world, that it is an efficient Local Authority
 - The nature of the Council's commitment to an ongoing future efficiency regime.

The paragraphs below suggest some possible lines of inquiry within the four main areas for the inquiry day.

2. Training related issues

- 2.1 The following are put forward as suggested areas for training / development: -
 - Overview of efficiency to encompass, definition and differences between economy, efficiency, and effectiveness (with examples)

- How efficiency is incorporated into financial and performance planning
- Overview of current requirement to produce efficiency plan for government (including any ongoing reporting requirements)
- Efficiency and budgeting techniques
- Monitoring of efficiency plans

3. The current Efficiency regime

3.1 This will start from the efficiency plan originally submitted to Government prior to the 2016-17 financial year, and will then work through plan with particular reference to: -

- Overview of chosen methodology
- Planned and actual performance of initiatives
- How shortfalls are dealt with
- Evidence which demonstrates that earlier gains remain in place
- Compliance with any requirements of government

4. A demonstration of the Council's efficiency

4.1 This area could deal with lines of inquiry such as: -

- The extent to which the Council follows best practice and relevant guidance
- How leaders show leadership in support of efficiency
- How the Council measures and reports how efficient it is
- Evidence of techniques used to highlight efficiency, for example comparative analysis with class leaders and similar authorities

5. Nature of future commitment to efficiency

5.1 This could deal with lines of inquiry such as: -

- Drilling down into the Council's stated efficiency strategy, which covers the following areas:-
 - Via the Asset Strategy
 - From Service Reviews
 - From Core budgets
- The nature of the need for an ongoing programme of efficiency.

6. General

- 6.1 To make the event meaningful for members, it is hoped that much relevant information can be produced (mostly if not exclusively from existing records) in advance of the actual inquiry day. This will give members some time to better understand the information and thus make the scrutiny more meaningful on the day

Similarly, it is hoped that the process will be able to support some questions being asked and a written answer provided in advance of the inquiry day. In both instances, this will hopefully help the scrutiny process by increasing members understanding of issues prior to the inquiry event and, in doing so, being able to perform the scrutiny role more effectively.

- 6.2 It is hoped that a number of staff can be made available to support the inquiry day to increase its success. This should include senior management, finance staff and senior budget holders (where relevant). The involvement of appropriate external bodies might also add value to the event.

Michael Thompson

Overview and Scrutiny Officer

9 August 2018

Business & Transformation Scrutiny Panel

Agenda
Item:

A.4

Meeting Date: 6 September 2018
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework: Yes
Public / Private: Public

Title: COMMUNITY ASSET TRANSFER POLICY
Report of: Policy & Communications Manager
Report Number: PC 16/18

Purpose / Summary:

This report presents a Community Asset Transfer Policy. This policy has been developed through a Business and Transformation Scrutiny Panel task group which was endorsed by the Business and Transformation Scrutiny Panel on 5 December 2017.

Recommendations:

1. Comment on the amended draft policy and recommend that Executive adopts the policy and procedure on 17 September 2018.

Tracking

Executive:	20/8/2018
Scrutiny:	6/9/2018
Executive:	17/9/2018

1. BACKGROUND

- 1.1. Community Asset Transfer (CAT) is the transfer of management and/or ownership of public land and buildings from its owner (usually a local authority) to a community organisation (such as a Development Trust, a Community Interest Company or a social enterprise) for less than market value – to achieve a local social, economic or environmental benefit.
- 1.2. This report presents a Community Asset Transfer Policy. This policy has been developed through a Business and Transformation O&S Panel task group which was endorsed by the Business and Transformation O&S Panel on 5 December 2017. The Panel supported the proposals of the task group, which are contained in section 2 of this report. The Panel agreed to forward the report to the Executive and request a formal response to the proposals at their Panel meeting on 15 February 2018.
- 1.3. The Executive considered the report from the Panel on 18 December 2017 and the Deputy Leader then formally moved the recommendations as detailed in Report OS.25/17.
- 1.4. In the Report OS 25/17 the Executive agreed to:
 1. Consider the attached Community Asset Transfer report and appendices.
 2. Provide their response to the proposals within the report to the Business and Transformation O&S Panel on 15 February 2018.
- 1.5. The response from Executive was fed back to the panel on 15 February 2018. The Chairman reported that the Community Asset Transfer Task and Finish Group had met on 13 February 2018. The proposed Policy was being consulted on before being reported back to the Executive for approval.
- 1.6. The draft policy and procedure were circulated to lead officers in Legal, Finance and Strategic Property for comments and amendments by 15 March 2018. The feedback from these officers has been incorporated into the version presented to Executive (20 August).

2. PROPOSALS

- 2.1. It is proposed that the Executive adopts the Community Asset Transfer Policy (Appendix 1) and supporting documents to enable the Council to implement the policy:
 - Community Asset Transfer Process (Appendix 2)
 - Community Asset Transfer Application Form (Appendix 3)
 - Community Asset Transfer Assessment Matrix (Appendix 4)
- 2.2. The documents are based on research and consultation undertaken by the task group and lead officers. The CAT policy and processes provide a clear framework for asset transfers, helping to identify the resources required to implement the process and who will lead on these at each stage.

3. RECOMMENDATIONS

- 3.1. Comment on the amended draft policy and recommend that Executive adopts the policy and procedure on 17 September 2018.

4. RISKS

- 4.1. There is a risk that the adoption of the policy and procedures raises the expectations of community groups anticipating a CAT. While fully supporting the principle of asset transfer, we recognise that assets must remain under Council control to support the delivery of essential services or strategic priorities. Officers involved in a CAT will ensure that expectations are managed with clear communications around the policy, procedure and timeframe.
- 4.2. There is a risk that we will not have sufficient resources to support, administer and execute CATs. The initial number of CAT requests is likely to be small. The demand that CATs place on teams will be monitored through the annual service planning cycle.
- 4.3. There is a risk that organisations applying for CAT are not sufficiently developed to enter into a contract. This would delay and potentially stall the CAT process.

5. CONSULTATION

5.1. Business and Transformation Scrutiny Panel Task Group

5.2. Business and Transformation Scrutiny Panel

5.3. Lead Officers (internal). The feedback from internal officers has led to the following minor amendments to the draft endorsed by Business and Transformation O&S Panel on 5 December 2017. In summary these are:

- Change in wording to Guidelines 4.3 and additional point 'e Any other reason (e.g condition)'.
- Additional line to 4.9 'A business case will build confidence that the organisation is capable of managing the asset.'
- Change in wording to 4.13, 'may be at less than Open Market Value.'
- Change in wording to 4.16, removal of 'This will include insuring the contents, maintenance, repairs, cleaning, all outgoings and relevant health and safety requirements.'
- Additional wording in Appendix 2 Community Asset Transfer Process, 'Asset identified for potential disposal through *Service Planning or Asset Disposal Programme*'.
- Additional points made in the Corporate Implications section of this report.

6. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 6.1. The Council has demonstrated its commitment to working with partners and the community to maximise the effectiveness of assets through existing leases and transfers. It recognises the benefits of Community Asset Transfer to both the authority and the community; however, this has not been explored and developed to its full potential.
- 6.2. There could be many further opportunities to obtain the best use of resources for social and economic benefit that are not being realised. The Council does not have agreed policies and processes in place to manage Community Asset Transfers, and there is a risk that we could be open to challenge regarding the transparency of our approach thus far.
- 6.3. Recent enquiries regarding Community Asset Transfer have highlighted there is growing interest in Carlisle. This is an excellent opportunity to build a comprehensive response, learning from the experiences of other authorities.

7. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 7.1. The Community Asset Transfer policy supports the Carlisle Plan by looking at how we can work with our communities to improve the health, wellbeing and economic prosperity of the people of Carlisle through our assets.

Contact Officer: Steven O’Keeffe **Ext:** 7258

Appendices attached to report: Community Asset Transfer Policy (Appendix 1)
Community Asset Transfer Process (Appendix 2)
Community Asset Transfer Application Form (Appendix 3)
Community Asset Transfer Assessment Matrix (Appendix 4)

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- OS 25/17 COMMUNITY ASSET TRANSFER – Executive, 18 December 2017

CORPORATE IMPLICATIONS:

LEGAL - It is important that the Council has a system in place to deal with applications for a community asset transfer, should any be submitted. The proposed policy properly deals with the issue of the legal standing of the organisation/body seeking to take on an asset. In short, it must be of sufficiently robust stature to (a) enter into legal arrangements concerning the asset and (b) satisfy the Council that it is able to properly deliver upon its

aspirations and promises for the asset in question. The usual property/asset disposal decision making framework will apply.

FINANCE – The adoption of this Community Asset Transfer Policy has no direct financial implications; however, the individual requests for a Community Asset Transfer may have resource implications and these will be assessed once applications and business plans have been received and considered by the CAT Panel. Making recommendations to Executive and/or Council, the Panel's remit, amongst others, is to assess the impact on the Council's financial position whilst also considering the Community benefits of individual transfer requests.

EQUALITY – None

INFORMATION GOVERNANCE – The Council will need to prepare and make accessible a privacy notice compliant with the General Data Protection Regulation.

APPENDIX 1:

DRAFT - Carlisle City Council Community Asset Transfer Policy

1. Introduction

- 1.1 This policy outlines the Council's approach to Community Asset Transfer. The aim of this policy is to provide a set of guidelines to be considered in the transfer of assets from the Council to other bodies where the transfer is on a non-commercial basis. There are two options for transfer: as a one off permanent disposal or transfer by way of a long lease. This policy also outlines the process to be used in such transfers.

2. Context

- 2.1 Asset transfer has continued to develop through Government policy to create sustainable communities, empowerment and regeneration (e.g. Community Empowerment White Paper (2008). The Quirk Review (2007) found that many councils were not using the powers to their full benefit and strongly advocated in favour of local ownership and management of public assets. The Localism Act (2011) devolved decision making powers to neighbourhood level and promoted new rights for communities, further encouraging people to play a more active part in society and opening up public services to the voluntary and community sector, social enterprises and the private sector.
- 2.2 The Council is committed to working with our communities to improve the health, wellbeing and economic prosperity of the people of Carlisle¹. We work in partnership to empower communities, diversify how services are provided and enable greater public scrutiny and accountability. The Asset Management Plan (AMP) 2017-2022 supports this in the strategic objective to, *"Encourage community and partnership use of assets by identifying opportunities for shared services, liaising with partners and working with the community."*²

3. Policy Statement on Community Asset Transfer

- 3.1 The Council is committed to using its assets to form long-term partnerships with organisations that meet our criteria and where they will bring benefits to communities.
- 3.2 For voluntary and community sector organisations, asset transfer can strengthen an organisation's confidence and give them the opportunity to develop an asset to meet the community's needs and aspirations, whilst providing opportunities for income generation and funding. It can be a part of

¹ [Vision, Carlisle Plan 2015-18](#)

² [Full Council, 12 September 2017](#)

supporting and sustaining local communities, ensuring that assets can be operated by the people who regularly use them.

- 3.3 Asset transfers also create the opportunity for investment that may not be possible within Council ownership and can provide a catalyst for inward investment through local purchasing and employment. It can contribute to our objective to rationalise our estate and facilitate more effective and efficient use of our asset base. Transfers can also be a stimulus for partnership working between voluntary and community sector organisations, the Council and other partners, improving provision and accountability of services within communities, which in turn helps us to achieve the priorities set out in the Carlisle Plan.
- 3.4 The Council recognises that asset transfer is not suitable for all properties or all organisations. We will continue to work with local organisations to ensure that a range of tools, programmes and initiatives are in place to support the development of a strong and sustainable voluntary and community sector in the district.

4. Guidelines

- 4.1 The Council will use a transparent process to assess potential asset transfers. Each case will be considered on its own merits and the decision process will follow the normal process for Council decisions in accordance with the Council's constitution. The timescale for each case will vary, depending on the circumstances, and the Council will clearly define the expected timescales throughout the process. The guidelines below provide a framework for the consideration and decision making of asset transfers. Appendix 1 provides an overview of the Community Asset Transfer process.
- 4.2 While fully supporting the principle of asset transfer, we recognise that assets must remain under Council control to support the delivery of essential services or strategic priorities. The strategic importance of assets will vary from case to case but the contribution of the asset to the Council's finances and the impact on the Council's ability to deliver strategic objectives are key considerations.
- 4.3 The Council will decide if an asset is surplus and possibly available for a Community Asset Transfer if the asset is not needed to support its own requirements/objectives such as:
- a. Service delivery
 - b. Income generation or capital receipt
 - c. Future growth
 - d. Redevelopment aspirations
 - e. Any other reason (e.g condition)
- 4.4 There may be cases where Council properties do not provide an income but attract costs in upkeep and maintenance. The Council will also look for opportunities to transfer liabilities to other parties as part of an overall

approach to transfers involving a package of assets and liabilities. In this case the proportion of assets and liabilities and the balance of the financial impact are important considerations.

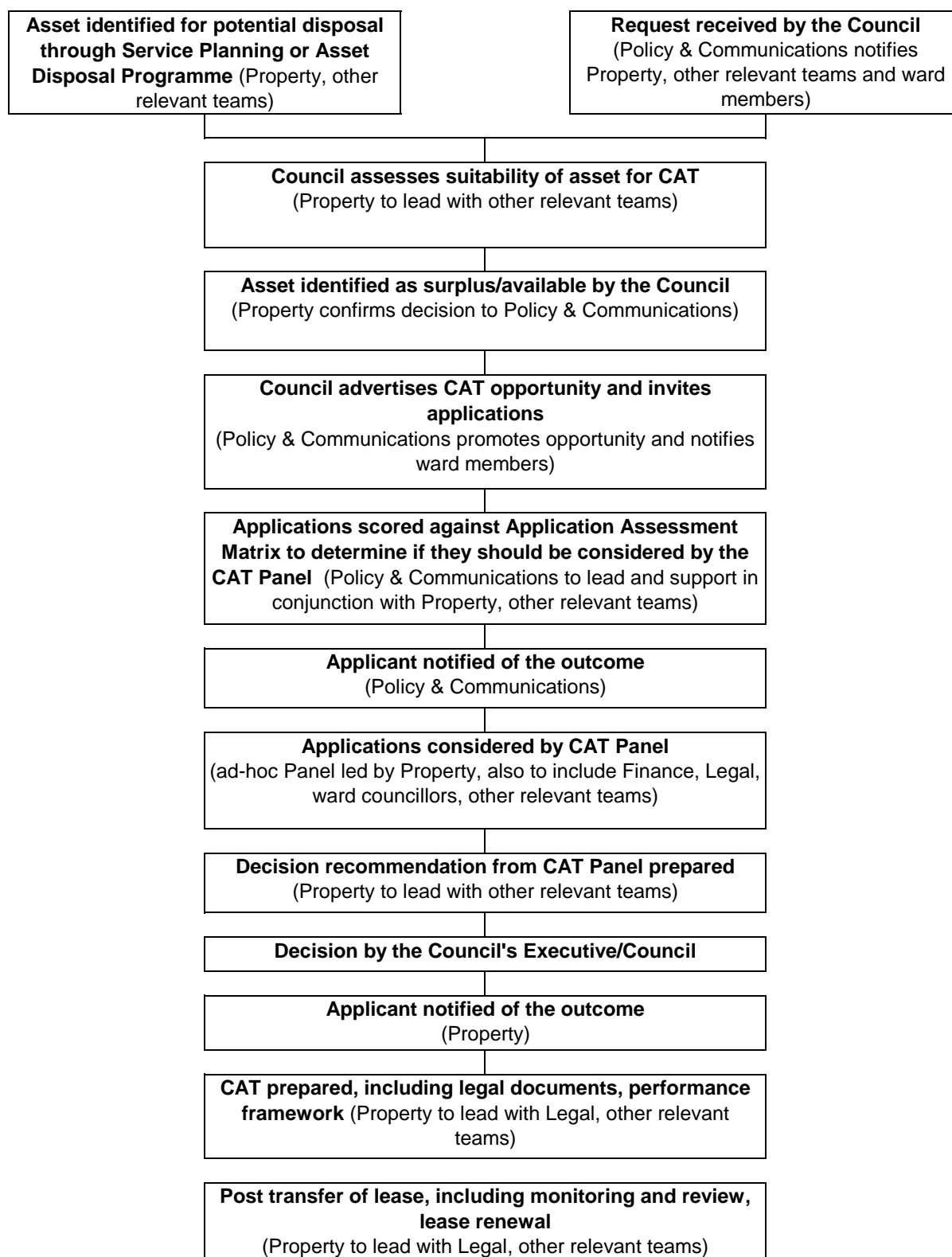
- 4.5 In implementing this policy the Council will have regard to its powers to transfer assets at below market value as given under [Circular 06/03: Local Government Act 1972 general disposal consent \(England\) 2003 disposal of land for less than the best consideration that can reasonably be obtained](#).³
- 4.6 Organisations can approach the Council at anytime and request a CAT. We will openly advertise opportunities for Community Asset Transfer and invite applications from the community once an asset is identified as suitable for asset transfer.
- 4.7 The Council will consider transfer of an asset to any organisation that makes a credible application, supported by an appropriate business plan, and demonstrates it has the skills and capacity to manage the asset and the associated legal responsibilities. The application should include details of:
- How the use of the asset will support the Council's priorities and benefit the community.
 - Cash flow and budgeting details.
 - Capacity of the organisation to manage the asset.
 - Experience and skills of the board/managing group.
 - Confirmation of the legal structure of the group and how the group will hold the asset.
 - Succession planning to ensure the organisation maintains the right skills and knowledge to manage the asset.
- 4.8 It is prudent to consider the impact of a transfer on the Council. The preparation of a business case in the same way as for commercial transfers is a useful way of assessing the impact and benefits of a transfer to the Council. Benefits could be in the form of enhanced partnership working, improved community relations, reputation enhancement or as a means to unlock asset potential for the benefit of the community. The potential negative impacts could include financial implications, in particular hidden costs or opportunity costs arising as a result of the transfer. A business case will build confidence that the organisation is capable of managing the asset.
- 4.9 The level of support the community or body taking on an asset will need is an important consideration. This may be short term during the transfer or longer term and is part of the potential hidden costs mentioned in 4.8 above. The Council should be mindful of identifying a clear exit strategy at an early stage in the process so that all parties are aware of the end result and appreciate fully the implications. Consideration should also be given to how a worst case scenario is to be handled. For example the Council may wish to take back the

³ DCLG, [Circular 06/03: Local Government Act 1972 general disposal consent \(England\) 2003 disposal of land for less than the best consideration that can reasonably be obtained](#), 2006

asset if the project fails. The long term liabilities in this situation need to be considered with the lease structure, with obligations on both parties.

- 4.10 The benefit to the community should be assessed and quantified if possible. The transfer may be part of a package of measures to assist in community development. The guiding principle should be that the community can identify and buy into the benefit, for example if the possession of an asset allows them to attract funding. In some instances there may not be a benefit as in when the transfer is of a liability.
- 4.11 This policy covers a broad range of potential transfers of both assets and liabilities. There are therefore likely to be many technical issues involved ranging from physical maintenance, to planning implications as well as legal, HR and equality issues. All of these should be considered in the same way as for any Council decision. A full risk analysis should be carried out and controls identified for the significant risks where possible.
- 4.12 During the consideration period the Council and its partners may enter into a dialogue with the organisations who have submitted the application forms to seek clarification and additional information/evidence in support of the organisation's aspiration to acquire the asset. In certain circumstances the Council and its partners may ask a number of organisations to explore a collaborative bid for the asset.
- 4.13 CAT may be at less than Open Market Value. In practice a range of discounted values may be applied ranging from a nominal amount to a significant percentage of Open Market Value. As a minimum the Council should seek to recover its transaction costs, for example legal and surveyor fees.
- 4.14 A key aspect of the transfer is whether it is to be a one off permanent disposal or transfer by way of a long lease. The former offers a clean break with complete transfer of responsibility but it also means the Council loses all practical control of the eventual use of the asset. A long lease arrangement provides all of the benefits of a complete disposal in practical terms but it allows for the Council to retain some control of the asset in the longer term by way of restrictive covenants. In practice there may be situations where either approach may be the most appropriate. The Council should decide on its preferred model as a starting point while allowing for consideration of alternative approaches in particular circumstances.
- 4.15 The successful organisation will be required to sign legally binding documents in relation to them acquiring the asset. In the granting of a lease the Council will attach legally binding restrictions (covenants) to ensure the asset remains in community use and/or cannot be disposed of for financial gain.
- 4.16 Once the Community Asset Transfer is completed, the organisation acquiring the asset becomes responsible for:
- Operation of the asset in accordance with the terms of the lease and with all other legal obligations.

- Compliance with any transfer agreement and any other agreements.
 - Delivery of agreed outcomes.
- 4.17 The successful organisation will have to comply with the lease agreement, reporting to the Council's agreed representative. They will also have to comply with a periodic assessment conducted by the Council of them complying with their statutory obligations and any other conditions of acquiring the asset. Failure to comply with any of part of the agreement could result in the Council ending the lease and the organisation having to hand the asset back to the Council. Details of the other possible sanctions available will be contained in the signed legal documents, along with the details of the Council's agreed representative.
- 4.18 At the end of the lease the Council reserves the right to:
- Review the asset and decide it is no longer available for Community Asset Transfer and dispose of the asset at full market value or use it to meet another strategic objective of the Council.
 - Negotiate a new lease with the existing occupier.
 - Advertise the asset and invite fresh expressions of interest.



Community Asset Transfer Application Form



PART A: ABOUT THE ASSET

Please provide details of the asset in which you have an interest:

Building or site name	
Address	
Postcode	

PART B: CONTACT DETAILS FOR YOUR ORGANISATION

Organisation name	
Is your organisation a branch or part of a larger organisation? Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, please provide details:	
Organisation address	
Organisation postcode	
Who is the main contact for this application?	
Title and name	
Address	
Postcode	
Telephone number(s)	
Email address	
Position in the organisation	

PART C: ABOUT YOUR ORGANISATION

<p>Does your organisation have a governing document (Constitution, Articles and Memorandum of Understanding, etc.)?</p> <p>Yes <input type="checkbox"/> (please attach a copy with your application) No <input type="checkbox"/></p>
<p>Does your organisation hold an Annual General Meeting (AGM) or similar governance meeting?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, please provide the date of the last meeting:</p>
<p>Does your organisation produce annual reports or returns for Companies House, The Charity Commission or other governing body?</p> <p>Yes <input type="checkbox"/> (please attach a copy with your application) No <input type="checkbox"/></p>
<p>Please give details of your organisations management structure and how it is managed – please provide names, roles and responsibilities (if you have an organisation structure diagram please attach a copy with your application)</p>
<p>Does your organisation employ staff or is it run by volunteers?</p> <p>Employs staff <input type="checkbox"/> (please attach your staffing structure to the application)</p> <p>Run by volunteers <input type="checkbox"/></p>
<p>Please confirm the overall numbers of people involved with running your organisation/delivering activities</p>
<p>Please confirm how many people currently use your organisation's services/activities (this should be clients/users, not number of visits).</p>
<p>Does your organisation have an audited or independently checked set of accounts for the last financial year?</p> <p>Yes <input type="checkbox"/> (please provide a copy of the latest one) No <input type="checkbox"/></p>
<p>Does your organisation have a bank account in its own name for which it receives bank statements?</p> <p>Yes <input type="checkbox"/> (please provide a copy of the latest statement) No <input type="checkbox"/></p>
<p>Does your organisation currently own or have a lease on an asset; or has it previously owned or had a lease on an asset?</p> <p>Yes <input type="checkbox"/> (please give details) No <input type="checkbox"/></p>

One of the responsibilities attached to managing an asset is ensuring you have the right insurance cover in place. Does your organisation currently have any insurance policies in place?

Yes ☐ No ☐

Has your organisation ever been refused insurance cover?

Yes ☐ (please provide details of when and why) No ☐

Does your organisation have written procedures in place to cover the following areas?			
Area	Yes	No	Comment
Recruitment & Induction			
Training & Development			
Health & Safety			
Equality & Diversity			
Safeguarding			
Disclosure Barring Service Checks			
Grievances/complaints			

PART D: BUSINESS PLAN

As part of Carlisle City Council's Community Asset Transfer application process your organisation needs to submit a Business Plan along with its application. This needs to be a concise but robust document and as a minimum requirement it needs to cover/contain the following key areas:

- A statement of the aims and objectives of your organisation.
- A description of who the organisations clients/users are, its target group.
- An executive summary of why your organisation requires the proposed asset; what difference it will make to your organisation.
- Details of what activities, services, events and uses the asset will be required for, and how your organisation intends to deliver these. Please identify any new/additional activities/services that will be delivered as a result of managing the asset.
- Which Council priorities your organisation will deliver against and what outcomes will be delivered as a result of your organisation managing the asset.
- A community need statement outlining the community need and any community benefits from your organisation managing the asset - the how, who, how many and

how you will measure this. Include details of stakeholders and evidence of community involvement and consultation.

- What improvements, both physical and cosmetic your organisation intends to make to the asset – including indicative costs and how your organisation intends to pay for these.
- A cash flow forecast and budget detailing the financial viability and sustainability of your organisation. This should demonstrate your organisation's ability to manage the asset and any resulting costs.
- The capacity for your organisation to manage the asset, including the expertise and skills of the board/managing group of the organisation in managing assets and delivering activities, services, managing health and safety requirements and projects.
- Arrangements for on-going business planning.
- Arrangements to be put in place to ensure effective management of the asset and compliance with relevant statutory regulation.
- Succession planning – how your organisation will replace people on its board/managing group and ensure the right skills and knowledge are maintained.

PART E: DECLARATION

The transfer of an asset into community management and/or ownership can be a complex process. The processes of the Council are the responsibilities of your organisation are outlined in Carlisle City Council's Community Asset Transfer Policy. If you require further advice please visit www.carlisle.gov.uk.

I confirm that I and the organisation's managing group have read the Community Asset Transfer Policy and understand the responsibilities and duties for our organisation as outlined within it.

I certify that the information supplied in this application form is accurate to the best of my knowledge and that I am authorised by the managing group of the organisation to submit this application form on its behalf (Please supply a copy of the minute from the managing group meeting where this authority was granted or a letter confirming this).

I understand it is a criminal offence to knowingly make a false statement, to give or offer any gift or consideration whatsoever as an inducement or reward

DRAFT

to any Council officer, partner or representative and that any such action will empower the Council to cancel this application for the transfer of the asset.

By signing this form, you are confirming that you have read and agree with the above declaration.

Signed:

Print name:

Position within organisation:

Date:

Please send this form and supporting information to policy@carlisle.gov.uk or

Policy and Communications Team
Carlisle City Council
Civic Centre
Rickergate
CARLISLE
CA3 8QG

Application attachment check list:			
Item	Yes	No	Comments
Copy of governing document(s)			
Copy of annual report and/or returns			
Organisational structure diagram			
Staffing diagram			
Copy of audited/independently examined accounts for the last financial year			
Copy of the latest bank statement			
Business Plan			
Copy of minutes or letter confirming authority to submit application form on behalf of the organisation			

Community Asset Transfer Application Assessment Matrix – For internal use only



Date application received	
Name of applicant	
Name of organisation	
Asset details	

A - Eligibility Check

Answering 'No' to the following questions may result in the application being declared ineligible and the application rejected.

A	Have the following documents been attached to the application?	Yes/No	Comments
1	Copy of governing document(s)		
2	Copy of annual report and/or returns		
3	Organisational structure diagram		
4	Staffing diagram		
5	Copy of audited/independently examined accounts for the last financial year		
6	Copy of the latest bank statement		
7	Business Plan		
8	Copy of minutes or letter confirming authority to submit application form on behalf of the organisation		

A score of 1 to 10 will be awarded by the assessors on responses/information provided by the applicant to each criterion, where the criteria number is marked with an *, e.g. 1* the scoring will be out of a total of 20 as this is a weighted criterion:

Inadequate	Acceptable	Strong
1 _____ 5 _____ 10		
*1	*10	*20

B - Applicant organisation

B	Criterion	Score	Comments
1	Has the legal standing of the organisation been clearly defined and established?		
2	Does the organisation hold an AGM or similar governance meeting?		
3	Has the organisational management and staffing structure been clearly defined?		
4	Has the organisation demonstrated it is financially sustainable/viable?		
5	Does the organisation have written procedures covering: <ul style="list-style-type: none"> • Recruitment & Induction • Training & Development • Health & Safety • Equality & Diversity • Safeguarding • Disclosure Barring Service Checks • Grievances/complaints? 		
6	Has the organisation any current insurance policies in place or been refused insurance cover?		

The Business Plan for asset transfer:**C - The proposal**

C	Criterion	Score	Comments
1	Are the aims and objectives of the organisation clearly defined and in accordance with the applicant's proposal?		
2	Are the organisation's clients/users a priority group for the Council?		
3	Does the executive summary clearly define why the organisation requires the asset and what difference it will make to them?		
4*	Does the proposal assist with the delivery of the Carlisle Plan?		
5*	Does the proposal assist the Council with other objectives?		
6	Does the proposal meet the specific criteria relating to this particular asset – as detailed in the advert for the asset? (This may not always be applicable)		

D - Community and partnership impact (involvement/consultation/working)

D	Criterion	Score	Comments
1	Has the organisation fully demonstrated a demand for their proposal?		
2*	Has the organisation demonstrated how their proposal will provide added community benefit by them acquiring the asset and how they will measure and evidence this?		

3	Has the organisation undertaken consultation with the community and partners about their proposal?		
4	Is there evidence that the organisation works in partnership with other organisations and community groups in the area?		
5*	Is there evidence that the organisation has an inclusive approach to the needs of different groups of people within the wider community?		

E - The asset

E	Criterion	Score	Comments
1	Is the asset suitable to use for the organisation's proposal?		
2	Has the organisation given comprehensive details of all proposed works they intend to carry out to the asset, including indicative costs and means of funding these and are these realistic?		
3	Has the organisation demonstrated a full understanding of the issues affecting the asset: <ul style="list-style-type: none"> • Condition • Suitability • Accessibility • Health & Safety • Planning restrictions • Environmental • Specific criteria relating to this particular asset – as detailed in the advert for the asset? (This may not always be applicable) 		

F - Financial

F	Criterion	Score	Comments
1*	Has the organisation submitted a detailed cash flow forecast and budget which demonstrates their project is financially viable and sustainable – are the projected revenue and income sources reasonable?		
2	Have the capital costs of any improvement works been accounted for and sources of funding identified – are these reasonable?		

G - Capacity to manage the asset

G	Criterion	Score	Comments
1*	Has the organisation demonstrated it has the skills and capacity to manage the asset and deliver the proposal?		
2	Does the organisation demonstrate a clear understanding of the responsibilities and issues involved with managing the asset and delivering their proposal in areas such as: <ul style="list-style-type: none"> • Health & Safety • Day to day maintenance • Risks and management/control • Business continuity • Training and development • Specific criteria relating to this particular asset – as detailed in the advert for the asset? (This may not always be applicable) 		

Summary

Area	Score	Comments
B - Applicant organisation		
C - The proposal		
D - Community and partnership impact		
E - The asset		
F - Financial		
G - Capacity to manage the asset		
TOTAL SCORE		
Assessment groups recommendation:		
Members of assessment group:		
Date of assessment:		

Report to Business & Transformation Scrutiny Panel

Agenda
Item:
A.5

Meeting Date: 6 September 2018
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework YES
Public / Private Public

Title: REVENUE BUDGET OVERVIEW & MONITORING REPORT:
APRIL TO JUNE 2018
Report of: CHIEF FINANCE OFFICER
Report Number: RD 18/18

Purpose / Summary: This report provides an overview of the Council's General Fund revenue budgetary position for the period April to June 2018 which was considered by the Executive on 20 August 2018.

Questions for / input required from Scrutiny:

Members are asked to note the variances contained within this report.

Recommendations:

Members of the Business & Transformation Scrutiny Panel are asked to note the overall budgetary position for the period April to June 2018.

Tracking

Executive:	20 August 2018
Scrutiny:	6 September 2018
Council:	n/a

Report to Executive

Agenda
Item:

Meeting Date: 20 August 2018
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework YES
Public / Private Public

Title: REVENUE BUDGET OVERVIEW & MONITORING REPORT:
APRIL TO JUNE 2018
Report of: CHIEF FINANCE OFFICER
Report Number: RD 18/18

Purpose / Summary: This report provides an overview of the Council's overall budgetary position for the period April to June 2018 for revenue schemes only. The revenue report includes details of balance sheet management issues, bad debts written off in the period and progress against the transformation savings is also provided.

Recommendations:

The Executive is asked to:

- (i) Note the budgetary performance position of the Council to June 2018;
- (ii) Note the action by the Chief Finance Officer to write-off bad debts as detailed in paragraph 6;
- (iii) Note the release of reserves as set out in the table at paragraph 2.2, and note the virements approved as detailed in Appendix A.

Tracking

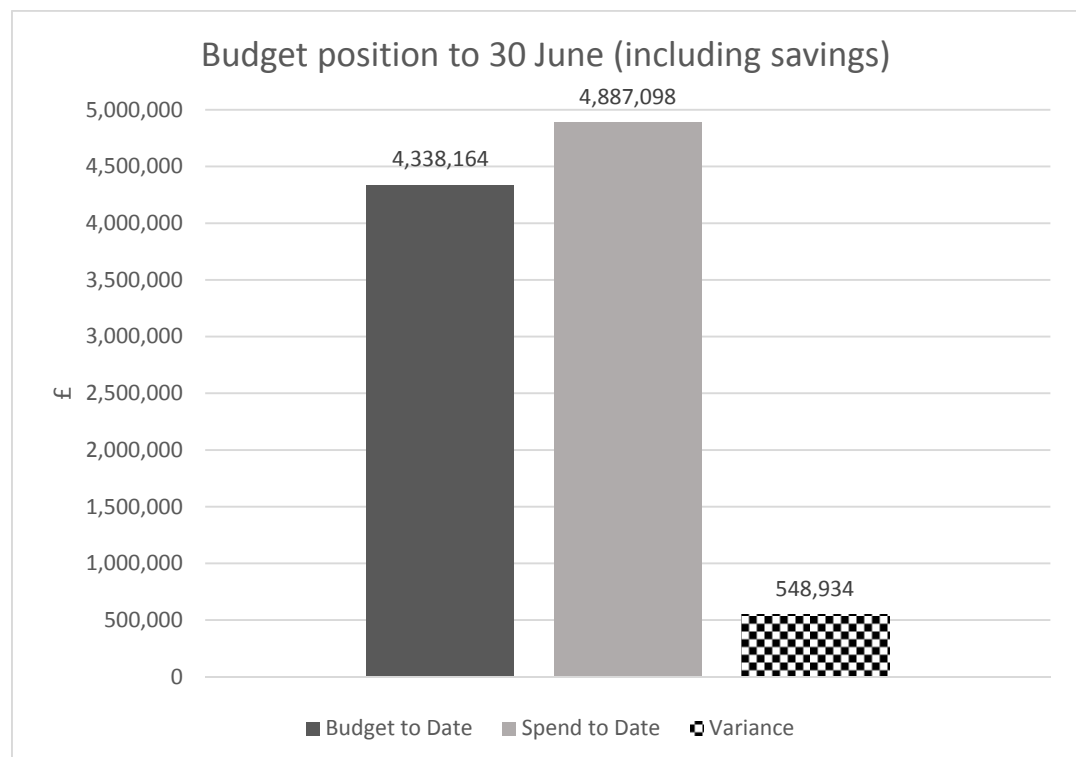
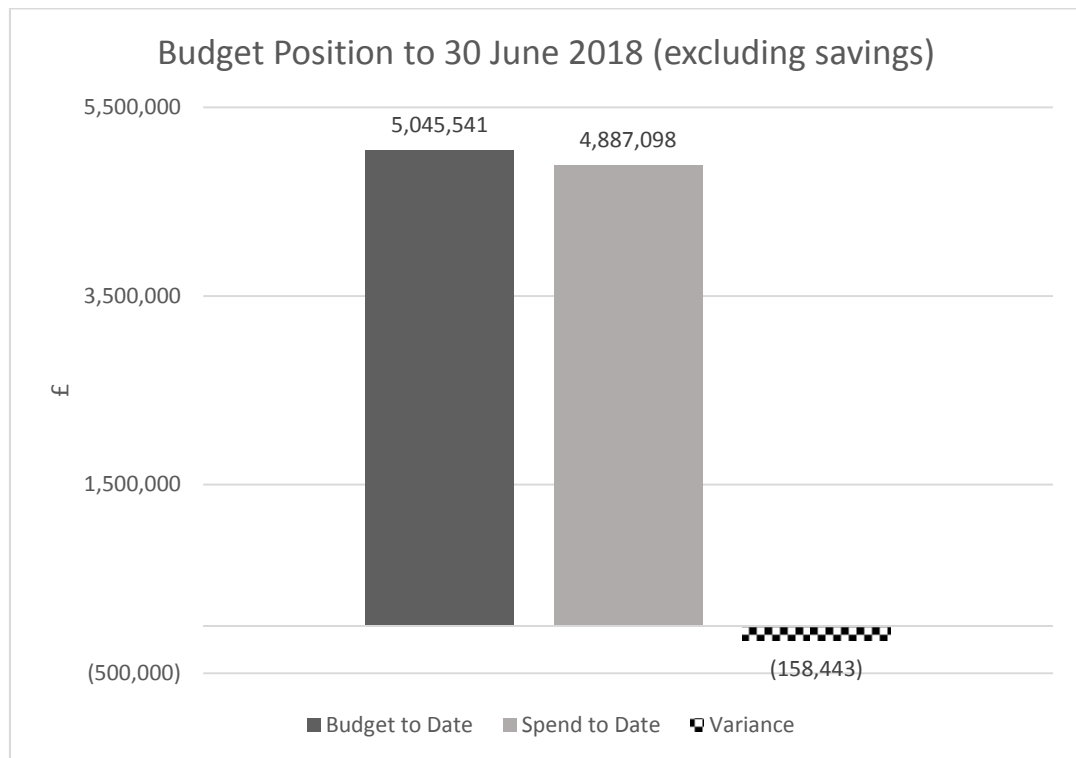
Executive:	20 August 2018
Scrutiny:	6 September 2018
Council:	n/a

1. BACKGROUND INFORMATION AND OPTIONS

- 1.1 In accordance with the City Council's Financial Procedure Rules, the Chief Finance Officer is required to report to the Executive on the overall budget position, the monitoring and control of expenditure against budget allocations and the exercise of virement on a regular basis. Further details of virements processed can be found in **Appendix A**. It is the responsibility of individual Chief Officers to control income and expenditure within their service areas and to monitor performance, taking account of financial information provided by the Chief Finance Officer.
- 1.2 All Managers currently receive a monthly budget monitoring report covering their areas of responsibility. Information is collated from the main accounting system and then adjusted to correct any known budget profiling trends, timing differences and commitments. The report has been developed in line with the need to provide sound financial management information to inform the decision making process.
- 1.3 Please note that throughout this report:
- (i) the use of a bracket represents a favourable position i.e. either an underspend or additional income received,
 - (ii) the term 'underspend' is taken to include both reduced expenditure and/or increased income,
 - (iii) the term 'overspend' includes both spending above budget and/or shortfall in income.

2. 2018/19 REVENUE BUDGET MONITORING

2.1 The budget position of the Council as at June 2018 is presented below:

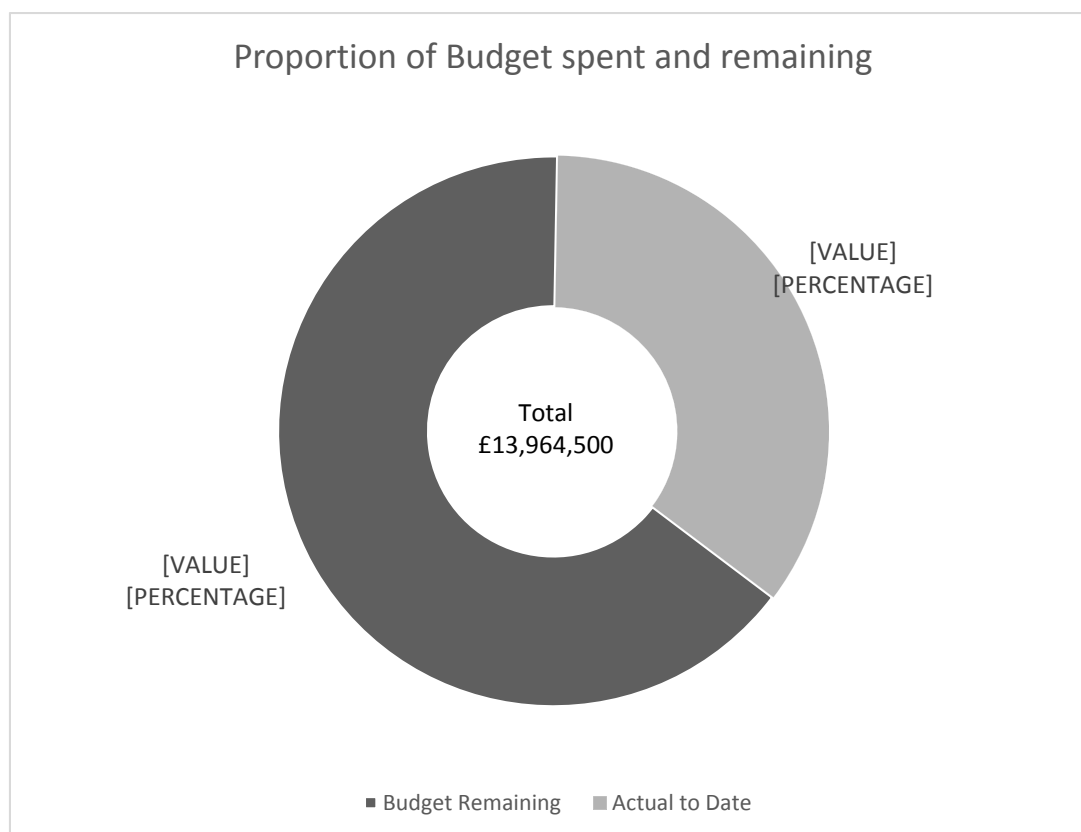


2.2 The summarised revenue budgetary position as at June 2018 is shown below:

		Original Budget £	Updated Budget £	Net Budget to Date £	Net Spend to Date £	Variance £
Community Services	B1	7,603,800	9,327,100	2,140,875	2,110,907	(29,968)
Corporate Support and Resources	B2	5,482,200	2,861,700	1,160,613	1,207,046	46,433
Economic Development	B3	889,100	1,718,200	552,075	623,926	71,851
Governance & Regulatory Services	B4	254,900	979,500	458,228	338,361	(119,867)
Corporate Management	B5	(1,603,000)	(922,000)	733,750	606,858	(126,892)
Service Expenditure		12,627,000	13,964,500	5,045,541	4,887,098	(158,443)
Transformation & Base Budget Savings		(1,242,000)	(1,237,100)	(707,377)	0	707,377
Service Expenditure		11,385,000	12,727,400	4,338,164	4,887,098	548,934
Parish Precepts		613,100	613,100	613,100	612,818	(282)
Total		11,998,100	13,340,500	4,951,264	5,499,916	548,652
Transfers to/(from) Reserves						
Car Park Improvement Reserve		0	(106,600)	(106,600)	(106,600)	0
Building Control Reserve		0	(34,900)	(34,900)	(34,900)	0
Cremator Replacement Reserve		0	22,900	22,900	22,900	0
Carry Forward Reserve		(235,000)	(252,000)	(252,000)	(252,000)	0
Promoting Carlisle Reserve		0	(10,000)	(10,000)	(10,000)	0
Revenue Grants Reserve		0	(508,200)	(508,200)	(508,200)	0
General Fund Reserve		817,800	107,000	107,000	(51,971)	(158,971)
Planning Services Reserve		0	22,200	22,200	22,200	0
Total Transfer to/(from) Reserves		582,800	(759,600)	(759,600)	(918,571)	(158,971)
Financed by:						
Precept from Collection Fund		(7,600,700)	(7,600,700)	(7,600,700)	(7,600,643)	57
Business Rate Retention		(4,531,700)	(4,531,700)	(4,531,700)	(4,921,427)	(389,727)
Revenue Support Grant		(448,500)	(448,500)	(121,095)	(121,106)	(11)
Total Grants		(12,580,900)	(12,580,900)	(12,253,495)	(12,643,176)	(389,681)
Total		(11,998,100)	(13,340,500)	(13,013,095)	(13,561,747)	(548,652)

		Original Budget £	Updated Budget £	Net Budget to Date £	Net Spend to Date £	Variance £
Flood Expenditure (net)	B6	0	0	0	38,263	38,263
Total		0	0	0	38,263	38,263

2.3 The amount of the overall budget spent by June is as follows:



2.4 Further details for each directorate can be found in **Appendices B1 – B6**. Each appendix shows a breakdown of the variance for the Directorate, with comments and a note of any performance issues. The main variances are also summarised in the table below.

Budget Area		Underspend £	Overspend £
Recycling & Waste Management Savings	B1	0	17,200
Recycling & Waste Management Income	B1	0	22,536
Salary Turnover Savings	B5	(37,045)	0
General Inflation	B5	(83,300)	0
Investment Interest	B2	0	26,489
Revenues and Benefits	B2	(35,401)	0
Business Interaction Centre	B3	0	44,942
IT Services	B2	0	67,372
Development Control Fee Income	B3	0	30,304
Councillor's Small Scale Community Schemes	B1	(12,295)	0
Homeless Accomodation Income	B4	0	57,352
Lanes Rent	B4	0	43,825
Dilapidations Settlement	B4	(275,000)	0
Chancerygate	B4	0	101,213

- 2.5 A subjective analysis of the summarised budgetary position excluding flood related items as at June is shown in **Appendix C**.
- 2.6 The following table shows the position as at June 2018 of savings achieved against the transformation savings targets to date.

Savings Target	Target (£)	Achieved (£)	(Overachieved) /Outstanding (£)
Up to & including 2016/17		(23,000)	23,000
Previous Year Target	795,000	395,000	400,000
Current Year Target	1,479,000	772,700	706,300
Net Recurring Position	2,274,000	1,144,700	1,129,300
Base Budget Review	403,000	295,200	107,800
Net Recurring position	2,677,000	1,439,900	1,237,100

3. FORECAST OUTTURN POSITION 2018/19

- 3.1 The Council's financial position is affected by a number of external factors that have a financial impact during the course of the year and ultimately at the year end. These include:
- The general effect of local economic activity on the Council's income streams e.g. car parking, tourism and leisure activities.
 - Fuel prices, energy costs and other inflationary issues.
 - The effects of the housing market and property prices, especially with regard to income from land charges, rents and building and development control.
- 3.2 The Council's financial position will continue to be closely monitored and likely year end position will be reported more fully in a future monitoring report. It will be important to maintain a prudent approach to ensure a sustainable budget position for future years to avoid any significant variance at year end.
- 3.3 The areas of significant variance noted in this report will also be scrutinised fully and incorporated into the 2019/20 budget process if the position is deemed to be recurring in nature.

4. FUNDING

- 4.1 The main sources of funding for the Council are Council Tax Income, Revenue Support Grant and Business Rates income. Council Tax income and Revenue Support Grant do not vary across the year from the amounts set at the budget, with

any variation in Council Tax income received being adjusted for in the Collection Fund Surplus/Deficit calculation for the following year's budget.

- 4.2 Business Rates Income is largely prescribed by the amounts submitted to MHCLG on the NNDR1 form which estimates Business Rate Income for the year when calculated in January, however, there are two elements of this income that can vary throughout the year, namely, section 31 grants paid by government for business rates reliefs granted, and the levy and pooling calculations to the Cumbria Pool.
- 4.3 The current estimates of Business Rates income for the quarter to the end of June compared to initial estimates submitted in January are shown in **Appendix D**.

The figures show that based on current estimates, the Council will receive an extra £389,727 in business rates income over and above what it has budgeted for. However, this position could change throughout the year depending upon the performance of other authorities in the Cumbria Pool and the amount of reliefs granted during the year that are subject to Section 31 Grant reimbursement.

5. BALANCE SHEET MANAGEMENT

- 5.1 In line with CIPFA guidance and good practice, information relating to significant items on the Council's balance sheet is shown below. The information concentrates on those items that may have a material impact on the Council if not reviewed on a regular basis.

Balance Sheet item	Balance at 31/03/2018	Balance at Jun 2018	Note
Investments	£11.1m	£18.1m	(i)
Loans	£15.0m	£15.0m	(ii)
Debtors System	£1.05m	£1.27m	(iii)
Creditors System	£0.004m	£0.178m	

- (i) The anticipated annual return on these investments is estimated at £346,400 for 2018/19 with current forecasts anticipated to be below these projections.
- (ii) The cost of managing this debt, in terms of interest payable, is budgeted at £1,319,600 in 2018/19 with costs currently on target.
- (iii) There may be a significant impact on the cash flow of the Council if outstanding debts are not received. Any debts deemed to be irrecoverable are written off against a bad debt provision set up specifically for this purpose. Other significant debts relate to Council Tax, NNDR, and Housing Benefit overpayments.

- (iv) The Council's VAT partial exemption calculation for the period ending June 2018 has been calculated and is well below the 5% limit set by HMRC at 2.21%. However, this will increase as expenditure is incurred on the capital programme especially on VAT exempt activities i.e. Civic Centre reinstatement.

6. BAD DEBT WRITE-OFFS

- 6.1 The Chief Finance Officer has delegated authority for the write-off of outstanding debts for NNDR, Council Tax and Debtors (including Penalty Charge Notices). In accordance with this, the Executive is asked to note that debts totalling £121,285.85 have been written off during Quarter 1 to the end of June 2018. A summary of bad debts is given in Table 1 in **Appendix E** of this report and these costs will fall against the following:

	£
General Fund	46,057.24
Council Tax (Collection Fund)	32,174.33
NNDR	43,054.28
Total Write-offs	121,285.85

- 6.2 The "write-ons" itemised in Table 2 in **Appendix E**, totalling £7,582.79, are in respect of balances originally written off that have since been paid. The write-ons will be credited as follows:

	£
General Fund	2,812.05
Council Tax (Collection Fund)	4,576.62
NNDR	194.12
Total Write-ons	7,582.79

- 6.3 In the case of the General Fund, the write-offs will be charged against provisions for bad debts. However VAT, which has been identified separately, will be recouped in future VAT returns. Any write-off/write-on of Council Tax/NNDR will fall against the provisions within the Collection Fund. Any Council Tax court costs written off will be charged against the Bad Debt Provision within the General Fund.
- 6.4 At this stage of the year, the level of bad debts is broadly in line with expectations and at this level will be within the scope of the current provisions to fund the bad debts. However, this situation is continuously under review and any major deviations will be the subject of future reports.

7. RISKS

- 7.1 The ongoing impact of issues identified will be monitored carefully in budget monitoring reports and appropriate action taken.

8. CONSULTATION

- 8.1 Consultation to date.
SMT and JMT have considered the issues raised in this report.
- 8.2 Consultation Proposed
Business and Transformation Scrutiny Panel will consider the report on 6th September 2018.

9. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 9.1 The Executive is asked to:
- (i) Note the budgetary performance position of the Council to June 2018;
 - (ii) Note the action by the Chief Finance Officer to write-off bad debts as detailed in paragraph 6;
 - (iii) Note the release of reserves as set out in the table at paragraph 2.2, and note the virements approved as detailed in Appendix A.

10. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 10.1 The Council's revenue budget is set in accordance with the priorities of the Carlisle Plan and the position for the first quarter of 2018/19 shows the delivery of these priorities within budget.

Contact Officer: Emma Gillespie

Ext: 7289

Appendices A, B1 to B6, C to E.
attached to report:

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- **None**

CORPORATE IMPLICATIONS:

LEGAL – The Council has a fiduciary duty to manage its finances properly and the proper reporting of the budget monitoring is part of this process.

FINANCE – Financial implications are contained within the main body of the report.

EQUALITY – This report raises no explicit issues relating to the public sector Equality Duty.

INFORMATION GOVERNANCE – There are no information governance implications.

REVENUE BUDGET MONITORING 2018/19

VIREMENTS PROCESSED FOR PERIOD APRIL TO JUNE 2018

Date	Virement Details	Recurring/ Non-recurring	Value	Authorised By
Requested by Officers (under £35,000 or delegated authority)				
16/05/2018	Provision of budget required due to staffing review	Recurring	8,600	Chief Finance Officer
02/11/2017	Release of funding held in Promoting Carlisle Reserve	Non-recurring	10,000	PF.014/17 Leader of the Council
29/05/2018	Transfer budget for a posts between Executive Management and SST	Recurring	14,900	Chief Finance Officer
29/05/2018	Provision of budget from Revenues and Benefits for temporary post in Customer Services	Non-recurring	9,600	Revenues & Benefits Operations Manager
18/06/2018	Release of funding from Revenue Grant Reserve for office equipment at Business Interaction Centre (funding originally allocated for Empty Shops and Town Centre).	Non-recurring	12,900	Chief Finance Officer
27/06/2018	Release of funds from Car Park Reserve for resurfacing of three car parks	Non-recurring	106,600	OD.069/18 Chief Executive
27/06/2018	Release of funding from General Carry Forward Reserve for Jubilee Road Play Area	Non-recurring	17,000	Chief Finance Officer
06/07/2018	Release of funding from Revenue Grant Reserve for Supporting People	Non-recurring	99,900	Chief Finance Officer
06/07/2018	Release of funding from Revenue Grant Reserve for Domestic Abuse Victim Support	Non-recurring	326,900	Chief Finance Officer
06/07/2018	Release of funding from Revenue Grant Reserve for Carlisle South Garden Village	Non-recurring	60,300	Chief Finance Officer
06/07/2018	Release of funding from Revenue Grant Reserve for Rogue Landlord Officer & Flood Recovery Officer	Non-recurring	8,200	Chief Finance Officer
Approved by Executive (£35,000 to £70,000)				
09/04/2018	Revenue contribution to capital for resurfacing of three car parks	Non-recurring	10,700	CS21/18 Executive 09/04/18
Approved by Council (over £70,000)				
24/04/2018	Revenue carried forward from 2017/18 to be used to contribute to capital for resurfacing of three car parks	Non-recurring	47,000	CS25/18 Council 24/04/18

REVENUE BUDGET MONITORING 2018/19

COMMUNITY SERVICES	Gross Expenditure	Gross Income	Recharges	Total
Position as at 30th June 2018	£	£	£	£
Annual Budget	17,519,700	(5,466,600)	(2,726,000)	9,327,100
Budget to date	4,407,969	(1,574,954)	(692,140)	2,140,875
Total Actual	4,399,895	(1,615,763)	(673,225)	2,110,907
Variance	(8,074)	(40,809)	18,915	(29,968)
Carry Forwards/Reserves & Provisions				0
Adjusted Variance	(8,074)	(40,809)	18,915	(29,968)

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Green Spaces	1	(13,807)	(38,554)	141	(52,220)
Small Scale Community Schemes	2	(12,297)	0	0	(12,297)
Waste Services	3	11,000	22,536	213	33,749
Miscellaneous	4	7,030	(24,791)	18,561	799
Total Variance to date		(8,074)	(40,809)	18,915	(29,968)

Note	Community Services - Comments
1.	Various minor underspends including premises related and transport related costs; increased income from sales and fees & charges.
2.	Underspend on Councillors' small scale community schemes.
3.	Underspends on employee and transport costs, overspends on supplies & services & savings shortfall; shortfall in income from sale of recyclates.
4.	Various minor overspends & additional income across the service.

REVENUE BUDGET MONITORING 2018/19

CORPORATE SUPPORT AND RESOURCE	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 30th June 2018	£	£	£	£
Annual Budget	35,761,100	(26,224,700)	(6,674,700)	2,861,700
Budget to date	9,850,044	(7,205,114)	(1,484,317)	1,160,613
Total Actual	9,900,530	(7,213,688)	(1,479,796)	1,207,046
Variance	50,486	(8,574)	4,521	46,433
Carry Forwards/Reserves & Provisions				0
Adjusted Variance	50,486	(8,574)	4,521	46,433

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
ICT Services	1	57,898	(35)	9,509	67,372
Treasury and Debt Management	2	902	26,489	0	27,391
Revenues and Benefits	3	(3,977)	(31,561)	137	(35,401)
Miscellaneous	4	(4,337)	(3,467)	(5,125)	(12,929)
Total Variance to date		50,486	(8,574)	4,521	46,433

Note	Corporate Support & Resources - Comments
1.	Overspend mainly in relation to expenditure on Microsoft Licenses.
2.	Under achieved market deposit investment interest.
3.	Various minor underspends; additional grant income received.
4.	Various minor underspends and increased levels of income across the service.

REVENUE BUDGET MONITORING 2018/19

ECONOMIC DEVELOPMENT	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 30th June 2018	£	£	£	£
Annual Budget	4,277,700	(2,083,500)	(476,000)	1,718,200
Budget to date	975,502	(304,286)	(119,141)	552,075
Total Actual	1,018,646	(275,720)	(119,000)	623,926
Variance	43,144	28,566	141	71,851
Carry Forwards/Reserves & Provisions				0
Adjusted Variance	43,144	28,566	141	71,851

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Business Interaction Centre	1	40,151	4,790	0	44,942
Development Control	2	1,084	30,304	0	31,388
Miscellaneous	3	1,909	(6,529)	141	(4,479)
Total Variance to date		43,144	28,566	141	71,851

Note	Economic Development - Comments
1.	Overspend on monthly running costs which do not have budgets identified; shortfall in income.
2.	Shortfall in income from fees and charges.
3.	Various net minor underspends and surplus income across the service.

REVENUE BUDGET MONITORING 2018/19

GOVERNANCE AND REGULATORY	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 30th June 2018	£	£	£	£
Annual Budget	9,877,300	(5,709,300)	(3,188,500)	979,500
Budget to date	2,689,961	(1,433,693)	(798,040)	458,228
Total Actual	2,783,489	(1,654,574)	(790,554)	338,361
Variance	93,528	(220,881)	7,486	(119,867)
Carry Forwards/Reserves & Provisions				0
Adjusted Variance	93,528	(220,881)	7,486	(119,867)

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Homeless Accommodation	1	12,982	57,352	0	70,335
The Lanes	2	(3)	43,750	0	43,747
Other Rental Properties	3	1,004	(263,332)	0	(262,328)
Chancerygate	4	101,213	0	0	101,213
Licensing	5	(1,790)	(27,506)	0	(29,297)
Miscellaneous	6	(19,878)	(31,145)	7,486	(43,537)
Total Variance to date		93,528	(220,881)	7,486	(119,867)

Note	Governance & Regulatory Services - Comments
1.	Various minor overspends; shortfall in income due to units being out of service during refurbishment.
2.	Shortfall in rent income for 2018/19. Annual deficit expected to be around £175,300.
3.	Additional income generated mainly from a dilapidations settlement for premises on Castle Street.
4.	Overspend on Chancerygate costs.
5.	Additional licence income generated.
6.	Various net minor underspends and surplus income across the service.

REVENUE BUDGET MONITORING 2018/19

CORPORATE MANAGEMENT	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 30th June 2018	£	£	£	£
Annual Budget	948,900	(1,870,900)	0	(922,000)
Budget to date	1,155,575	(421,825)	0	733,750
Total Actual	1,026,102	(419,244)	0	606,858
Variance	(129,473)	2,581	0	(126,892)
Carry Forwards/Reserves & Provisions				0
Adjusted Variance	(129,473)	2,581	0	(126,892)

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Other Financial Costs	1	(126,830)	2,581	0	(124,249)
Miscellaneous	2	(2,643)	0	0	(2,643)
Total Variance to date		(129,473)	2,581	0	(126,892)

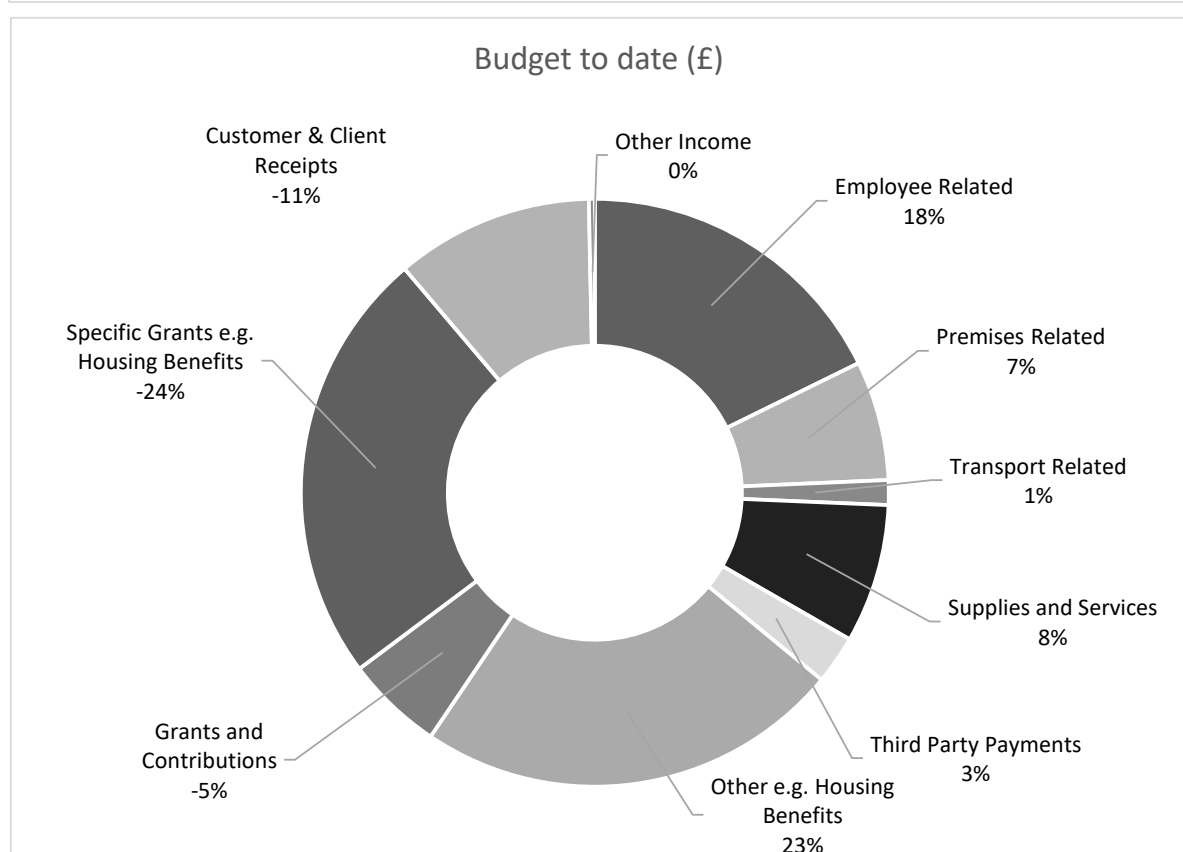
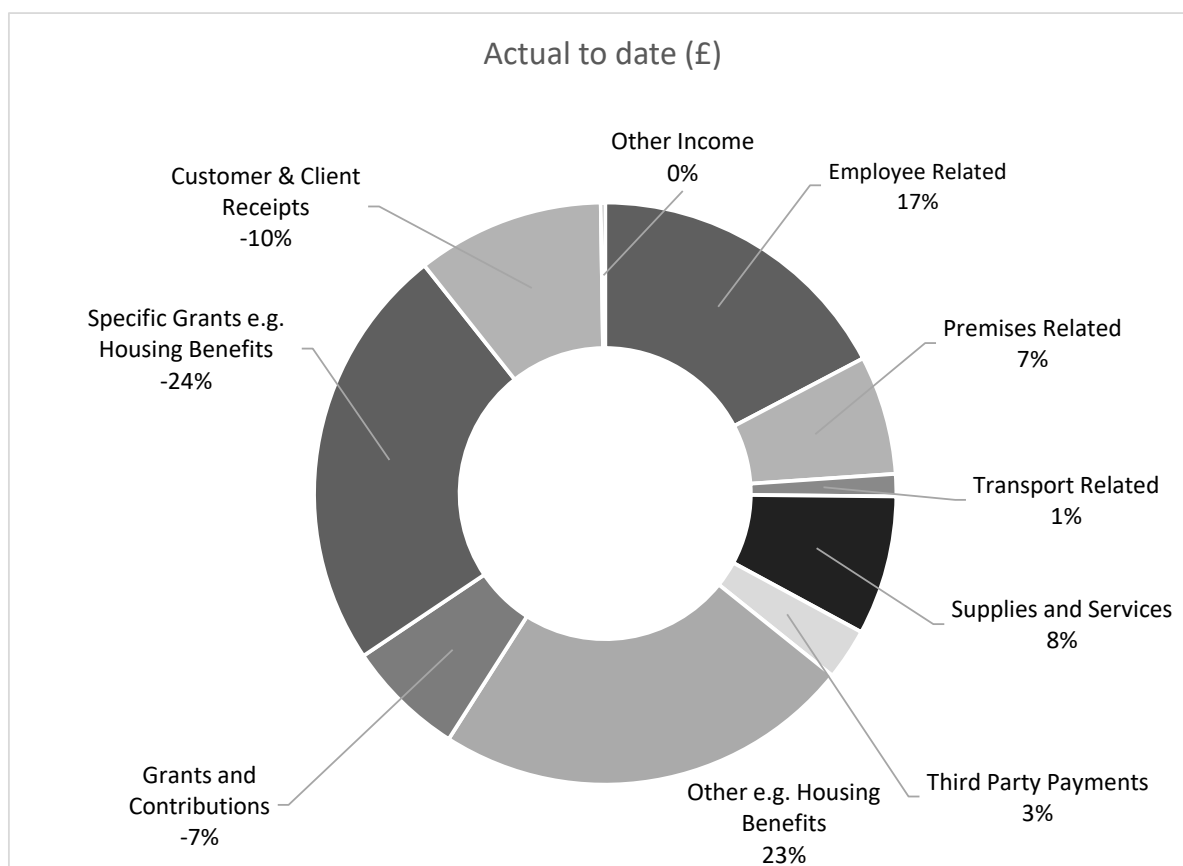
Note	Corporate - Comments
1.	Improvements in savings for Salary Turnover (£37,000) & Inflation savings (£83,300).
2.	Various minor underspends.

REVENUE BUDGET MONITORING 2018/19

REVENUE FLOOD RECOVERY	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 30th June 2018	£	£	£	£
Annual Budget	0	0	0	0
Budget to date	0	0	0	0
Total Actual	38,263	0	0	38,263
Variance	38,263	0	0	38,263
Carry Forwards/Reserves & Provisions				0
Adjusted Variance	38,263	0	0	38,263

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Flood Damage Recovery	1	38,263	0	0	38,263
Total Variance to date		38,263	0	0	38,263

Note	Flood - Comments
1.	Additional costs incurred as a result of the floods which will be recoverable through Insurance in full or in part. Variance shown is the balance required to be funded from revenue reserves as this is not covered by insurance.

SUBJECTIVE ANALYSIS

BUSINESS RATES INCOME

	2017/18 Outturn	2018/19 NNDR1	2018/19 Q1
Local Share of Income (Per NNDR1)	(16,483,128)	(16,305,689)	(16,305,689)
Renewables (Per NNDR1)	(83,705)	(264,957)	(264,957)
Renewables Bfwd (NNDR3 Previous Year)	(26,453)	(250,585)	(250,585)
Enterprise Zone (Per NNDR1)	(73,700)	0	0
Tariff (Per Final Settlement)	11,737,641	12,090,274	12,090,274
Section 31 Grants (reimbursement of funded reliefs)	(1,378,516)	(1,612,526)	(1,648,738)
Estimated Collection Fund Deficit per NNDR1	98,985	835,515	835,515
Levy Payable to Pool	1,242,974	1,091,672	1,142,753
Pool Redistribution	(683,934)	(490,000)	(520,000)
Total Income	(5,649,837)	(4,906,296)	(4,921,427)
Budget			
Baseline Funding	(3,114,600)	(3,281,700)	(3,281,700)
Additional Rates Income - Pooling/Growth	(1,200,000)	(1,250,000)	(1,250,000)
Total Budget	(4,314,600)	(4,531,700)	(4,531,700)
Additional Income retained	(1,335,237)	(374,596)	(389,727)

BAD DEBT PROVISION

TABLE 1		Write-Offs June 2018		
Type of Debt	No.	£	Comments	
NNDR (General)	9	43,054.28	01/04/18 to 30/06/18	
Council Tax	95	32,174.33	01/04/18 to 30/06/18	
Debtors:				
Private Tenants	0	0.00	01/04/18 to 30/06/18	
Housing Benefit Overpayments	73	42,148.02	01/04/18 to 30/06/18	
General Fund	20	1,254.22	01/04/18 to 30/06/18	
Penalty Charge Notices:				
On Street	2	194.00	01/04/18 to 30/06/18	
Off Street	30	2,461.00	01/04/18 to 30/06/18	
TOTAL	229	121,285.85		

TABLE 2		Write-Ons June 2018		
Type of Debt		£	Comments	
NNDR (General)	7	194.12	01/04/18 to 30/06/18	
Council Tax	15	4,576.62	01/04/18 to 30/06/18	
Debtors:				
Private Tenants	0	0.00	01/04/18 to 30/06/18	
Housing Benefit Overpayments	5	2,811.13	01/04/18 to 30/06/18	
General Fund	5	0.92	01/04/18 to 30/06/18	
TOTAL	32	7,582.79		

Report to Business & Transformation Scrutiny Panel

Agenda
Item:
A.6

Meeting Date: 6 September 2018
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework YES
Public / Private Public

Title: CAPITAL BUDGET OVERVIEW AND MONITORING REPORT:
APRIL TO JUNE 2018
Report of: CHIEF FINANCE OFFICER
Report Number: RD 19/18

Purpose / Summary:

This report provides an overview of the budgetary position of the City Council's capital programme for the period April to June 2018 which was considered by the Executive on 20 August 2018.

Questions for / input required from Scrutiny:

Members are asked to note the variances contained within this report.

Recommendations:

Members of the Business & Transformation Scrutiny panel are asked to note the overall budgetary position for the period April to June 2018.

Tracking

Executive:	20 August 2018
Scrutiny:	6 September 2018
Council:	n/a

Report to Executive

Agenda
Item:

Meeting Date: 20 August 2018
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and
Budget Framework YES
Public / Private Public

Title: CAPITAL BUDGET OVERVIEW AND MONITORING REPORT:
APRIL TO JUNE 2018
Report of: CHIEF FINANCE OFFICER
Report Number: RD 19/18

Purpose / Summary:

This report provides an overview of the budgetary position of the City Council's capital programme for the period April to June 2018.

Recommendations:

The Executive is asked to:

- (i) Note and comment on the budgetary position and performance aspects of the capital programme for the period April to June 2018;
- (ii) Note adjustments to the 2018/19 capital programme as detailed in paragraph 2.1;
- (iii) Approve an increase to the capital programme for the additional Disabled Facilities Grant received in 2018/19 (£293,200).

Tracking

Executive:	20 August 2018
Scrutiny:	6 September 2018
Council:	n/a

1. BACKGROUND

- 1.1 In accordance with the City Council's Financial Procedure Rules, the Chief Finance Officer is required to report to the Executive on the overall budget position, the monitoring and control of expenditure against budget allocations and the exercise of virement on a regular basis. It is the responsibility of individual Chief Officers to control income and expenditure within their areas of responsibility and to monitor performance, taking account of financial information provided by the Chief Finance Officer.
- 1.2 All Managers receive a monthly budget monitoring report covering their areas of responsibility. Information is collated from the main accounting system and then adjusted to correct any known budget profiling trends, timing differences and commitments. The report has been developed in line with the need to provide sound financial management information to inform the decision making process.
- 1.3 Throughout the report, the use of brackets indicates a credit or income budget, and the term underspend also relates to additional income generated.
- 1.4 It is important to understand the distinction between capital and revenue expenditure.

The general rule is that all expenditure must be treated as revenue expenditure unless it meets strict criteria allowing it to be treated as capital expenditure.

Capital expenditure is for fixed assets such as acquisition of land and buildings, construction, conversion or enhancement of existing buildings, or the purchase of new technology, vehicles, plant, machinery or equipment that yields benefits to the Council and the services it provides for more than one year.

Revenue expenditure is for the day to day running costs of providing Council services such as staff costs, premises, transport, and goods and services used in the delivery of services.

2. CAPITAL BUDGET OVERVIEW

- 2.1 The following statement shows the annual capital programme for 2018/19:

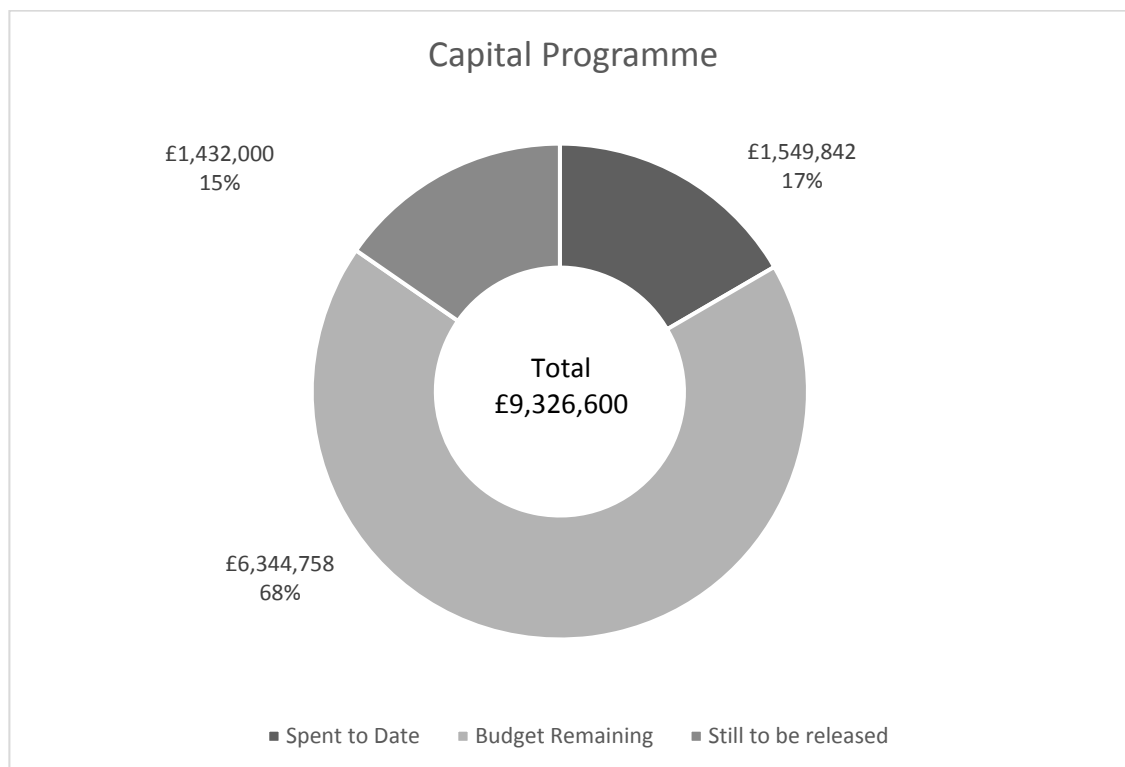
2018/19 Capital Budget	£
Original 2018/19 Programme (approved Feb 2018)	4,032,600
Carry forwards from 2017/18 (RD44/17 Council 06/03/18)	1,100,000
Release of car park reserve and revenue financing for Car Park Improvements (CS25/18 Council 24/04/18; OD.069/18)	164,300
Reprofiling of Sands Centre Redevelopment (CS16/18 Council 06/03/18)	1,769,100
Revenue contribution towards Public Realm Improvements	700
S106 contributions towards Affordable Homes (OD.065/18)	41,500
S106 contribution towards Crindledyke Cycleway (OD.068/18)	10,000
S106 contribution towards Open Space Improvements (CS28/18 Executive 25/06/18)	84,500
External grant and revenue contribution towards Play Areas	32,000
Revised 2018/19 Capital Programme (at June 2018)	7,234,700
Carry forwards from 2017/18 (RD04/18 Council 17/07/18)	2,091,900
Revised 2018/19 Capital Programme (after carry forwards)	9,326,600
Less Capital Reserves to be released by Executive	(1,432,000)
Revised 2018/19 Capital Programme (released)	7,894,600

2.2 A breakdown of the revised capital programme can be found in **Appendix A**.

3. 2018/19 BUDGET MONITORING

3.1 The position statement as at June 2018 can be summarised as follows:

Directorate	Revised Annual Budget £	Budget to Date £	Spend to date £	Variance to date £	Para. Ref.
Community Services	3,950,200	473,033	475,241	2,208	-
Corporate Support & Resources	402,500	89,434	89,346	(88)	-
Economic Development	259,500	62,951	492,739	429,788	3.3
Governance & Regulatory Services	3,282,400	821,538	492,516	(329,022)	3.4
Total	7,894,600	1,446,956	1,549,842	102,886	
Reserves to be released	1,432,000	0	0	0	3.5
Total	9,326,600	1,446,956	1,549,842	102,886	



Schemes still to be released by the Executive are outwith the budget monitoring process until the budgets have been released.

A detailed analysis of the schemes within each directorate can be found in **Appendices B to E** with the main issues being summarised in the paragraphs below.

- 3.2 As at the end of June, expenditure of £1,549,842 has been incurred on the Council's core capital programme. When considered against the profiled budget of £1,446,956 this equates to an overspend of £102,886.

The unspent balance remaining of the revised annual budget of £7,894,600 is £6,344,758. This will be closely monitored over the following months to identify accurate project profiles and any potential slippage into future years.

- 3.3 The variance in Economic Development is attributable to the following:
- (i) An overspend of £426,122 on Central Plaza. This overspend has been addressed as Council have subsequently approved the use of up to £650,000 from the General Fund Revenue Reserve to fund the emergency works on the former Central Plaza. This will be reflected in future reports presented.
- 3.4 The variance in Governance & Regulatory Services is attributable to the following:

- (i) An underspend of £320,389 on Disabled Facilities Grants. Spend in the first quarter of 2018/19 was £450,385 which is over double the expenditure in the first quarter of 2017/18. Activity in the delivery of DFG is increasing. Capital commitments for Occupational Therapist support and Care Act contributions to the County Council have not yet occurred and will account for £450,000 of the underspend. Following liaison with the County Council over recent weeks it is anticipated that the Occupational Therapist contribution will move from the DFG allocation in the next few months. A revised Housing Renewal Assistance Policy detailing additional grant contributions is considered elsewhere on this agenda – the proposals if adopted and approved by full Council in November will further improve the delivery of DFGs.

- 3.5 A number of schemes are included in the capital programme for 2018/19 that require reports to be presented to the Executive for the release of funding before the project can go ahead, some of which may slip into future years capital programmes.

Scheme	Budget £
Old Town Hall / Greenmarket	380,000
Regeneration of Botchergate/London Road	247,000
Chatsworth/Portland Square Townscape Heritage Initiative	295,000
Business Interaction Centre	510,000
Total	1,432,000

4. FINANCING

- 4.1 The 2018/19 capital programme can be financed as follows:

	Annual Budget £	Current Programme £
Total Programme to be financed (para 2.1)	9,326,600	7,894,600
<u>Financed by:</u>		
Capital Receipts / Internal Borrowing	4,841,800	4,324,800
Capital Grants		
• Disabled Facilities Grant	1,467,300	1,467,300
• General	1,228,900	448,200
Direct Revenue Financing	1,399,400	1,265,100
Other Contributions	379,400	379,400
Earmarked Reserves	9,800	9,800
Total Financing	9,326,600	7,894,600

5. CAPITAL RESOURCES

- 5.1 The following table shows the position as at June 2018 of the capital resources due to be received during 2018/19:

	2018/19 Annual Budget £	2018/19 Current Budget £	2018/19 Actual £	2018/19 Not yet received £	Note
Capital Receipts					
· General	0	0	(382,000)	(382,000)	1
· Asset Review	(2,754,000)	(2,754,000)	(4,212)	2,749,788	1
Capital Grants					2
· Disabled Facilities Grant	(1,467,300)	(1,467,300)	(1,760,573)	(293,273)	
· Tennis Facilities	(400,000)	(400,000)	0	400,000	
· Regeneration of Botchergate/London Road	(210,000)	0	0	0	
· Chatsworth/Portland Square Townscape Heritage Initiative	(270,000)	0	0	0	
· Business Interaction Centre	(300,700)	0	0	0	
· General	(25,000)	(25,000)	0	25,000	
Capital Contributions					
· Section 106	(379,400)	(379,400)	(112,800)	266,600	3
· Disabled Facilities Grants	0	0	(9,150)	(9,150)	
· General	0	0	0	0	
Total	(5,806,400)	(5,025,700)	(2,268,735)	2,756,965	

Notes:

1. Receipts for 2018/19 are anticipated to be received from asset review sales (£2,754,000). Included within general sales are receipts of £4,212 that are below the de minimis for capital receipts and will be transferred to revenue.
 2. Capital grants are received once associated capital expenditure has been incurred and the amounts then reclaimed from the sponsoring body.
- Members of the Executive are asked to approve an increase to the capital programme for the additional Disabled Facilities Grant received in 2018/19 (£293,200).**
3. Contributions from Section 106 agreements to Crindledyke Cycleway (£138,700), Open Space Improvements (£84,500) and Affordable Homes (£156,200).

6. BALANCE SHEET MANAGEMENT

- 6.1 In line with CIPFA guidance and best practice, information relating to significant capital items on the Council's balance sheet is provided in this section. The information concentrates on those items that may have a material impact on the

Council if not reviewed on a regular basis and will ensure that the Council is using its resources effectively and that appropriate governance arrangements are in place around the use of Council assets and liabilities.

- 6.2 Fixed assets are revalued annually to ensure that an up to date value is held in the balance sheet. The revaluation programme is the responsibility of Property Services. It should be noted that some expenditure will be incurred during the course of the year which can be correctly classified as capital expenditure, but which will not increase the value of any of the Council's assets. This expenditure is written off to the revaluation reserve or through the Comprehensive Income and Expenditure Account as appropriate.
- 6.3 The value of fixed assets is a significant part of the balance sheet. In the 2017/18 accounts, fixed assets totalled £157million (2016/17 £161million). This represents 93% of the net current assets of the City Council.
- 6.4 Debtors
This relates to the amount of income due to the Council that has not yet been received. For capital items, this mainly relates to grants and contributions that the Council is able to claim towards funding capital expenditure. Generally capital debtors arise due to timing differences where a cut off point occurs (e.g. the financial year-end) and/or expenditure has been incurred in advance of making the grant claim. As at June 2018 debtors of £274,935 (£566,593 at 31 March 2018) were outstanding for capital grants, contributions and receipts.
- 6.5 Creditors
This is the amount of money due to be paid by the Council for goods and services received from its external customers and contractors. For capital schemes this also includes retentions i.e. the amount due to the contractor after a specified period (normally one year) following the completion of a project; this time is used to assess and correct any defects outstanding on the scheme. Amounts earmarked for retention as at June 2018 totalled £582,034 (£857,255 at 31 March 2018).

7. PERFORMANCE

- 7.1 The 2018/19 programme has been kept to a level that takes account of the Council's ability to deliver schemes with regard to capacity and available resources. Work is ongoing to continue to monitor the profiling of budgets, and these are adjusted to reflect progress in current capital schemes. It is likely that there will still be a requirement for some carry forwards at the year end due to further slippage

and delays on projects. Members are reminded that budgets totalling £1,432,000 are being held in reserves until approved by Executive for release.

- 7.2 The Senior Management Team will provide strategic overview and monitor the effectiveness of the overall programme of work in delivering the Council's priorities and objectives. Technical project support and quality assurance of business cases and associated project management activities will be managed by a Transformation Sub-Group chaired by the Chief Executive. Decisions to proceed or otherwise with proposed projects will be made in the usual way in accordance with the Council decision making framework.
- 7.3 A review of all capital expenditure incurred is ongoing to ensure that the expenditure has been correctly allocated between revenue and capital schemes. This will facilitate the year end classification of assets.

8. RISKS

- 8.1 Individual capital schemes have different risks involved.

9. CONSULTATION

- 9.1 Consultation to Date
SMT & JMT have considered the issues raised in this report.
- 9.2 Consultation Proposed
Business & Transformation Scrutiny Panel will consider the report on 6 September 2018.

10. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 10.1 The Executive is asked to:
- (i) Note and comment on the budgetary position and performance aspects of the capital programme for the period April to June 2018;
 - (ii) Note adjustments to the 2018/19 capital programme as detailed in paragraph 2.1;
 - (iii) Approve an increase to the capital programme for the additional Disabled Facilities Grant received in 2018/19 (£293,200).

11. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 11.1 The Council's capital programme supports the current priorities in the Carlisle Plan.

Contact Officer: Emma Gillespie

Ext: 7289

Appendices A to E
attached to report:

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- None

CORPORATE IMPLICATIONS:

LEGAL – The Council has a fiduciary duty to manage its finances properly and the proper reporting of the budget monitoring is part of this process.

FINANCE – Financial implications are contained in the main body of the report.

EQUALITY – This report raises no explicit issues relating to the public sector Equality Duty. It is worth noting that the report includes the increase in funding for the Disabled Facilities Grants (DFGs).

INFORMATION GOVERNANCE – There are no information governance implications.

Scheme	Original Capital Programme 2018/19 £	Carry Forwards from 2017/18 £	Carry Forwards from 2017/18 £	Other Adjustments £	Revised Capital Programme 2018/19 £
<u>Current non-recurring commitments</u>					
Play Area Green Gyms	25,000	0	0	0	25,000
Fusehill Street Play Area	35,000	0	0	0	35,000
Planning Software	150,000	0	0	0	150,000
Cemetery Infrastructure	30,000	0	0	0	30,000
Recycling Containers	45,000	0	0	0	45,000
Tennis Facilities	0	0	502,900	0	502,900
Cycle Track Development	0	0	12,700	0	12,700
Crindledyke Cycleway	0	0	128,700	10,000	138,700
Play Area Developments	0	0	4,000	32,000	36,000
Open Space Improvements	0	0	0	84,500	84,500
Kingstown Industrial Estate	0	0	9,800	0	9,800
Public Realm Improvements	0	0	4,600	700	5,300
Revenues & Benefits ICT Upgrades	0	0	45,200	0	45,200
Car Park Improvements	0	0	0	164,300	164,300
Affordable Homes (S106)	0	0	114,700	41,500	156,200
Sand Redevelopment	0	0	0	1,769,100	1,769,100
Central Plaza	0	0	(52,000)	0	(52,000)
	285,000	0	770,600	2,102,100	3,157,700
<u>Recurring commitments</u>					
Planned Enhancements to Council Property	150,000	0	20,000	0	170,000
Vehicles, Plant & Equipment	721,000	0	386,000	0	1,107,000
ICT Infrastructure	357,300	0	0	0	357,300
	1,228,300	0	406,000	0	1,634,300
<u>Disabled Facilities Grants</u>					
Private Sector Grants	1,467,300	1,100,000	512,100	0	3,079,400
Minor Works Grants	0	0	23,200	0	23,200
	1,467,300	1,100,000	535,300	0	3,102,600
TOTAL	2,980,600	1,100,000	1,711,900	2,102,100	7,894,600
<u>Capital Reserves to be released</u>					
Regeneration of Botchergate & London Road	247,000	0	0	0	247,000
Chatsworth/Portland Square Townscape	295,000	0	0	0	295,000
Heritage Initiative					
Business Interaction Centre	510,000	0	0	0	510,000
Old Town Hall / Greenmarket	0	0	380,000	0	380,000
	1,052,000	0	380,000	0	1,432,000
REVISED TOTAL	4,032,600	1,100,000	2,091,900	2,102,100	9,326,600

COMMUNITY SERVICES

Scheme	Revised Annual Budget £	Budget to date £	Expenditure to date £	Variance to date £	Details of major variance
Cemetery Infrastructure	30,000	0	0	0	Project yet to start.
Vehicles & Plant	1,107,000	170,000	169,972	(28)	Replacement of vehicle purchases in 2018/19 on target to date.
Play Area Developments	71,000	36,000	35,935	(65)	Individual schemes progressing as planned.
Crindledyke Cycleway (S106)	138,700	3,052	3,000	(52)	Funded by Section 106 monies. Phase 2 being developed.
Open Space Improvements	84,500	0	0	0	Funded by Section 106 monies.
Green Gyms	25,000	0	0	0	Budget released by Executive 30/05/18 (CS27/18).
Tennis Facilities	502,900	5,030	5,176	146	Approved by Council 08/09/15 (SD16/15).
Cycle Track Developments	12,700	7,505	7,500	(5)	Budget carried forward from 2017/18.
Sands Centre Redevelopment	1,769,100	217,696	218,022	326	Budget reprofiling approved by Council 06/03/18 (CS16/18).
Car Park Improvements	164,300	0	0	0	Work is progressing as planned with 1 out of 3 sites completed. Completion of the remaining 2 sites is expected by mid-September.
Waste Minimisation	45,000	33,750	35,636	1,886	Expenditure progressing as planned.
Grand Total	3,950,200	473,033	475,241	2,208	

CORPORATE SUPPORT & RESOURCES

Scheme	Revised Annual Budget £	Budget to date £	Expenditure to date £	Variance to date £	Details of major variance
ICT Infrastructure	357,300	89,434	89,346	(88)	Part of ICT Strategy Business Case.
Revenues and Benefits ICT Upgrades	45,200	0	0	0	Budget carried forward as part of ICT Strategy.
Grand Total	402,500	89,434	89,346	(88)	

ECONOMIC DEVELOPMENT

Scheme	Revised Annual Budget £	Budget to date £	Expenditure to date £	Variance to date £	Details of major variance
EA Central Plaza	(52,000)	(52,000)	374,122	426,122	Implementation of work under the Corporate Director of Economic Development's emergency powers with reference to the Building Act 1984 S78 Dangerous building - emergency measures. (Use of General Fund Reserve of up to £650,000 subsequently approved to fund these emergency works and will be reflected in future reports).
Public Realm Work	5,300	5,300	4,567	(733)	Project Plan is being implemented in line with revised timescales.
Durranhill Industrial Estate	0	0	4,250	4,250	
Planning Software	150,000	0	0	0	Project yet to start.
Affordable Homes	156,200	109,651	109,800	149	Approved by Executive 31/07/17 (ED24/17) and OD.065/18.
Grand Total	259,500	62,951	492,739	429,788	

GOVERNANCE & REGULATORY SERVICES

Scheme	Annual Budget £	Proposed Carry Forwards £	Revised Annual Budget £	Budget to date £	Expenditure to date £	Variance to date £	Details of major variance
Planned Enhancements to Council Property	170,000	0	170,000	42,503	42,131	(372)	Individual projects progressing as planned.
Kingstown Industrial Estate Roads	9,800	0	9,800	2,454	0	(2,454)	Remaining budget required for additional public realm signage on the estate.
Minor Works Grants	23,200	0	23,200	5,807	0	(5,807)	Budget approved by Executive 04/04/16 (ED09/16).
Disabled Facilities Grants	3,079,400		3,079,400	770,774	450,385	(320,389)	Mandatory Grants. Increased grant allocation for 2018/19. The position is being closely monitored.
Grand Total	3,282,400	0	3,282,400	821,538	492,516	(329,022)	

Business & Transformation Scrutiny Panel

Agenda
Item:

A.7

Meeting Date: 6/9/18
Portfolio: Cross-cutting
Key Decision: No
Within Policy and
Budget Framework: Yes
Public / Private Public

Title: CORPORATE PLAN
Report of: Chief Executive
Report Number: PC 17/18

Purpose / Summary:

This report provides an overview of the development of a Corporate Plan.

Recommendations:

Members are asked to:

- Note the Corporate Plan and its role in linking strategic documents
- Consider and comment on the Key Performance Indicators included in the plan

Tracking

Scrutiny:	B&TSP 6/9/18
-----------	--------------

1. BACKGROUND

1.1 A Corporate Plan sets out clearly an organisation's aspirations for the future. It is a useful way to link the key strategic documents that drive the business planning within the organisation. The Corporate Plan 2018-21 brings together the following documents and plans, in doing so it will set out how services will be improved, and key projects delivered:

Document/Plan	Link
Policy Framework	City Council Website
Medium Term Financial Plan	Executive 20/8/18
Workforce Plan	Available Autumn 2018
Customer Service Charter	BTSP 31/5/18
Performance Framework	City Council Website
Risk Management Assurance Framework	Available Autumn 2018
Service Planning & Directorate Planning	Intranet
Business change plans and strategies: ICT Strategy and programme Information Governance Policy and action plan Transformation Board actions Agile Working	Available Autumn/Winter 2018

1.2 The plan will be separate, but related to the Carlisle Plan, primarily through resourcing and delivering the 'big three' projects:

Document/Plan	Link
Borderlands Inclusive Growth Deal	Borderlands Website
St Cuthbert's Garden Village	St Cuthbert's Website
Sands Centre Redevelopment	Full Council 6/3/18

In addition, a new key area 'Low Carbon energy options and reducing environmental impact' will be developed in the revision of the Carlisle Plan.

1.3 The Plan will be updated as the core documents are finalised. A table of version and key changes is presented below:

Corporate Plan versioning	Date published
V0.1	Current, published May 2018
V1.0: MTFP Workforce Programme Customer Service Charter (Phase1) Draft Information Governance (IG) Policy and Action Plan Performance Framework / KPIs	31 August 2018
V1.1: Phase 2 of Customer Service Charter ICT Strategy IG Policy and Action Plan	28 September 2018

1.4 Performance Monitoring

Progress against the plan will be measured through the Performance Framework and will be reported in the End of Year Performance Report. A set of Key Performance Indicators are being developed to measure the plan, drawn from the core documents. The baselines for the new measures will be reported later in 2018/19.

Code	Measure	Policy / Plan / Strategy	SMT / Service Manager	Further Info
CP01	Balancing the annual budget with reductions in reoccurring revenue underspends	MTFP	Alison Taylor	
CP02	Increasing the uptake of agile working	WFP	Alison Taylor	2017/18 Baseline year
CP03	Increasing the use of apprenticeships	WFP	Alison Taylor / Organisation Development Manager	2017/18 Baseline year
CP04	Timely delivery of the ICT Programme	ICT Strategy / Transformation Board (TB)	ICT Manager	Performance against the baselined Gantt chart
CP05	Increasing the uptake of digital self-serve services	TB		Existing measure: CSR04
CP06	Reducing the unnecessary scheduled service activities, linked to the use of real-time data	TB	Customer Service Manager / Policy and Communications Manager	Percentage change
CP07	Reducing the carbon footprint of services and assets	Environmental Strategy	Jane Meek / Policy and Communications Manager	Environmental impact to be assessed.
CP08	Reducing the environmental impact of services and assets	Environmental Strategy	Jane Meek / Policy and Communications Manager	Percentage completion of agreed improvement actions.
CP09	Customer satisfaction with standard of customer service for all services	Customer Service Charter / TB	Customer Service Manager	Action plan in place to improve reporting functionality during 2018/19

MTFP = Medium Term Financial Plan

WFP = Workforce Programme

TB = Transformation Board

2. PROPOSALS

2.1 Members are asked to:

- Note the Corporate Plan and its role in linking strategic documents
- Consider and comment on the Key Performance Indicators to be included in the plan

3. RISKS

3.1 The risks associated with the Corporate Plan are managed through the Risk Management Assurance Framework.

4. CONSULTATION

4.1 Consultation to date:

- Service planning for 2018/19 to be completed.
- Service plans/Directorate plans to be signed off by SMT.
- Draft Corporate Plan to be circulated to SMT, March 2018.
- Draft Corporate Plan signed off by SMT, April 2018.
- Draft Corporate Plan to be presented at Management Briefing, May 2018.
- SMT review of Corporate KPIs, July 2018.
- Transformation Board discussion on linked documents and timings, July 2018.

The plan will be summarised and presented on the reverse of the next refresh of the Carlisle Plan key actions 'Plan on a Page'.

5. RECOMMENDATIONS

5.1 Members are asked to:

- Note the Corporate Plan and its role in linking strategic documents
- Consider and comment on the Key Performance Indicators included in the plan

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

6.1 The plan will be separate, but related to the Carlisle Plan, primarily through resourcing and delivering the 'big three' projects:

- Borderlands Inclusive Growth Deal.
- St Cuthbert's Garden Village.
- Sands Centre Redevelopment.

In addition, a new key area 'Low Carbon energy options and reducing environmental impact' will be developed in the revision of the Carlisle Plan.

Contact Officer: Steven O’Keeffe

Ext: 7258

**Appendices Corporate Plan (version 1)
attached to report:**

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- **None**

CORPORATE IMPLICATIONS:

LEGAL -

FINANCE –

EQUALITY – None

INFORMATION GOVERNANCE – None



Principles: Clarity, confidence and commitment

The principles have been developed by our staff and councillors to guide how we will deliver our vision for Carlisle.

- We will be a clear, committed and confident Council.
- By setting out our vision, we show that we understand the needs of Carlisle's residents, businesses and visitors. Our plans to respond to these needs are clear and straightforward. We know what is expected of us and do our best to create clarity in how we work.
- We are committed to achieving our vision for Carlisle. We will ensure that our day to day work and resources are consistent with the priorities.
- We will continue to work effectively with partners to drive positive change for Carlisle and will celebrate our successes and achievements. As part of our ongoing work to develop all our communities we will engage young people and make sure the Carlisle Plan helps to deliver their aspirations for Carlisle.

Links to the Carlisle Plan

The Carlisle Plan has been the key document for delivering the ambitions of the Executive. The priorities within the Carlisle Plan remain unchanged as:

- Support business growth and skills development to improve opportunities and economic prospects for the people of Carlisle.
- Further develop sports, arts and cultural facilities to support the health and wellbeing of our residents.
- Continue to improve the quality of our local environment and green spaces so that everyone can enjoy living, working in and visiting Carlisle.
- Address current and future housing needs to protect and improve residents' quality of life.
- Promote Carlisle regionally, nationally and internationally as a place with much to offer - full of opportunities and potential

This plan is separate, but directly related to the Carlisle Plan, primarily through resourcing and delivering the 'big three' projects:

- Borderlands Inclusive Growth Deal.
- St Cuthbert's Garden Village.
- Sands Centre Redevelopment.

In addition, a new key area 'Low Carbon energy options and reducing environmental impact' will be developed for the revision of the Carlisle Plan.

Corporate Plan Core Documents

The Plan brings together the following documents, plans and projects, in doing so it sets out how services will be improved, and key projects delivered:

Policy Framework	Policies that are approving or adopting by Council (Article 4 - The Full Council)
Medium Term Financial Plan (MTFP)	A comprehensive plan for strategic finance decision-making.
Workforce Plan (WFP)	The Workforce Plan provides a framework for dealing with challenges in a consistent way.
Customer Service Charter	The customer charter outlines how our principles are at the heart of everything we do. Our promise is to continue to innovate so our customers can access council services anytime, anywhere.
Business change plans and strategies: Agile Working ICT Strategy and programme Information Governance Policy and action plan Transformation Board actions	Together these documents will enable agile working, compliance with the new rules on data and improve the tasking and coordination of demand-led services.
Directorate Planning & Service Planning	Service planning sets out what needs to be delivered, how, when and by whom, in the context of the Carlisle Plan, Corporate Plan and statutory/service responsibilities.
Performance Framework	This framework draws together all the activities that contribute to our performance.
Projects	Borderlands Inclusive Growth Deal St Cuthbert's Garden Village Sands Centre Redevelopment
Risk Management Assurance Framework	This framework clearly sets out how we manage operational, strategic and major project risks.

Performance Monitoring

We will measure progress against the plan through the Performance Framework, reporting progress in the End of Year Performance Report.

Key Performance Indicators

1. Balancing the annual budget with reductions in reoccurring revenue underspends (MTFP).
2. Increasing the uptake of agile working (WFP).
3. Increasing the use of apprenticeships (WFP).
4. Timely delivery of the ICT Programme (ICT Strategy/Transformation Board).
5. Increasing the uptake of digital self-serve services (Transformation Board).
6. Reducing the unnecessary scheduled service activities, linked to the use of real-time data (Transformation Board).
7. Reducing the carbon footprint of services and assets (Environmental Strategy).
8. Reducing the environmental impact of services and assets (Environmental Strategy).
9. Customer satisfaction with standard of customer service for all services (Customer Charter/Transformation Board).

Business & Transformation Scrutiny Panel

Agenda
Item:

A.8

Meeting Date: 6/9/18
Portfolio: Cross-cutting
Key Decision: No
Within Policy and Budget Framework: Yes
Public / Private: Public

Title: Employee Opinion Survey 2018
Report of: Chief Finance Officer
Report Number: PC18/18

Purpose / Summary:

Employee opinion surveys have taken place at Carlisle City Council for over 10 years. They offer an opportunity to engage with staff and find out their views about working for the City Council. A survey took place earlier this year, and as with previous surveys, the results are reported to the relevant Scrutiny Panel.

Recommendations:

- Consider and comment on the results of the Employee Opinion Survey 2018.

Tracking

Scrutiny:	B&TSP 6/9/18
-----------	--------------

1. BACKGROUND

1.1 The 2018 Employee Opinion Survey (EOS) was completed in February with 264 responses; a response rate of 58% based on a headcount of 459 staff. This is an increase on the response rate in 2016 (51%). The response rate by Directorate is:

Directorate	Response rate
Community Services	54%
Corporate Support & Resources	63.1%
Economic Development	64.1%
Governance & Regulatory Services	52.6%

The headlines have been reported to staff in the Chief Executive's July briefings.

2. Determining changes from EOS 2016 to EOS 2018

2.1 The survey questions are attached as an appendix, wherever possible the questions are repeated from year to year for comparison. The results are presented with the question as a code, for example: Q3a is the code for Question 3 part a.

2.2 The overall confidence interval (CI) for the survey, based on 264 responses at 95% confidence level, is +/- 3.94%. There is variation in the count of responses per question as some employees have not completed the whole survey. The maximum CI is +/- 4.7%. This means that we can say with 95% confidence that the response reported is within +/- 5% of the figure for all employees. For example, we are 95% confident that between 81% and 91% (86% reported) rate the Council as a good employer.

2.3 Survey Monkey, the survey tool used for the EOS, has a word cloud tool which has been used to create a scaled font for the literal answers to questions 2, 15, 16 and 17. These images are embedded in the relevant sections of the report. This tool helps to summarise and count the literal answers and is preferable to presenting the text in full.

2.4 Each result is tagged with a character to highlight the changes since the EOS 2016, using the following key:

Key	
↑↑	Increase on 2016
=	Too close to 2016 to call (within combined 2016 and 2018 Confidence Intervals). The difference in results would have to be significantly outside of the overlapping ranges of the confidence intervals for each year.
↓↓	Decrease on 2016
NEW	New question

This key provides an instant guide to the changes between the EOS 2016 and EOS 2018.

3. Results

3.1 Vision and priorities

Q2 What do you think is the biggest challenge facing the City Council in the next 12 months?



Q3a 80.7% have a good understanding of the vision and priorities (2016 84.8%) =

Q3b 86.4% understand how their work contributes to the vision and priorities (2016 85.3%) =

Q3c 87.7% feel they have a responsibility in helping the Council achieve its aims NEW

3.2 Senior Management Team (SMT)

Q4a 62.1% say SMT provide strong leadership (2016 61.3%) =

Q4b 59.2% say SMT provide visible leadership (2016 64.9%) =

Q4c 53.6% say communication between SMT and staff is effective (2016 53.6%) =

3.3 Line management

Q5a 73.6% say their line manager provides effective leadership (2016 77.8%) =

Q5b 78.4% say their line manager supports them in their role (2016 82.6%) =

Q5c 73.8% say their line manager keeps them in touch with what's going on (2016 78%) =

Q5d 68.7% say their line manager provides feedback on my performance (2016 67.6%) =

Q5e 71.9% say their line manager encourages and supports my development (2016 73%) =

Q5f 70.2% say their line manager asks for my opinion before making decisions that affect my work (2016 68.3%) =

Q5g 72.8% say their line manager values my work (2016 78.9%) =

3.4 Employer

Q6 86% rate the Council as a good (44.3%) or very good (41.7%) employer =
(In 2016 this was 89.8% and 2014 this was 90.8%)

3.5 Miscellany

Q7a 79.8% say they have the tools and resources needed to do their job (2016 74.7%) =

Q7b 90.3% say they know what is expected of them at work NEW

Q7c 87.3% feel like they have a responsibility in helping the council achieve its aims
NEW

Q7d 75.7% say they have a chance to use their strengths and abilities at work NEW

Q7e 69.9% say they have opportunities to be listened to NEW

Q7f 9.4% say they are subject to bullying at work (2016 6.5%). 86.3% say they
strongly disagree/disagree with this statement and 4.3% don't know =

Q7g 74% say colleagues behave positively at work NEW

Q7h 78.7% say they know where to get support if they feel anxious or stressed out at
work NEW

Q7i 81.8% say they are able to maintain a good balance between work and their
personal life (2016 81.7%) =

Q7j 64.1% say they are satisfied with their pay and benefits package (2016 66.7%) =

Q7k 61.0% feel valued as an employee (2016 64.5%) =

Q7l 78.6% say they are proud to work for Carlisle City Council NEW

Q7m 63.1% say if I have done a good job it is recognised NEW

3.6 Learning and development

Q8 80.2% have taken part in learning and development in the last 12 months (2016
70.1%) ↑↑

3.7 Employee Assistance Programme

Q9 13.1% say they have used the Employee Assistance Programme NEW

Q10 41.9% say they last accessed the employee Assistance Programme online, 29%
telephone and 29% face to face NEW

Q11 93.1% say they found the service useful NEW

3.8 Communications and various

Q12 What makes you feel most valued at work?

Council Understood Service Performance Appreciation Face
Valued Allowed Team Hard Work Recognition
Getting Paid Job Going Manager
Positive Results Feedback Thanks Received
Support Everyday Colleagues Genuine Making
Project Listened Unfortunately Simple Thank

Q13 70% are satisfied with internal communications (69.9 % in 2016) =

Q14 How would you prefer to receive internal communications? (Multiple response)

Answer	2018	2016	Change
Email / e-newsletter	61.8%	63%	=
Team meetings	63.1%	59.2%	=
Staff newsletter	36.5%	42.4%	=
Chief Executive briefings	36.5%	40.2%	=
Intranet	26.2%	25.5%	=
Other - please specify:	6%	2.7%	=

Q15 What other ways can we improve internal communications?

Feels Departmental Departments Present Listen Instead
Emails Bring back the Newsletter Regular Civic Centre
Team What's Happening Management
Passed Communication Means
Meetings What's Going Service Unsure Intranet
Kept Think Role News SMT

Q16 What could the organisation do to better support you in your role?

Infrastructure Feedback Leadership Appreciate Resource
 Projects Health Nice Training Quicker Listen
 Facilities Staff Agile Working Support Increase
 Managers Follow Role Present
 Better it Equipment Resulting Workloads Assess
 Career Tools Clear

Q17 What one thing could the City Council do to improve the Council the most?

Job Outside Reduce the Amount Eat Team Say
 Invest Drive Management Working Environment
 Ground Floor Resources Improve Positive
 Staff Social Media Council Celebrate Public
 Leadership Sorted Crew Pay Hard Stop Query Waste
 Organisation

Q18 What do you like about working for Carlisle City Council? NEW

Flexi time	65.1%
Colleagues / friendliness	54.2%
Type / nature / variety of work	52.8%
Work life balance / agile working	48.0%
Location (close to family / good schools / close to city centre)	47.2%
Employee benefits e.g pension, car etc	42.4%
Desire to work in public service	34.9%
Development opportunities	30.6%
Level of Pay	29.3%
Culture of the Council	19.7%
Office / work facilities	15.7%
Social	14.9%
Other (please specify)	6.1%

4. CONSULTATION

4.1 Headline results have been shared with staff in briefings.

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

5.1 Increase in response rate has been achieved.

5.2 Only one significant change from 2016, participation in learning & development has increased

5.3 The new questions have informed the Workforce Development Plan and continued promotion of the Employee Assistance Scheme.

5.4 The response to question the Q7f, 9.4% say they are subject to bullying at work, has led to further work to fully understand the result.

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

6.1 EOS results prove that employees are aware of and understand their role in delivering the priorities.

Contact Officers: Gary Oliver

Ext: 7430

**Appendices EOS Survey 2018 questions
attached to report:**

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- **None**

CORPORATE IMPLICATIONS:

LEGAL - None

FINANCE – Not applicable

EQUALITY – None

INFORMATION GOVERNANCE – None

Appendix 1: Employee Opinion Survey 2018

1. In which directorate or team do you work?

- ☐ Governance and Regulatory Services
- ☐ Corporate Support and Resources
- ☐ Economic Development
- ☐ Community Services

2. What do you think is the biggest challenge facing the City Council in the next 12 months?

3. Please say how much you agree or disagree with the following statements about the City Council's vision and priorities

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
I have a good understanding of the City Council's vision and priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand how my work contributes to achieving the City Council's vision and priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel like I have a responsibility in helping the Council achieve its aims	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Please say how much you agree or disagree with the following statements about the Senior Management Team?

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
The City Council's Senior Management Team provides strong leadership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The City Council's Senior Management Team provides visible leadership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication between the Senior Management Team and staff is effective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Please say how much you agree or disagree with the following statements about your line manager

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
My line manager provides effective leadership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My line manager supports me in my role.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My line manager keeps me in touch with what is going on.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My line manager provides feedback on my performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My line manager encourages and supports my development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My line manager asks for my opinion before making decisions that affect my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My line manager values my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. How do you rate the City Council as an employer?

- ☐ Very good
- ☐ Good
- ☐ Poor
- ☐ Very poor

7. Please say how much you agree or disagree with the following statements about working for the City Council:

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
I have the tools and resources needed to do my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know what is expected of me at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel like I have a responsibility in helping the Council achieve its aims	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a chance to use my strengths and abilities at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have opportunities to be listened to	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am subject to bullying at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Colleagues behave positively at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know where to get support if I feel anxious or stressed out at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am able to maintain a good balance between work and my personal life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the pay and benefits package offered by the City Council.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel valued as an employee at the City Council.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud to work for Carlisle City Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I have done a good job it is recognised	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Have you taken part in any work related learning and development in the last 12 months (training courses/workshops/qualifications/e-learning/conferences)?

☐ Yes

☐ No

9. Have you used the Employee Assistance Programme?

☐ Yes

☐ No

10. How did you last access the Employee Assistance Programme?

☐ Online

☐ Telephone

☐ Face to face

11. Did you find the service useful?

☐ Yes

☐ No

12. What makes you feel most valued at work?

13. Overall how satisfied are you with internal communications at the City Council?

☐ Very satisfied

☐ Satisfied

☐ Dissatisfied

☐ Very dissatisfied

14. How would you prefer to receive internal communications (please tick all that are applicable)?

- ☐ Chief Executive briefings
- ☐ Team meetings
- ☐ Staff newsletter
- ☐ Email / e-newsletter
- ☐ Intranet
- ☐ Other - please specify:

15. What other ways can we improve internal communications?

16. What could the organisation do to better support you in your role?

17. What one thing could the City Council do to improve the Council the most?

18. What do you like about working for Carlisle City Council?

- ☐ Level of Pay
- ☐ Development opportunities
- ☐ Flexi time
- ☐ Work life balance / agile working
- ☐ Location (close to family / good schools / close to city centre)
- ☐ Type / nature / variety of work
- ☐ Culture of the Council
- ☐ Desire to work in public service
- ☐ Office / work facilities
- ☐ Colleagues / friendliness
- ☐ Social
- ☐ Employee benefits e.g pension, car etc
- ☐ Other (please specify)