

# AGENDA

## Resources Overview and Scrutiny Panel

Thursday, 21 February 2013 AT 10:00  
In the Flensburg Room, Civic Centre, Carlisle, CA3 8QG

**\*\*Briefing meeting for Members will be at 9.15 am in the  
Flensburg Room\*\***

### Apologies for Absence

To receive apologies for absence and notification of substitutions.

### Declarations of Interest

Members are invited to declare any disclosable pecuniary interests, other registrable interests and any interests, relating to any item 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

To approve the minutes of the meeting held on 18 October 2012.

[Copy Minute in Minute Book Volume 39(4)]

## **PART A**

### **To be considered when the Public and Press are present**

#### **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 5 - 12**

To consider a report providing an overview of matters related to the work of the Resources Overview and Scrutiny Panel, together with the latest version of the Work Programme and details of Key Decision items relevant to this Panel as set out in the Notice of Executive Key Decisions.  
(Copy Report OS.05/13 herewith)

#### **A.3 SICKNESS ABSENCE 13 - 20**

(Finance, Governance and Resources Portfolio)  
The Town Clerk and Chief Executive to submit an update on the City Council's sickness absence in 2012/13 with the end of year projections.  
(Copy Report CE.03/13 herewith)

#### **A.4 DRAFT CARLISLE PLAN 2013-16 21 - 30**

(Leader's Portfolio)  
The Policy and Communications Manager to submit a report on the draft Carlisle Plan 2013 - 2016. The Plan was considered by the Executive at their meeting on 11 February 2013.  
(Copy Report PC.03/13 herewith and Minute Excerpt to follow)

#### **A.5 PERFORMANCE MONITORING REPORTS**

(Finance, Governance and Resources Portfolio)

**(b) Organisational Development Plan 31 - 38**

(Finance, Governance and Resources Portfolio)

The Organisational Development Manager to submit a performance monitoring report with regard to the Organisational Development Plan.

(Copy Report CE.02/13 herewith)

**(a) Performance Update 39 - 46**

The Policy and Communications Manager to submit performance monitoring reports to the remit of the Resources Overview and Scrutiny Panel.

(Copy Report PC.06/13 herewith)

**A.7 REVENUE BUDGET OVERVIEW AND MONITORING REPORT - APRIL TO DECEMBER 2012.docx 47 - 68**

(Finance, Governance and Resources Portfolio)

The Director of Resources to submit the first quarter Revenue Monitoring Report covering the period April to December 2012.

(Copy Report RD.78/12 herewith)

**A.6 CAPITAL BUDGET OVERVIEW AND MONITORING REPORT - APRIL TO DECEMBER 2012 69 - 84**

(Finance, Governance and Resources Portfolio)

The Director of Resources to submit the third quarter Capital Monitoring Report covering the period April to December 2012.

(Copy Report RD.77/12 herewith)

**CE.19.12 - Members Training Report 2011 - 2012 - FOR INFORMATION ONLY 85 - 94**

Details

**PART B**

**To be considered when the Public and Press are excluded from the meeting**

**Enquiries, requests for reports, background papers, etc to Committee**

**Clerk:** Rachel Rooney – 817039



# RESOURCES OVERVIEW AND SCRUTINY PANEL

## *Panel Report*

### Public

**Date of Meeting:** 21<sup>st</sup> February 2013

**Title:** Overview Report and Work Programme

**Report of:** Overview and Scrutiny Officer

**Report reference:** OS 05/13

### Summary:

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

### Recommendations:

Members are asked to:

- Decide whether the items on the Leader's Notice of Key Decisions should be included in the Panel's Work Programme for consideration. (para 1 & Appendix 1)
- Note and/or amend the Panel's work programme (Appendix 2)

**Contact Officer:** Nicola Edwards

**Ext:** 7122

## **1. Notice of Key Executive Decisions**

The most recent Notice of Key Executive Decisions was published on 8<sup>th</sup> February 2013. The following issues fall into the remit of this Panel and full details are attached at **Appendix 1**:

**KD037/12 Carlisle Plan 2013-16** – to be considered on the agenda of this meeting of the Panel

**KD.044/12 Asset Review Disposal Programme – Land at Morton** – the Executive to be asked to approve the release and exchange of land at Morton at their meeting on 11<sup>th</sup> February. Members are to receive a full update of the Asset disposal plan at their next meeting on 4<sup>th</sup> April 2013.

## **2. References from the Executive**

There are no references from the Executive from their meeting on 14<sup>th</sup> January 2013. The next meeting of the Executive is to be held on 11<sup>th</sup> February which is after publication of this report. Any relevant references will be brought to the Panel meeting.

## **3. Saving Paper Task Group – update on pilot**

8 Members have signed up to the MyCMIS pilot which will run for two months - February and March 2013. The group include Cllr Craig, who led the Task Group, and he will provide a verbal update to Panel Members of his experience. A full evaluation of the project will be undertaken in March with a view to rolling out the programme to other Members.

## **4. Scrutiny of Significant Partnerships – Carlisle Leisure Ltd**

Members of the Panel requested that a special meeting of ROSP be held to continue the scrutiny of Carlisle Leisure Ltd. This meeting has now been arranged for 5 March 2013 and Members are requested to add this date to their diary. Members of Community O&S Panel are to be invited to participate in the meeting.

## **5. Scrutiny Annual Report**

All Scrutiny Members were sent an e-mail asking if there were particular issues they wished to see discussed in the annual report. If Members have not given their views yet, they are invited to do so at today's meeting or by e-mail soon afterwards. A draft of the annual report will come to the Panel's final meeting of this civic year, on Thursday 4<sup>th</sup> April 2013.

## **6. Work Programme**

The Panel's current work programme is attached at **Appendix 2** for comment/amendment.

Items relevant to the Resources Overview and Scrutiny Panel:

**Notice of Key Decisions to be taken by the Executive**

The following key decision is to be made on behalf of Carlisle City Council:

Key Decision Reference:	KD.037/12
Decision Title:	Carlisle Plan 2013-16
Decision to be taken:	The Executive is requested to: 1. Consider and comment upon the presentation and content of the Plan with a view to seeking continuous improvement in the way the Council delivers services to its local communities. 2. Consider the comments of the Overview and Scrutiny Panels on the draft Plan. 3. Refer the Plan to full Council for approval.
Date Decision to be considered:	11 February 2013 consultation period to include Overview and Scrutiny as appropriate
Date Decision to be taken:	8 April 2013
Is the Decision Public or Private?:	The decision will be taken in public.
Documents submitted for consideration in relation to the Decision:	The report of the Policy and Communications Manager will be available five working days before the meeting
Contact Officer for this Decision:	Town Clerk and Chief Executive, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Finance, Governance and Resources (Councillor Dr Tickner)
Relevant or Lead Overview and Scrutiny Panel:	Cross cutting

All public reports can be viewed in the Customer Contact centre of the Civic Centre, Carlisle, the Public Library and on the Council's website [www.carlisle.gov.uk](http://www.carlisle.gov.uk).

Other documents relevant to the matter may be submitted to the decision maker. These, if available, may be obtained by contacting the named contact officer.

# RESOURCES OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2012/13

Date last revised: 11 February 2013

Appendix 2

Issue	Type of Scrutiny						Comments/Current Status	Meeting Dates								
	Performance Management	Forward Plan Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		14 Jun 12	26 Jul 12	30 Aug 12	18 Oct 12	4 Dec 12	3 Jan 13	21 Feb 13	4 Apr 13	
Current Meeting – 21 <sup>st</sup> February 2013																
Sickness Absence						✓	Exception performance report on sickness absence	✓			✓			✓		
Carlisle Plan							To consider draft plan							✓		
Performance Monitoring Reports	✓					✓	Service Standards relevant to the remit of the Panel	✓		✓		✓		✓		
Organisational Development	✓					✓	Quarterly monitoring of OD plan	✓		✓		✓		✓		
Budget Monitoring 12–13					✓	✓	Monitoring of budget			✓		✓		✓		
Task & Finish Groups																
Saving Paper			✓		✓		Update on pilot and implementation of recommendations				✓	✓	✓	✓	✓	



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Date last revised: 11 February 2013

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Future Meetings																
Significant Partnerships				✓			Continue scrutiny of Carlisle Leisure Ltd				✓		✓	Special Meeting to be held March 2013		
Asset Management Business Plan			✓				To monitor implementation of plan		✓						✓	
Corporate Risk Register						✓	Quarterly Monitoring		✓		✓				✓	
Transformation Board						✓	To receive six monthly updates				✓				✓	
Employee Opinion Survey							To inform Members of feedback and action plan								?	
Corporate Programme Board						✓	Quarterly monitoring of significant projects		✓		✓		✓		✓	
Scrutiny Annual Report							Draft report for comment before Chairs Group								✓	

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COMPLETED ITEMS																
Budget					✓		Budget setting 2012/13–2016/17					✓	✓			
Proposals for Implementation of Council Tax Technical Reforms		✓					Consideration of Executive proposals					✓				
Savings Proposals					✓		To consider Executive savings proposals				✓					
Localisation of Council Tax							Draft scheme how Council will administer Council Tax Benefit discount from 1/4/12				✓					
Medium Term Financial Plan					✓					✓						

# RESOURCES OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2012/13

Date last revised: 11 February 2013

Issue	Type of Scrutiny						Comments/Current Status	Meeting Dates							
	Performance Management	Forward Plan Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		14 Jun 12	26 Jul 12	30 Aug 12	18 Oct 12	4 Dec 12	3 Jan 13	21 Feb 13	4 Apr 13
2011/12 Provisional Outturn Reports					✓		Outturn reports and recommendations on carry forward requests to Council	✓							

For Information	
Budget Process and Timetable	18 <sup>th</sup> October 2012
Members Training Report 2011-2012	21 <sup>st</sup> February 2013



## **RESOURCES OVERVIEW AND SCRUTINY PANEL**

### ***Panel Report***

#### **Public**

**Date of Meeting:** 21 February 2013

**Title:** SICKNESS ABSENCE 2012/13

**Report of:** Chief Executive

**Report reference:** CE 03/13

#### **Summary:**

This report provides the Panel with an update about the City Council's sickness absence in 2012/13 with end of year predictions. A summary of the level of sickness absence in each directorate is provided along with proportion of return to work interviews that have been completed.

#### **Recommendations:**

The Panel is requested to:

1. Consider and comment on the information on sickness absence provided in the report.

**Contact Officers:** Jason Gooding  
Gary Oliver

**Ext:** 7009  
7430

## **1. Background**

Last year's 11.1 days lost per full-time equivalent employee (FTE) to sickness absence was the highest experienced by the Authority in 5 years. Carlisle was the worst performing District Council in the North West according to data released by North West Employers. As a consequence, efforts were made to address the increasing levels of absenteeism. A Lean Systems Review of sickness absence was initiated and managers were provided with further support to help reverse the trend. The Lean Systems Review is now coming to a conclusion and full findings and improvements will be communicated over the coming months. This report provides an update to current levels of absenteeism across the Authority.

## **2. 2012/13 Performance**

Table 2 below shows that Carlisle City Council is on course to experience a 10% reduction in sickness absence levels in 2012/13 compared to 2011/12. This can be attributed to five out of six directorates experiencing a drop in absenteeism. The other directorate (Resources) has evidenced reductions in sickness across most absence types except 'other muscular' due to a small number of staff being off on long term sick leave for most of the financial year. This will improve significantly in 2013/14 as staff return to work.

Table 1 shows the proportion of Return to Work (RTW) Interviews that were conducted in the third quarter of the year. This is a significant improvement on the approximate one in five missed in the previous quarters.

## **3. Notes**

Historically, sickness absence figures have been calculated using the Best Value Performance Indicator (BVPI) 12 methodology for continuity and benchmarking purposes. This calculation excluded temporary staff with less than 12 month's service. From this year all employees are included to give a truer picture of the Authority's absenteeism. In effect, this has had a minimal impact on performance levels.

The end of year sickness absence report due at the Panel in June will provide a full breakdown of the reasons for absence and a summary of the improvements that have been made following the Lean Systems Review.

**Table 1: RETURN TO WORK INTERVIEWS CONDUCTED**

<b>Directorate</b>	<b>% of RTW conducted Apr – Dec 12</b>
Community Engagement	88
Economic Development	93
Governance	100
Local Environment	92
Resources	98
Chief Executive's Team	100
<b>Total</b>	<b>92</b>

**Table 2: SICKNESS ABSENCE LEVELS**

<b>1. All Directorates</b>						
<b>PI Code</b>	<b>PI Name</b>	<b>2010/11</b>	<b>2011/12</b>	<b>Apr-Dec 12</b>	<b>2012/13</b>	
		<b>Value</b>	<b>Value</b>	<b>Value</b>	<b>Forecast</b>	
CC912	Working days lost due to sickness absence per FTE (average)	9.3	11.1	7.5	10	
CC912_num	Number of working days lost due to sickness absence	5910	6201	3982	5475	
CC912b	Working days lost due to sickness absence per FTE (average) (Exc. Revs & Bens Allerdale & Copeland Staff)	-	9.9	6.4	8.1	
CC912b_num	Working days lost due to sickness absence (Exc. Revs & Bens Allerdale & Copeland Staff)	-	4910	3339	4446	
CC923	Proportion of sickness absence that is long term (over 28 days)	47%	58%	59%	59%	
CC923b	Proportion of sickness absence that is long term (over 28 days) (Exc. Revs & Bens Allerdale & Copeland Staff)	-	55%	57%	57%	

<b>2. Community Engagement</b>						
<b>PI Code</b>	<b>PI Name</b>	<b>2010/11</b>	<b>2011/12</b>	<b>Apr-Dec 12</b>	<b>2012/13</b>	
		<b>Value</b>	<b>Value</b>	<b>Value</b>	<b>Forecast</b>	
CE912	Working days lost due to sickness absence per FTE (average)	9.2	14	7.2	9.7	
CE912_num	Number of working days lost due to sickness absence	2132	2701	1311	1864	
CE912b	Working Days Lost Due to Sickness per FTE (average) (Exc. Revs & Bens Allerdale & Copeland Staff)	-	10.8	4.8	6.5	
CE912b_num	Working Days Lost Due to Sickness (Exc. Revs & Bens Allerdale & Copeland Staff)	-	1409	668	882	
CE923	Proportion of sickness absence that is long term (over 28 days)	-	67%	56%	56%	
CE923b	Proportion of sickness absence that is long term (over 28 days) (Exc. Revs & Bens Allerdale & Copeland Staff)	-	62%	46%	46%	

<b>3. Economic Development</b>						
<b>PI Code</b>	<b>PI Name</b>	<b>2010/11</b>	<b>2011/12</b>	<b>Apr-Dec 12</b>	<b>2012/13</b>	
		<b>Value</b>	<b>Value</b>	<b>Value</b>	<b>Forecast</b>	
ED912	Working days lost due to sickness absence per FTE (average)	5.7	4.7	3.5	4.5	
ED912_num	Number of working days lost due to sickness absence	320	206	159	205	
ED923	Proportion of sickness absence that is long term (over 28 days)	-	29%	44%	44%	



**4. Governance**

PI Code	PI Name	2010/11	2011/12	Apr-Dec 12	2012/13
		Value	Value	Value	Forecast
GV912	Working days lost due to sickness absence per FTE (average)	5.8	5.1	2.4	3.2
GV 912_num	Number of working days lost due to sickness absence	143	108	53	71
GV923	Proportion of sickness absence that is long term (over 28 days)	-	51%	0%	0%

**5. Local Environment**

PI Code	PI Name	2010/11	2011/12	Apr-Dec 12	2012/13
		Value	Value	Value	Forecast
LE912	Working days lost due to sickness absence per FTE (average)	10.2	11.8	7.8	10.6
LE912_num	Number of working days lost due to sickness absence	2262	2436	1506	2102
LE923	Proportion of sickness absence that is long term (over 28 days)	-	58%	60%	60%

**6. Resources**

PI Code	PI Name	2010/11	2011/12	Apr-Dec 12	2012/13
		Value	Value	Value	Forecast
RS912	Working days lost due to sickness absence per FTE (average)	10.2	8.4	13	15.8
RS912_num	Number of working days lost due to sickness absence	840	636	913	1129
RS923	Proportion of sickness absence that is long term (over 28 days)	-	43%	70%	70%

## 7. Chief Executive's Team

PI Code	PI Name	2010/11	2011/12	Apr-Dec 12	2012/13
		Value	Value	Value	Forecast
CT912	Working days lost due to sickness absence per FTE (average)	10.7	6.6	2.3	3.1
CT912_num	Number of working days lost due to sickness absence	214	114	42	113
CT923	Proportion of sickness absence that is long term (over 28 days)	-	61%	0%	0%

#### **4. RECOMMENDATIONS**

The Panel is requested to:

1. Consider the information on sickness absence provided in the report with a view to reducing the level of absenteeism.





## RESOURCES OVERVIEW AND SCRUTINY PANEL

### *Panel Report*

**Public**

**Date of Meeting:** 21 February 2013

**Title:** Draft Carlisle Plan 2013/16

**Report of:** Policy and Communications Manager

**Report reference:** PC 03/13

#### **Summary:**

This report presents the draft Carlisle Plan, including the new vision and priorities for the City Council. It also provides a draft action plan to deliver the priorities.

#### **Questions for / input required from Scrutiny:**

1. Consider and comment on the presentation and content of the Carlisle Plan with a view to seeking continuous improvement in the way the City Council delivers services to its local communities.
2. Agree how Scrutiny will receive progress updates on the Plan and actions.

**Contact Officer:** Steven O'Keeffe

**Ext:** 7258

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

## **1. BACKGROUND INFORMATION**

- 1.1 The Carlisle Plan 2013/16 replaces the previous Corporate Plan 2010/13 and forms part of the Council's Policy Framework.

## **2. THE CARLISLE PLAN**

- 2.1 The Carlisle Plan for 2013/16 is attached as Appendix 1. It sets out the City Council's vision for Carlisle and the six priorities for action over the medium term (2013/16). The text under each priority provides the background and further detail on how the priority will be achieved.
- 2.2 The draft action plan for delivering the priorities is attached as Appendix 2. This includes medium term actions that aim to be delivered over the life of the Carlisle Plan and actions to be delivered within the financial year. This aligns the Carlisle Plan with the budget year. Future actions that develop can fit into the budget planning process.
- 2.3 The Carlisle Plan will be monitored by the Senior Management Team and regular progress will be reported to the Executive. The actions for each priority will be reviewed and developed as they progress. It is suggested that Overview and Scrutiny could receive progress updates on the priorities and actions as part of the quarterly monitoring reports.

## **3. TIMETABLE FOR AGREEING THE CARLISLE PLAN**

- 3.1 The Plan will be considered by the Overview and Scrutiny Panels as described below:

Community Overview and Scrutiny Panel	14 February 2013
Resources Overview and Scrutiny Panel	21 February 2013
Economy and Environment Overview and Scrutiny Panel	28 February 2013
Executive	8 April 2013
Full Council	30 April 2013

- 3.2 A programme of engagement events are planned throughout March 2013. They will assist in raising awareness of the Council's vision and priorities, as well as helping to shape the actions to deliver the Carlisle Plan. In addition, consultation on the action plan will be undertaken with partners engaged in delivering each key action. The City Council will consult with community and voluntary groups on the action plan to identify opportunities to develop working with this sector and support existing initiatives. This demonstrates the authority's commitment to the Cumbria Compact and fulfils the requirement to undertake 12 week consultation on policy development.

## Impact Assessments

**Does the change have an impact on the following?**

<b>Equality Impact Screening</b>	<b>Impact Yes/No?</b>	<b>Is the impact positive or negative?</b>
Does the policy/service impact on the following?	<b>Yes</b>	<b>Positive</b>
Age	<b>Yes</b>	<b>Positive</b>
Disability	<b>Yes</b>	<b>Positive</b>
Race	<b>Yes</b>	<b>Positive</b>
Gender/ Transgender	<b>Yes</b>	<b>Positive</b>
Sexual Orientation	<b>Yes</b>	<b>Positive</b>
Religion or belief	<b>Yes</b>	<b>Positive</b>
Human Rights	<b>Yes</b>	<b>Positive</b>
Health inequalities	<b>Yes</b>	<b>Positive</b>
Rurality	<b>Yes</b>	<b>Positive</b>

**If you consider there is either no impact or no negative impact, please give reasons:**

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**If an equality impact assessment is necessary, please contact the Policy & Communications Team.**

## **Carlisle Plan 2013/16**

### **Vision:**

**To promote Carlisle as a prosperous City, one in which we can all be proud.**

**We will support the growth of more high quality and sustainable business and employment opportunities.**

All our key decisions will support business growth. Our services will focus on being “business friendly”, working more closely with businesses to meet their needs.

**We will develop vibrant sports, arts and cultural facilities, showcasing the City of Carlisle.**

We will support the tourism, arts and creative industries. Arts and leisure are important parts of making Carlisle a great place to work, live and visit. We will identify opportunities to enhance our sporting, cultural and heritage offer. We will find and support more sustainable ways to deliver this as a long term priority.

**We will work more effectively with partners to achieve the City Council’s priorities.**

We will look beyond Carlisle, building a stronger city as part of a stronger Cumbria. We will work to establish Carlisle as a nationally recognised sub-regional capital. We will build trust and confidence in the City Council, so that we become an effective partner in the key areas of housing and economic growth.

**We will work with partners to develop a skilled and prosperous workforce, fit for the future.**

Working in partnership, we want to help businesses identify the requirements needed to develop a skilled workforce and support education providers to help this be a reality. We will develop a better understanding of the needs of two very different sets of partners – businesses and learning and skills providers.



**Together we will make Carlisle clean and tidy.**

We all want Carlisle to be a place that is clean and a city in which we can all be proud. There is a shared responsibility between us and the community to achieve this. We want to do this by being proactive rather than reactive.

We will make decisions that are consistent with 'Clean-up Carlisle', one of our key initiatives. We will continue to tackle these issues, building a sustainable and better local environment.

**We will address Carlisle's current and future housing needs.**

Carlisle needs to provide more than 450 homes a year to support economic growth. We will take a bold and decisive lead on planning for future housing need, working with key partners to ensure that these plans deliver high quality homes that Carlisle people need.

We will focus on the quality of our homes, particularly in the private rented sector. We will work to make sure that housing is energy efficient and sustainable.

We will work with our partners to deliver affordable and specialist housing where required.

**Carlisle Plan Action Plan 2013-16**

**We will support the growth of more high quality and sustainable business and employment opportunities.**

<b>Action 1: Develop an Employment Land Strategy</b>		
Carry out an Employment Land Review as part of the Local Plan including identifying strategic employment sites.	J Meek	April 2013 onwards
Local Plan – Preferred Options – Agree key employment sites	J Meek	September 2013
<b>Action 2: Work with partners to promote the employment sites in the city</b>		
Developing the M6 Corridor protocol.	J Meek	Spring 2013
Develop a Prospectus promoting Carlisle as a great place to start up, relocate and grow a business.	J Meek	Spring 2013
<b>Action 3: Improving Industrial Estate / Employment land performance</b>		
Develop options for managing / developing the Kingstown Industrial Estate and other key sites.	J Meek	April 2013
<b>Action 4: Develop a City Centre Development and Performance Strategy</b>		
Establish a set of measures to monitor the economic performance of the city centre.	J Meek	April 2013
Develop a revised City Centre Masterplan to form part of the Local Plan. Identifying opportunities for the development of sites for office, leisure and retail accommodation.	J Meek	May 2013
Develop and deliver a city wide broadband and WIFI project designed to develop online access, speeds and uptake.	J Meek	May 2013
Develop and deliver a programme of public realm improvements in key areas of the city.	J Meek	2013/14
<b>Action 5: Invest in Carlisle programme</b>		
Engage and support businesses and new investment in the city via the Economic Development Liaison Panel and improved links with existing businesses.	J Meek	April 2013

**We will develop vibrant sports, arts and cultural facilities, showcasing the City of Carlisle.**

<b>Action 1: Delivery of a city centre Arts Centre</b>		
Work with partners to select a suitable site or property.	K Gerrard	April 2013
Develop governance, operational and business plans.	K Gerrard	July 2013
Continue to support the development of the Arts Centre through a three year programme of development works.	K Gerrard	2013/14 to 2015/16
<b>Action 2: Old Town Hall Project</b>		
Deliver the Old Town Hall restoration and repair project.	J Meek	June 2013
Develop options to refurbish and modernise the Tourist Information Centre.	J Meek	June 2013
<b>Action 3: Deliver a Carlisle 'Events City' prospectus of cultural and sporting events for 2013/14</b>		
Develop an events programme, budget and resource plan for 2013/14	K Gerrard / J Meek / A Culleton	April 2013
<b>Action 4: Developing a partnership approach to tourism</b>		
Deliver the City Tourism event and work with partners to identify initiatives to support tourism.	J Meek	April 2013
<b>Action 5: Develop our sports and leisure facilities</b>		
Deliver a sport and leisure facilities assessment of need and suitability plan	K Gerrard	February 2013
Develop sport and leisure facilities to address the need for wet and dry facilities by 2015/16	K Gerrard	April 2013
Support the delivery of key sports and leisure facilities via the Harraby School and Community Project.	K Gerrard	2013/14 to 2015/16
Deliver the cycle way link to complete the Carlisle cycle scheme	A Culleton	Summer 2013

**We will work more effectively through partnerships to achieve the City Council's priorities.**

<b>Action 1: Enhanced partnership working</b>		
Map partners relevant to priorities	Senior Management Team (SMT)	April 2013
Identify partners shared aims and objectives and how we can work together	SMT	April 2013
Review member/officer partnership representation	M Lambert	April 2013
Quantify and redirect existing partnership spend	SMT	April 2013
Identify partnership champions and tap into their knowledge of what makes partnerships work	SMT	Ongoing 2013/14

**We will work with partners to develop a skilled and prosperous workforce, fit for the future.**

<b>Action 1: Understanding the current position – business needs and learning providers and collaborating to address these needs</b>		
With key Further Education / Higher Education partners draft a skills analysis for Carlisle	K Gerrard	May 2013
Use this analysis to develop a learning and skills partnership designed to address the current and future skills gaps for Carlisle. To be led through the Carlisle Strategic Partnership / Carlisle Economic Partnership (CEP)	K Gerrard / J Meek	June 2013
<b>Action 2: Develop a collaborative approach to stimulating new business and growing small businesses</b>		
Support the delivery of the Carlisle Growth Hub project and Business Interaction Centre (BIC) in Carlisle.	J Meek	April 2013
Explore with partners other ideas and options for developing and delivering a pathway of support, funding and facilities for business growth. Support the CEP to deliver this pathway.	J Meek	June 2013

**Together we will make Carlisle clean and tidy.**

<b>Action 1: Monitor the new enforcement policy for tackling environmental crimes</b>		
Monitor the outcomes of the enforcement policy and take appropriate actions to ensure targets are achievable.	A Culleton	Ongoing 2013/14
<b>Action 2: Deliver the 'Love Where you Live' campaign</b>		
Implement the marketing, communications and promotional plans	A Culleton	Ongoing 2013/14
Implement education activity with local schools and other appropriate groups	A Culleton	Ongoing 2013/14
Monitor and report on key results from the campaign, identifying new approaches.	A Culleton	Ongoing 2013/14
<b>Action 3 : Deliver the Cleaning Up Carlisle programme in 2013/14</b>		
Increase the usage of mechanical sweepers	A Culleton	Ongoing 2013/14
Implement a programme of street cleansing	A Culleton	Ongoing 2013/14

**We will address Carlisle's current and future housing needs.**

<b>Action 1: Deliver the key housing projects arising from the City Housing Strategy</b>		
Deliver a programme to install energy efficiency measures in domestic homes and to tackle fuel poverty.	K Gerrard	2013/16
Utilise a wide range of funding streams to bring empty homes back into use.	K Gerrard	2013/16
<b>Action 2: The strategic housing needs are fully understood and integrated into the Local Plan.</b>		
Ensure that sufficient land is identified in the Local Plan to provide for the housing needs of the area.	K Gerrard / J Meek	By 2014
<b>Action 3: In the light of welfare reform changes ensure that vulnerable residents and client groups housing needs are understood</b>		
Assess the housing and welfare / benefits needs arising from the government Universal Credit programme and seek to work with partners to meet these needs.	K Gerrard	April 2013
Review work programmes and service level	K Gerrard	April 2013 -

## Appendix 2

agreements to ensure advice services supported by the Council are well co-ordinated and deliver good value for money.		onwards
Review the use of Discretionary Housing Payments fund to ensure the most effective use.	K Gerrard	Through to 2016

# **RESOURCES OVERVIEW AND SCRUTINY PANEL**

## ***Panel Report***

**Public**

**Date of Meeting:** 21 February 2013

**Title:** ORGANISATIONAL DEVELOPMENT PLAN REPORT

**Report of:** Organisational Development Manager

**Report reference:** CE 02/13

### **Summary:**

The Organisational Development Plan 2011 – 2013 was approved by the Executive in March 2011. The plan sets out key objectives, outcomes for employees, key actions and measures of success for organisational development issues.

Progress against the Plan is reported to Resources Overview and Scrutiny Panel on a quarterly basis and this is the third quarter report for 2012/13.

### **Questions for / input required from Scrutiny:**

Consider the Organisational Development Plan Report.

**Contact Officer:** Emma Titley

**Ext:** 7597

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

## **Introduction**

- 1.1 The Organisational Development (OD) Plan was approved by the Executive in March 2011. The plan sets out key objectives, outcomes for our employees, key actions and measures of success.
- 1.2 The priorities in the OD Plan are based on those in the Local Government Workforce Strategy 2010 - organisational development, leadership development, skills development, recruitment and retention, although pay and rewards has become recognition and reward.
- 1.3 This report builds on the previous reports presented to the Resources Overview and Scrutiny Panel since the Plan was created.
- 1.4 A copy of the OD Plan is included as Annex A.

## **1. Organisational Development**

- 2.1 Progress continues on *1.1 – Complete the restructure of the directorates*. The continued need to make savings means service reviews are ongoing. The OD Team will continue to support staff through these changes and work with managers to identify any new development needs. Workshops to support staff with developing a CV and preparing for interviews have been taken place. 22 staff have attended these workshops between January and December 2012.
- 2.2 To support *1.3 – Develop our staff to support partners involved in creating new forms of engagement and enterprise*, a number of new workshops for our staff have taken place including Influencing Strategies and Skills, Reaching Agreement Through Collaborative Leadership and Developing Greater Innovation and Creativity at Work.



## **2. Leadership Development**

3.1 Work on 2.2 – *Build on the ILM 3 Award in First Line Management to create a development programme for first line managers* has been completed and the programme will launch in February 2013.

3.2 The development work done on 2.2 has fed into 2.3 – *Design and deliver a potential managers programme*. Ideas for new workshops have been discussed with providers and research is planned with existing managers to learn what they would have found useful to know when they became managers.

3.2 The City Council has worked with North West Employers on 2.5 – *Design and introduce management competencies*. The competency framework is now complete and it will be launched in the spring.

## **3. Skills Development**

4.1 In support of 3.1 – *Deliver a corporate training programme to meet the learning and development needs arising from transformation, directorate plans and team appraisals*, a new corporate training directory is produced every six months and specialised courses for specific directorates and teams are developed on a regular basis. Six staff on the new Administrators' Development Programme which was launched in September 2012 have now achieved ITQ level 2 units in Word Processing, Databases and Spreadsheets.

4.2 Literacy and numeracy classes continue to be run for staff which contribute to 3.2 – *Increase uptake of Skills for Life qualifications*. The qualifications staff are doing have changed from Key Skills in Literacy and Numeracy to Functional Skills in English and Maths. Carlisle College provides a tutor who delivers classes at Bousteads Grassing and the Civic Centre. Three staff are working towards Entry 3 level English, two towards level 2 English, Four towards Entry 2 Maths, one towards Entry 3 Maths and three towards level 2 Maths.

4.3 The sixth annual Celebration of Learning event took place at Tullie House in

December to celebrate the achievements of staff who had gained qualifications in 2012. Staff, family members, learning providers, members of the Member Learning and Development Group and the Senior Management Team attended.

Qualifications gained included literacy and numeracy at levels 1 and 2, BA (Hons) in Leadership & Management, Level 2 Certificate in Controlling Parking Areas, ILM Level 3 and 5 Awards in Management, NVQ Level 4 in Advice & Guidance, BTEC National Diploma in Horticulture, PG Dip Information Rights Law and Practice and OCR Level 1 Award in IT User Skills (ITQ).

4.3 Following the completion of 3.5 – *Introduce an e-learning package*, further modules have been developed and 29 are now available for staff and Members to use and include Risk Management, Recruitment and Selection, Display Screen Equipment, Data Protection and Introduction to Local Government. A reduction in the cost of the package was negotiated in December 2012 saving £2200 in 2012/13 and £4000 in 2013/14.

#### **4. Recruitment and Retention**

5.1 Work continues to support 4.2 – *Identify areas of the Council where apprenticeship and graduate trainee programmes could be developed to support succession planning*. The National Apprenticeship Service delivered a briefing for Members on apprenticeships on 18 February to raise awareness of apprenticeships and how they can support the City Council's priorities. The role Members can play in promoting apprenticeships in their communities was also covered.

#### **5. Recognition and Reward**

6.1 Progress continues to be made with 5.1 – *Introduce a range of employee benefits*. Ten staff have purchased bikes or bike equipment through the Cycle to Work scheme which was launched in November. The Holiday Purchase Scheme for 2013/14 has opened for staff who want to buy up to ten days additional annual leave.

6.2 Projects continue to be delivered for 5.2 - *Promote health and wellbeing initiatives to support staff*. The Healthy Christmas Cookery session run by local chef John Crouch which took place in December was attended by 27 staff. In January a New Year, New You body stats and health checks lunchtime session took place which was attended by 64 staff.

6.3 Further research has taken place for 5.3 – *Review flexible working policies to improve work/life balance for staff* including looking at best practice from other organisations in the public, private and third sectors. A small working group has been set up chaired by the Deputy Chief Executive to oversee the project.

### Impact assessments

**Does the change have an impact on the following?**

<b>Equality Impact Screening</b>	<b>Impact Yes/No?</b>	<b>Is the impact positive or negative?</b>
Does the policy/service impact on the following?		
Age	<b>Yes</b>	<b>Positive</b>
Disability	<b>Yes</b>	<b>Positive</b>
Race	<b>Yes</b>	<b>Positive</b>
Gender/ Transgender	<b>Yes</b>	<b>Positive</b>
Sexual Orientation	<b>Yes</b>	<b>Positive</b>
Religion or belief	<b>Yes</b>	<b>Positive</b>
Human Rights	<b>No</b>	
Health inequalities	<b>Yes</b>	<b>Positive</b>
Rurality	<b>No</b>	

## Annex A – ORGANISATIONAL DEVELOPMENT PLAN 2011 - 2013

Vision and values	<b>Carlisle City Council: A dynamic learning organisation committed to supporting the development of all its staff, delivering efficient and effective services, maximising opportunities for growth and exploring new ways of working with partners.</b>				
	<b>Our employees: Skilled people who are adaptable to changing circumstances, responsive to customer needs, making best use of limited resources and working together to achieve the City Council's goals.</b>				
Our priorities	<b>Organisational Development</b>	<b>Leadership Development</b>	<b>Skills Development</b>	<b>Recruitment and Retention</b>	<b>Recognition and Reward</b>
Our key objectives	<p>Create an organisation responsive to the needs of Carlisle with highly skilled staff delivering excellent services</p> <p>Continue to demonstrate our community leadership role and 'lead by example'</p> <p>Regularly review our corporate structures to ensure they are fit for purpose</p> <p>Identify opportunities to work with partners from all sectors on service delivery</p>	<p>Development of managers at all levels of the organisation</p> <p>Identify future managers and provide development opportunities</p>	<p>Improve the skills of the whole workforce</p> <p>Build capacity to address current and future skills gaps</p>	<p>Be recognised as the employer of choice in Carlisle</p> <p>Develop a talent management plan</p>	<p>Develop a Total Rewards approach</p>
Outcomes for our employees	<p>Greater satisfaction and pride in working for Carlisle City Council</p>	<p>A strong and visible Senior Management Team</p> <p>Effective line managers who support the development of their staff</p>	<p>Increased opportunities for development including gaining qualifications in the workplace</p>	<p>Increased sense of feeling valued in the workplace</p>	<p>An improved package of benefits</p>

Our key actions	<p>Complete the restructure of directorates</p> <p>Use age-related demographic data to support workforce planning to identify future staffing requirements</p> <p>Develop our staff to support partners involved in creating new forms of engagement and enterprise</p> <p>Conduct an annual employee opinion survey</p>	<p>Design and deliver a middle managers leadership and development programme</p> <p>Build on the ILM level 3 Award in First Line Management to create a development programme for first line managers</p> <p>Design and deliver a potential managers programme</p> <p>Identify individual and group development opportunities for SMT</p> <p>Design and introduce management competencies</p>	<p>Deliver a corporate training programme to meet the learning and development needs arising from transformation, directorate plans and team appraisals</p> <p>Increase uptake of Skills for Life qualifications</p> <p>Provide opportunities for staff to gain relevant higher level qualifications including degrees and NVQs</p> <p>Conduct a skills audit to build a database of staff skills to support projects</p> <p>Introduce an e-learning package</p>	<p>Work with partners to promote employment opportunities at the City Council to under-represented groups</p> <p>Identify areas of the Council where apprenticeship and graduate trainee programmes could be developed to support succession planning</p> <p>Develop a talent management programme to include growing our own staff to fill internal vacancies</p> <p>Promote work-related learning opportunities for school, college and university students to staff and educational organisations</p>	<p>Introduce a range of employee benefits e.g.:</p> <ul style="list-style-type: none"> <li>• Holiday purchase</li> <li>• Sabbaticals</li> <li>• Cycle to Work</li> </ul> <p>Promote health and wellbeing initiatives to support staff</p> <p>Review flexible working policies to improve work/life balance for staff</p>
	<p>Retain the Skills Award in 2013</p> <p>Performance indicators for:</p> <p>% of employees rating the Council as a good employer</p>	<p>Management information for:</p> <p>% managers taking part in development programmes</p>	<p>Management information for:</p> <p>% of employees taking part in training and development activities</p> <p>Number of employees working towards a higher level qualification</p> <p>% of employees with no qualifications</p> <p>% of employees at different levels of the QCF</p>	<p>Management information for:</p> <p>% of employees aged under 25</p> <p>% of employees who feel valued as employees</p>	<p>Management information for:</p> <p>% of employees taking up new benefits</p> <p>% of employees taking part in health and wellbeing initiatives</p> <p>% of working days lost due to sickness absence</p> <p>Proportion of sickness that is long term</p>





## **RESOURCES OVERVIEW AND SCRUTINY PANEL**

### ***Panel Report***

**Public**

**Date of Meeting:** 21 February 2013

**Title:** Performance Update

**Report of:** Policy and Communications Manager

**Report reference:** PC 06/13

**Summary:**

This report updates the Panel on the latest position regarding the Service Standards that help measure our performance and customer satisfaction.

**Questions for / input required from Scrutiny:**

1. Consider the Service Standards.

**Contact Officer:** Steven O'Keeffe

**Ext:** 7258

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

## **1. BACKGROUND INFORMATION**

Standards in the services we provide help define what our customers can expect from us and remind our managers and employees of the challenges and obligations we face. With this in mind, earlier in the year, we developed a list of Service Standards that we believe affect our customers the most, and standards by which we can be held to account. They are based on timeliness, accuracy and appropriateness of the service we provide in key areas.

## **2. SERVICE STANDARDS**

It is not our intention to measure Service Standard performance solely against targets. Our current performance already exceeds some of the nationally-set targets; although we are satisfied with that achievement we feel that achievement of locally agreed service standards are of more relevance.

We measure our performance on a monthly basis and display the standards in the Civic Centre reception, as well as publishing them on our website (see [www.carlisle.gov.uk/council-and-democracy/performance-management/service-standards.aspx](http://www.carlisle.gov.uk/council-and-democracy/performance-management/service-standards.aspx)). The Senior Management Team also reviews our performance on a monthly basis.

Following on from the first quarter presentations to Overview and Scrutiny, comparisons with other authorities has been increased to include Nearest Neighbour authorities; they are authorities that may have similar profiles to Carlisle in terms of population, geographical isolation and so on.

The latest Service Standard information is attached overleaf as Appendix 1.

### **Management Information**

As well as the list of Service Standards – that may be viewed as quite high-level – several other measures exist that are monitored either by the team(s) directly delivering the service, or through the corporate performance management process.

It is intended that every team within the five Directorates of the City Council will have some measures in place that will help them continually improve the service they provide. This will include a value for money measure and a measure of customer satisfaction. These measures are or will be monitored through the team's service plan.



## Impact Assessments

Does the change have an impact on the following?

Equality Impact Screening	Impact Yes/No?	Is the impact positive or negative?
Does the policy/service impact on the following?	Yes	Positive
Age	Yes	Positive
Disability	Yes	Positive
Race	Yes	Positive
Gender/ Transgender	Yes	Positive
Sexual Orientation	Yes	Positive
Religion or belief	Yes	Positive
Human Rights	Yes	Positive
Health inequalities	Yes	Positive
Rurality	Yes	Positive

If you consider there is either no impact or no negative impact, please give reasons:

.....

.....

.....

If an equality Impact is necessary, please contact the P&P team.

## APPENDIX 1: Service Standards Figures (October/December 2012)

### Service Standard - Percentage of Household Planning Applications processed within eight weeks



Year to date	Performance Data Trend Chart	Contextual Information								
90.0%	<table><caption>Performance Data Trend Chart Data</caption><thead><tr><th>Month</th><th>Percentage</th></tr></thead><tbody><tr><td>October 2012</td><td>82.0%</td></tr><tr><td>November 2012</td><td>85.0%</td></tr><tr><td>December 2012</td><td>95.0%</td></tr></tbody></table>	Month	Percentage	October 2012	82.0%	November 2012	85.0%	December 2012	95.0%	<p><b>We aim to:</b></p> <ul style="list-style-type: none"><li>- We aim to find the balance between facilitating new development to meet the needs of today's community, whilst protecting and enhancing the environment for future generations</li><li>- Give our customers an efficient, prompt service when processing their household planning applications</li><li>- Exceed the nationally set targets</li><li>- Where it is not possible to process an application within the specified time, communicate the reasons to all relevant parties</li></ul> <p><b>How does that compare with the latest figures from other Councils? Below is a selection of Councils - some have been classed as excellent (E), some are from the former Historic Cities Benchmarking Group (HC), and some are Carlisle's Nearest Neighbours (NN) in terms of demographics. These figures represent their year-end (2011/12) performance.</b></p> <p>Sevenoaks (E) = 77.81% Staffordshire Moorlands (E) = 86.39% Rushcliffe (E) = 88.1% Mansfield (NN) = 84% St Edmundsbury (NN) = 80% West Lancashire (NN) = 75% Other Cumbrian DC average = 88.3 (Q1 2012/13)</p>
Month	Percentage									
October 2012	82.0%									
November 2012	85.0%									
December 2012	95.0%									

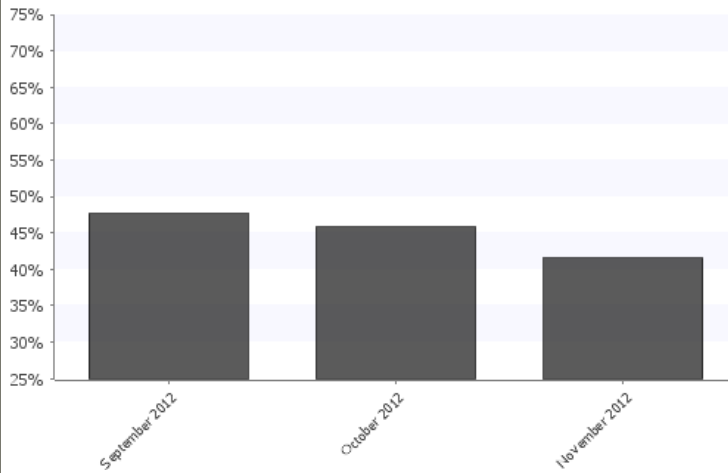
## Service Standard - Percentage of missed waste or recycling collections



[www.carlisle.gov.uk](http://www.carlisle.gov.uk)

Year to date	Performance Data Trend Chart	Contextual Information								
0.02%	<table><thead><tr><th>Month</th><th>Percentage</th></tr></thead><tbody><tr><td>October 2012</td><td>0.02%</td></tr><tr><td>November 2012</td><td>0.02%</td></tr><tr><td>December 2012</td><td>0.02%</td></tr></tbody></table>	Month	Percentage	October 2012	0.02%	November 2012	0.02%	December 2012	0.02%	<p>The figures are collected on a monthly basis and profiling takes place to be as accurate as possible i.e. collections are reduced during the winter when there are no green bin collections.</p> <p>Industry Standard is 40 misses per 100,000. Our percentage figure converts to 26 misses.</p> <p><b>How does that compare with the latest figures from other Councils? Below is a selection of Councils - some have been classed as excellent (E), some are from the former Historic Cities Benchmarking Group (HC), and some are Carlisle's Nearest Neighbours (NN) in terms of demographics. These figures represent their year-end (2011/12) performance.</b></p> <p>Rushcliffe (E) = 44 per 100,000 Chorley (E) = 36 per 100,000 Other Cumbrian DC average = 53 per 100,000 (Q1 2012/13)</p>
Month	Percentage									
October 2012	0.02%									
November 2012	0.02%									
December 2012	0.02%									

## Service Standard - Percentage of household waste sent for recycling

Year to date	Performance Data Trend Chart	Contextual Information								
49.4%	 <table><caption>Performance Data Trend Chart Data</caption><thead><tr><th>Month</th><th>Percentage</th></tr></thead><tbody><tr><td>September 2012</td><td>48%</td></tr><tr><td>October 2012</td><td>46%</td></tr><tr><td>November 2012</td><td>42%</td></tr></tbody></table>	Month	Percentage	September 2012	48%	October 2012	46%	November 2012	42%	<p>More than 40 per cent of England's household waste was recycled, reused or composted last year, representing a new record for the country according to provisional statistics released by Defra in 2011. This beat the government's target of achieving a 40 per cent recycling rate by June 2010. The current national average is 46 per cent of collected waste. The figure represented an ongoing trend that has seen the proportion of waste sent to landfill fall from 79 per cent a decade ago. However, England still lags well behind countries such as Germany that have all but eliminated waste streams to landfill. In addition, recycling rates of about 40 per cent are still well short of the 2020 target that require local authorities to increase recycling rates to 50 per cent. There are nationally set targets of 50% recycling by 2020.</p> <p>NB: At the time of publication, November's figures were not available.</p> <p><b>How does that compare with the latest figures from other Councils? Below is a selection of Councils - some have been classed as excellent (E), some are from the former Historic Cities Benchmarking Group (HC), and some are Carlisle's Nearest Neighbours (NN) in terms of demographics. These figures represent their year-end (2011/12) performance.</b></p> <p>Sevenoaks (E) = 32% Staffordshire Moorlands (E) = 59% Chorley (E) = 49% Cheltenham (HC) = 34% St Edmundsbury (NN) = 55.2% North West Leicestershire (NN) = 45% Erewash (NN) = 44%</p>
Month	Percentage									
September 2012	48%									
October 2012	46%									
November 2012	42%									

## Service Standards - Processing new benefit claims in less than 28 days



[www.carlisle.gov.uk](http://www.carlisle.gov.uk)

Year to date	Performance Data Trend Chart	Contextual Information								
76.7%	<table><thead><tr><th>Month</th><th>Percentage</th></tr></thead><tbody><tr><td>October 2012</td><td>70.0%</td></tr><tr><td>November 2012</td><td>76.7%</td></tr><tr><td>December 2012</td><td>76.7%</td></tr></tbody></table>	Month	Percentage	October 2012	70.0%	November 2012	76.7%	December 2012	76.7%	<p><b>New claim'</b> means any claim made following a change of address to a different local authority area or any other claim that leads to an award, except when there is no break in entitlement and no change of local authority following a change of address. <b>'Time taken to process'</b> means the time counted in calendar days <b>from</b>, and including, the day a new claim for Housing Benefit or the relevant information forwarded from DWP is physically received at any designated office of a local authority <b>to</b>, and including the day the claim is decided. Time should be counted in accordance with the MIS guidance. This means that if a claim is received on a Monday and a decision made on the same day, the time taken is one day.</p> <p>28 days represents the cut off for the middle quartiles of all district councils. This is our own internal measure and it is not possible to compare with other authorities.</p>
Month	Percentage									
October 2012	70.0%									
November 2012	76.7%									
December 2012	76.7%									

# A.5(a)

CARLISLE  
CITY COUNCIL



www.carlisle.gov.uk

## Service Standard - Overall satisfaction with council services

Year to date	Performance Data Trend Chart	Contextual Information								
69.5%	<table><caption>Performance Data Trend Chart Data</caption><thead><tr><th>Month</th><th>Performance (%)</th></tr></thead><tbody><tr><td>October 2012</td><td>70.0%</td></tr><tr><td>November 2012</td><td>70.0%</td></tr><tr><td>December 2012</td><td>69.5%</td></tr></tbody></table>	Month	Performance (%)	October 2012	70.0%	November 2012	70.0%	December 2012	69.5%	<p>Figure taken from the Govmetric. This is a system that collects data and allows the Council to access a summary of customer satisfaction levels. GovMetric is also used across two other communication channels: when customers contact the Council Customer Contact Centre via telephone or when we respond to a customer via email.</p> <p><b>How does that compare with the latest figures from other Councils? Below is a selection of Councils - some have been classed as excellent (E), some are from the former Historic Cities Benchmarking Group (HC), and some are Carlisle's Nearest Neighbours (NN) in terms of demographics. These figures represent their year-end (2011/12) performance</b></p> <p>Rushcliffe (E) = 78.4% Wychavon (E)= 69% Chorley (E) = 65.5% Wyre Forest (NN) = 52% Fenland (NN) = 95% Bristol (HC) = 69.9%</p>
Month	Performance (%)									
October 2012	70.0%									
November 2012	70.0%									
December 2012	69.5%									



## RESOURCES OVERVIEW AND SCRUTINY PANEL

### *Panel Report*

#### Public

**Date of Meeting:** 21 February 2013

**Title:** REVENUE BUDGET OVERVIEW AND MONITORING REPORT:  
APRIL TO DECEMBER 2012

**Report of:** Director of Resources

**Report reference:** RD78/12

#### **Summary:**

This report provides an overview of the General Fund revenue budgetary position for the period April to December 2012 and was considered by the Executive on 11 February 2013.

**Questions for / input required from Scrutiny:** To note the variances contained within the report.

**Recommendations:** Members of the Resources Overview and Scrutiny Panel are asked to note the budgetary performance position for the period April to December 2012.

**Contact Officer:** Maureen McCartney

**Ext:** 7291

## REPORT TO EXECUTIVE

### PORTFOLIO AREA: FINANCE, GOVERNANCE AND RESOURCES

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Date of Meeting: 11 February 2013

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Public

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Key Decision: No

Recorded in Forward Plan: No

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Inside Policy Framework

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**Title:** REVENUE BUDGET OVERVIEW AND MONITORING REPORT:  
APRIL TO DECEMBER 2012

**Report of:** Director of Resources

**Report reference:** RD78/12

#### **Summary:**

This report provides an overview of the Council's overall budgetary position for the period April to December 2012 for revenue schemes only. The revenue report includes details of balance sheet management issues, high-risk budgets and performance management.

#### **RECOMMENDATIONS:**

The Executive is asked to:

- (i) Note the budgetary performance position of the Council to December 2012;
- (ii) Note the potential forecast year end position; and
- (iii) Note the action by the Director of Resources to write-off bad debts as detailed in paragraph 9.

**Contact Officer:** Maureen McCartney

**Ext:** 7291



## CITY OF CARLISLE

To: The Executive  
11 February 2013

RD78/12

### REVENUE BUDGET OVERVIEW AND MONITORING REPORT APRIL TO DECEMBER 2012

#### **1. BACKGROUND INFORMATION AND OPTIONS**

- 1.1 In accordance with the City Council's Financial Procedure Rules, the Director of Resources 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 Directors to control income and expenditure within their service areas and to monitor performance, taking account of financial information provided by the Director of Resources.
- 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 Throughout the report, the use of brackets indicates a credit or income budget, and the term underspend also relates to additional income generated.

#### **2. REVENUE BUDGET OVERVIEW**

- 2.1 The following statement shows the total annual revenue budget as at December 2012:

<b>2012/13 Revenue Budget</b>	<b>£</b>
Approved Budget (Council resolution – February 2012)	13,987,100
Carry forward requests (2011/12 out-turn)	357,500
<b>Council Resolution 2012/13</b>	<b>14,344,600</b>
Non-Recurring Expenditure (note 1)	
Transformation Savings (RD35/12)	(218,500)
Transformation Costs (Transformation Reserve)	122,200
Clean up Carlisle	20,000
<b>Updated Budget 2012/13</b>	<b>14,268,300</b>

### 3. 2012/13 BUDGET MONITORING

3.1 The summarised budgetary position as at December 2012 is shown below:

Directorate / Appendix		Annual Net Budget	Net Budget to date	Net Spend to date	Adjusted Variance
		(£)		(£)	(£)
Chief Executive's Team	A1	150,000	103,702	106,929	3,227
Community Engagement	A2	7,832,100	5,486,881	5,498,549	11,668
Economic Development	A3	1,864,900	1,169,502	1,250,904	81,402
Governance	A4	1,836,900	1,344,299	1,304,561	(39,738)
Local Environment	A5	5,832,200	4,671,052	4,641,795	(29,257)
Resources	A6	(3,247,800)	(2,020,836)	(2,616,974)	(596,138)
<b>Total</b>		<b>14,268,300</b>	<b>10,754,600</b>	<b>10,185,764</b>	<b>(568,836)</b>

3.2 Further details for each Directorate can be found in **Appendices A1 – A6**. Each appendix shows a breakdown of the variance for that Directorate, with comments from the Director and a note of any performance issues.

3.3 The figures for the Resources directorate in the above table and attached **Appendix A6** include corporate budgets held centrally.

### 4. KEY ISSUES

- 4.1 The Salary Turnover Savings budget is a corporate target for the Council and savings from salary budgets across the authority are measured and then transferred to it. The full year target for 2012/13 is £242,500, and transfers of £555,700 have been made against the nine months target of £181,900, giving a surplus to date of £373,800. This is due to a number of vacancies being held pending decisions on Transformation and agreed savings from staffing, some of which may not be fully realised until 2013/14. However, the savings taken to date relate in part to underspends against overtime budgets and if these are excluded the savings from salary turnover are predicted to be £356,600 at the year end with an additional £92,200 expected from overtime.
- 4.2 The increasing number of empty units at the Enterprise Centre and reduction in income from lettings has a knock-on effect of transferring the liability for the NNDR charges for the workshops to the Council. It is estimated that the additional cost of this and the shortfall from rental income will be approximately £65,000 at outturn.

- 4.3 An independent study and review of the Highways Claimed Rights process highlighted the escalating burden on the City's budget and it was agreed at the Council meeting on 13 November 2012 to end the contract, with responsibility for the function to transfer back to Cumbria County Council from 1<sup>st</sup> April 2013. However, the implementation of these arrangements will be unable to forestall an overspend at the year end in the region of £350,000 on Highways, and a further £14,000 to be written off in respect of the residual value of stock at the transfer date.
- 4.4 It is likely that savings of £50,000 will be achieved against the budgets set aside for the running of the ICT Connect shared service. However, the introduction of new printing and copying facilities throughout the City Council has resulted in the in house print service no longer being utilised and a shortfall of income of £150,000 is expected in 2012/13. It has been possible to absorb these into the revised ICT budget from 2013/14 onwards.
- 4.5 Information regarding lettings, voids, discounts etc. from the managing agents of the Lanes point to the Council's share being down by approximately £100,000 for 2012/13 due to the continuing effects of the recession. Members will be aware that the Council no longer receives a guaranteed rental income and is now only entitled to a percentage of the gross rents. However, following a re-assessment of the previous year's position the Council received a windfall of £197,600, and it is now expected there will be a year end net surplus on the account.
- 4.6 The purchase of a new fleet of vehicles in 2009/10 for the Recycling & Waste Collection service reduced the required level of vehicle repairs and hire costs, and budgets were reduced accordingly. The changed arrangements continue to provide savings over predictions, and it is expected that £70,000 of non-recurring savings will be achieved in 2012/13.
- 4.7 The review of officers' business travel allowances recommended changes to the criteria for entitlement to Essential User Car Allowance, reduction in the maximum engine size and rate at which mileage expenses are reimbursed, and the ending of the Principal Officers Leased Cars Scheme. It is predicted that in future years' the annual savings from the review will be in the region of £127,100 with savings of £101,400 expected by the end of 2012/13, following implementation of the changes at stages throughout the year.
- 4.8 There will be savings of approximately £160,000 on the pension deficit budget in relation to the shared services staff. This is due to differences between the current service cost and the overall pension deficit, and the recovery methodology adopted by individual authorities.

- 4.9 The Direct Revenue Financing budget is likely to be underspent at the year end but will be required as a carry forward to meet commitments on capital projects in 2013/14, including the Old Town Hall, Clean Up Carlisle, Talkin Tarn and Payment Card Industry Data Security Standard [PCIDSS] compliance.
- 4.10 The Trade Waste VAT claim was submitted to HMRC in January 2011 and there have been on-going discussions on a national basis with requests for additional information requested by HMRC. To date our claim has been rejected, as HMRC deem this to be outside of the 4 year cap period and not subject to an 'open claim'; however the debate will continue and could well involve drawn out court litigation. Therefore it is unlikely that this issue will be resolved soon and the assumed refund of VAT not be received in 2012/13, and the risk is that the claim will not be successful. Further details will be provided as part of the outturn position if additional information is available from HMRC.
- 4.11 Due to the increase in difficult to recover Housing Benefit Overpayment arrears from £939,312 to £1,141,923 up to 31<sup>st</sup> December 2012, the Bad Debt position is likely to be £100,000 above the current provision by the end of the year.

## 5. FORECAST OUTTURN POSITION – 2012/13

- 5.1 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 the economic climate on the Council's income streams e.g. car parking 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 and rents.
- 5.2 The impact and long term consequences of these issues continue to be closely monitored and will be reported fully at outturn. Using these and the key points discussed in paragraph 4, the following provides a broad estimate of the potential year end position.

Potential Additional Costs/Shortfall in Income	Recurring £	Non Recurring £	Total Expected £	Appendix Paragraph
Enterprise Centre lettings & NNDR costs		65,000	65,000	4.2
Development Control - Inquiry costs and fees		31,700	31,700	A3
Bereavement Services income		57,500	57,500	6.8
Highways Maintenance & Claimed Rights		350,000	350,000	4.3
Off Street Parking	50,000	110,000	160,000	6.9

ICT Printing Recharges	150,000	0	150,000	4.4
Investment Income		45,000	45,000	A6
Minimum Revenue Provision		30,000	30,000	A6
Legal Fees for Resource Centre		35,000	35,000	
Lanes Income Shortfall		100,000	100,000	4.5
Tour of Britain 2012		60,200	60,200	A2
NNDR charges	17,100	0	17,100	
Stores Stock transfer value w/o		14,000	14,000	4.3
Bousteads Grassing [Joiners Shop] rent income	10,200	0	10,200	
<b>Total additional costs/income shortfalls</b>	<b>227,300</b>	<b>898,400</b>	<b>1,125,700</b>	
<b>Potential Reduction in costs/Additional income</b>				
CCTV Transmission and Maintenance Costs		(22,600)	(22,600)	A5
Revenues & Benefits including Shared Service		(75,000)	(75,000)	A2
ICT Connect Shared Service		(50,000)	(50,000)	4.4
Transport Repairs & Hire Costs		(70,000)	(70,000)	4.6
Travel Review & Leased Cars	(127,100)	25,700	(101,400)	4.7
Salary Turnover Savings/Pay Award		(356,600)	(356,600)	4.1
Overtime Reductions		(92,200)	(92,200)	4.1
Pension Deficit Funding		(160,000)	(160,000)	4.8
Direct Revenue Financing		(178,300)	(178,300)	4.9
Lanes Income		(197,600)	(197,600)	4.5
City Lighting - Energy and New Lighting Costs		(20,000)	(20,000)	A5
Kingstown Industrial Estate		(10,000)	(10,000)	6.11
<b>Total reduced costs/additional income</b>	<b>(127,100)</b>	<b>(1,206,600)</b>	<b>(1,333,700)</b>	
<b>Net recurring/non recurring (savings)/shortfall</b>	<b>100,200</b>	<b>(308,200)</b>	<b>(208,000)</b>	
<b>Other Year End Implications/Requirements:</b>				
Arts Centre costs		9,000	9,000	
Tullie House - residual transfer costs		17,700	17,700	A2
VAT recovery Claims not paid in 2012/13 (Trade Waste)		250,000	250,000	4.10
Bad Debt Provision increase		100,000	100,000	4.11
Potential c/fwd: Old Town Hall/PCIDSS		178,300	178,300	4.9
Budgeted Transformation Savings (Over)/Not Achieved		(55,100)	(55,100)	
<b>Total requirements/(reductions)</b>		<b>499,900</b>	<b>499,900</b>	
<b>Total Potential (under)/over spends</b>			<b>291,900</b>	

- 5.3 The overall projected position is a deficit and SMT are working on closing the gap on the potential year end position, and investigating additional measures that can be put in place. These include a moratorium on other than essential spending and taking a rigorous attitude to requests for carry forwards, with only those where the funds are required for the completion of specific projects or where funding is provided by external sources, likely to be recommended for consideration to be rolled forward.

## 6. HIGH RISK BUDGETS

- 6.1 A number of high-risk budgets have been identified which require detailed monitoring throughout the year. These include income budgets, recurring and non-recurring bids, approved in the 2012/13 Council Resolution.

- 6.2 The summarised position of income budgets deemed to be high risk is as follows:

Budget Area	Annual Budget £	Budget to date £	Actual to date £	Variance £	para
Hostels	(553,100)	(425,385)	(419,984)	5,401	6.3
Building Control	(322,500)	(245,878)	(213,764)	32,114	6.4
Development Control	(525,800)	(416,748)	(458,401)	(41,653)	6.5
Enterprise Centre	(154,100)	(115,616)	(74,569)	41,047	6.6
Land Charges	(150,000)	(116,418)	(118,366)	(1,948)	6.7
Bereavement Services	(1,132,300)	(828,273)	(798,165)	30,108	6.8
Off Street Parking	(1,253,900)	(1,004,356)	(878,671)	125,685	6.9
Bring Sites	(192,200)	(144,170)	(111,319)	32,851	6.10
Garden Waste	(551,300)	(430,074)	(444,679)	(14,605)	6.10
Bulky Waste/Special Collections	(35,000)	(26,255)	(23,641)	2,614	6.10
Plastics & Card	(241,600)	(181,225)	(190,984)	(9,759)	6.10
Green Box Collection	(343,300)	(257,510)	(274,132)	(16,622)	6.10
Industrial Estates	(2,626,000)	(1,975,129)	(1,982,830)	(7,701)	6.11
Lanes	(1,404,000)	(1,053,000)	(1,153,887)	(100,887)	6.12

- 6.3 Income from the Hostels is showing a slight shortfall of 1.3% against the budget to date.
- 6.4 The reduced income levels from Building Control fees continue to challenge the service managers and spending is being held at the lowest possible level in an attempt to offset the anticipated budget shortfall, currently running at 13%.
- 6.5 Development Control charges income continued to decline in recent years with fewer planning applications received due to the economic downturn and the annual budget expectation for 2012/13 was reduced by £135,500. However, the income at the third quarter stage of this year is almost 10% above this new target.

- 6.6 Local small businesses continue to feel the ongoing effects of the recession and this is reflected in the number of empty units at the Enterprise Centre and there is a significant drop in income (36% down on the budget to date) from lettings.
- 6.7 The annual budget for income from Land Charges has been reduced over the past few years to reflect the continuing impact of the economic climate on the housing market. However, income for the first nine months of the year is achieving 1.7% more than the budget.
- 6.8 The income from Bereavement Services fell short of the 2011/12 target by £53,126 and the budget level is increased by £41,200 for 2012/13. Whilst the income achieved for the first three quarters of 2012/13 is improved by almost £62,000 on the previous year there is still potential for a shortfall against the budget target at this year end.
- 6.9 Income generated from car parking has been consistently lower than the level budgeted for a number of years and there were significant changes to the charging strategy following a full review of the car park income during 2011/12. However, there is a shortfall on the forecast for the period April to December 2012 of over 12% and it is difficult to quantify any benefit that may have been realised from the changes introduced in March 2012, against the combined impact of the deepening recession and poor summer weather on the high street and visitor numbers,.
- 6.10 The total income from the various waste recycling services is almost at the expected levels up to the end of the third quarter of 2012/13. However, there is some concern about the credits achieved from Bring Sites as these are falling short of the forecast by more than 22%.
- 6.11 Adjustments for rent recovered to date from sites now sold have helped to offset the full effects of the downturn in the property market. However, there is still potential for a shortfall in Industrial Estates' rental income at the end of the current financial year.
- 6.12 Income from the Lanes was reduced by £276,900 to meet the potential shortfall in income and early indications show that this shortfall is likely to continue. However, the Managing agents of the Lanes have now determined that the 2011/12 final rentals were significantly ahead of expectations, resulting in a windfall of additional income for the Council in this year in respect of last year.

## **7. S.106 COMMUTED SUMS**

- 7.1 At 31<sup>st</sup> December 2012 balances totalling £1,499,466 are held in respect of Section 106 agreements and other commuted sums, with a further £5,031,585 expected. The expected sums, for the most part, relate to agreements for sites yet to be

developed and include negotiated items that, in view of the terms of the agreement, may not be due until later phases of the development. These sums are to be used for the provision and future maintenance of public open spaces, school buildings, children's play areas, cycleways and transport facilities etc.

- 7.2 The City Council acts as custodian only for £825,540 of the sums held, in respect of projects for which Cumbria County Council is responsible, including the Caldew Cycleway and Public Realm. Should the County Council not progress these projects, or they remain incomplete before the agreed deadlines, the custodial sums must be repaid, along with a premium for interest, to the Developers. Further details of the balances retained are set out in the table below:

Commuted Sums 2012/2013	Opening Balance & Receipts	Spend	Retained Balance 31/12/12	Expected Sums
	(£)	(£)	(£)	(£)
Affordable Housing Contributions	15,000	0	15,000	254,373
Cycleway & Public Realm	756,000	0	756,000	0
Education	0	0	0	3,500,000
Play Areas & Facilities	287,488	0	287,488	94,500
Public Open Spaces Provision/Maintenance	448,874	77,436	371,438	406,546
Sports Provision/Maintenance	0	0	0	48,584
Transport & Pedestrianisation	69,540	0	69,540	727,582
<b>Total</b>	<b>1,576,902</b>	<b>77,436</b>	<b>1,499,466</b>	<b>5,031,585</b>

## 8. DIRECTION OF TRAVEL

### 8.1 Balance Sheet Management

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 31/03/2012	Balance at 31/12/2012	Note
Investments	£16.8m	£23.1m	(i)
Loans	£15.0m	£15.0m	(ii)
Debtors	£1.36m	£2.22m	(iii)
Creditors	£0.006m	£0.20m	

- (i) The anticipated return on these investments is estimated at £431,400 for 2012/13 with current projections anticipated to be slightly below this target.



- (ii) The cost of managing this debt, in terms of interest payable, is budgeted at £1,319,100 in 2012/13 with costs currently on target. There are no proposals for further borrowing during 2012/13, although the position will need to be kept under review in respect of vehicle purchases.
- (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 outstanding claims with Cumbria County Council for Highways Claimed Rights and Civic Centre accommodation charges.
- (iv) Use of reserves  
The usage and level of all Council reserves are set out in the Medium Term Financial Plan (RD 29/12), approved by full Council in September 2012. It is anticipated that £1.3m will be required from the Council's Revenue Reserves to fund revenue expenditure in 2012/13 (including £357,500 of 2011/12 carry forwards). Any under or overspend at the year end will adjust the balance transferred to or from the reserve with £218,500 already returned to revenue reserves, as a result of transformation savings delivered early in 2012/13, approved by Council on 13<sup>th</sup> November 2012. Council reserves are under significant pressure for 2012/13 and the savings strategy approved in February 2012 will help to resolve the projected deficit. However, further savings must be identified to replenish usable revenue reserves to the minimum required.
- (v) The Council's VAT partial exemption calculation continues to be closely monitored with the figure for the period ending 31<sup>st</sup> December still being calculated but is likely to be below the 5% limit set by HMRC.

## 9. BAD DEBT WRITE-OFFS

- 9.1 The Director of Resources 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 £125,763.13 have been written off during Quarter 3 to the end of December 2012. A summary of the bad debts is given in Table 1, **Appendix B** of this report and these costs will fall against the following:

	£
General Fund	23,118.11
Council Tax Pool	27,784.45
NNDR Pool	74,860.57
Total Write-offs	125,763.13

- 9.2 The “write-ons” itemised in Table 2, **Appendix B**, totalling £2,238.98, are in respect of balances originally written off that have since been paid, credit write-offs for Quarter 3 to the end of December 2012. The write-ons will be credited as follows:

	£
General Fund	20.12
Council Tax Pool	1,737.58
NNDR Pool	481.28
Total Write-ons	2,238.98

- 9.3 In the case of the General Fund, the write-offs will be charged against provisions for bad debts (except for PCN's which are accounted for on a cash basis). However VAT, which has been identified separately, will be recouped in future VAT returns. HRA debts and provisions have transferred to the General Fund and any write-off/write-on of Council Tax will fall against the pool provisions within these accounts. Any Council Tax court costs written off will be charged against the Bad Debt Provision within the General Fund.
- 9.4 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 and the write-on and write-off trends compared to previous years will be reported as part of the outturn report.

## **10. CONSULTATION**

- 10.1 Consultation to Date.  
SMT and JMT have considered the issues raised in this report.
- 10.2 Consultation Proposed  
Resources Overview & Scrutiny Panel will consider the report on 21<sup>st</sup> February 2013.

## **11. RECOMMENDATIONS**

The Executive is asked to:

- (i) Note the budgetary performance position of the Council to December 2012;
- (ii) Note the potential forecast year end position; and
- (iii) Note the action by the Director of Resources to write-off bad debts as detailed in paragraph 9.

## **12. REASONS FOR RECOMMENDATIONS**

To show that the Executive has been informed of the Council's actual financial position compared with the budgeted position and to bring to their attention any areas of concern.

### 13. IMPLICATIONS

- Staffing/Resources – Not applicable.
- Financial – Contained within the main body of the report.
- Legal – Not applicable.
- Corporate – SMT have been involved in the preparation of this report.
- Risk Management – Included in the report above.
- Equality Issues – Not applicable.
- Environmental – Not applicable.
- Crime and Disorder – Not applicable.

### 14. IMPACT ASSESSMENTS

Equality Impact Screening	Impact Yes/No?	Is the impact positive or negative?
Does the policy/service impact on the following?		
Age	No	N/A
Disability	No	N/A
Race	No	N/A
Gender/ Transgender	No	N/A
Sexual Orientation	No	N/A
Religion or belief	No	N/A
Human Rights	No	N/A
Health inequalities	No	N/A
Rurality	No	N/A

This report provides an overview of the Council's overall budgetary position for the period April to December 2012 for revenue schemes and gives reasons for variances and has no negative impact on the above.

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Director of Resources

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## REVENUE BUDGET MONITORING 2012/13

CHIEF EXECUTIVE'S TEAM	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 31st December 2012	£	£	£	£
Annual Budget	1,467,400	(25,100)	(1,292,300)	<b>150,000</b>
Budget to date	1,083,539	(22,200)	(957,637)	<b>103,702</b>
Total Actual	1,089,104	(23,260)	(958,915)	<b>106,929</b>
<b>Adjusted Variance</b>	<b>5,565</b>	<b>(1,060)</b>	<b>(1,278)</b>	<b>3,227</b>

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Policy and Communications	1	17,784	0	1,089	<b>18,874</b>
Miscellaneous	2	(12,219)	(1,060)	(2,367)	<b>(15,646)</b>
<b>Total Variance to date</b>		<b>5,565</b>	<b>(1,060)</b>	<b>(1,278)</b>	<b>3,227</b>

Note	Chief Executive's Comments
1.	Savings to be achieved from subscriptions budget.
2.	Various net minor underspends across the service.

## REVENUE BUDGET MONITORING 2012/13

COMMUNITY ENGAGEMENT	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 31st December 2012	£	£	£	£
Annual Budget	13,909,000	(4,715,100)	(1,361,800)	<b>7,832,100</b>
Budget to date	10,760,787	(4,252,417)	(1,021,489)	<b>5,486,881</b>
Total Actual	10,880,528	(4,360,644)	(1,021,335)	<b>5,498,549</b>
<b>Adjusted Variance</b>	<b>119,741</b>	<b>(108,227)</b>	<b>154</b>	<b>11,668</b>

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Community Support	1	80,677	(19,435)	0	<b>61,242</b>
Hostels and Homeshares	2	11,591	5,422	0	<b>17,013</b>
Revenues & Benefits Shared Services	3	(71,598)	(10,503)	0	<b>(82,101)</b>
Tullie House	4	76,890	(58,127)	0	<b>18,763</b>
Miscellaneous	5	22,181	(25,584)	154	<b>(3,248)</b>
<b>Total Variance to date</b>		<b>119,741</b>	<b>(108,227)</b>	<b>154</b>	<b>11,668</b>

Note	Community Engagement - Director's Comments
1.	Funding to be identified for spend on Tour of Britain Cycle Race
2.	Overspends due to security services and delays in implementing new staffing structure and charging regime.
3.	Underspends on staffing due to vacant posts and income recovered for court costs.
4.	Overspend on residual transfer costs for energy and legal fees.
5.	Net underspend relates to miscellaneous variances and grant income to be allocated across services.

## REVENUE BUDGET MONITORING 2012/13

ECONOMIC DEVELOPMENT	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 31st December 2012	£	£	£	£
Annual Budget	3,769,700	(1,268,900)	(635,900)	<b>1,864,900</b>
Budget to date	2,673,486	(1,026,994)	(476,990)	<b>1,169,502</b>
Total Actual	2,714,567	(986,738)	(476,925)	<b>1,250,904</b>
<b>Adjusted Variance</b>	<b>41,081</b>	<b>40,256</b>	<b>65</b>	<b>81,402</b>

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Building Control	1	(20,908)	31,850	0	<b>10,942</b>
Enterprise Centre	2	(210)	41,047	0	<b>40,837</b>
Carlisle TIC	3	9,916	20,008	0	<b>29,924</b>
Development Control	4	63,897	(40,833)	0	<b>23,063</b>
Miscellaneous	5	(11,615)	(11,815)	65	<b>(23,365)</b>
<b>Total Variance to date</b>		<b>41,081</b>	<b>40,256</b>	<b>65</b>	<b>81,402</b>

Note	Economic Development - Director's Comments
1.	Savings on staff and other costs set aside to alleviate shortfall in fee income
2.	Income shortfall from lettings due to empty units.
3.	Overspend on ticket purchases and income shortfall on sales
4.	Professional fees for inquiries etc: Airport £9,101 and Wind Farms £62,249, surplus valuation fees income.
5.	Net minor underspends and surplus income across the services.

## REVENUE BUDGET MONITORING 2012/13

GOVERNANCE	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 31st December 2012	£	£	£	£
Annual Budget	3,097,600	(431,700)	(829,000)	<b>1,836,900</b>
Budget to date	2,328,651	(362,511)	(621,841)	<b>1,344,299</b>
Total Actual	2,504,580	(578,281)	(621,738)	<b>1,304,561</b>
<b>Adjusted Variance</b>	<b>175,929</b>	<b>(215,770)</b>	<b>103</b>	<b>(39,738)</b>

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Electoral Registration	1	19,198	(714)	(18)	<b>18,466</b>
Committee Services	2	(19,455)	0	19	<b>(19,436)</b>
Miscellaneous	3	176,185	(215,055)	102	<b>(38,768)</b>
<b>Total Variance to date</b>		<b>175,929</b>	<b>(215,770)</b>	<b>103</b>	<b>(39,738)</b>

Note	Governance - Director's Comments
1.	Overspend on postages.
2.	Underspend on printing and photocopying.
3.	Various underspends and income to be allocated across the service

## REVENUE BUDGET MONITORING 2012/13

LOCAL ENVIRONMENT	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 31st December 2012	£	£	£	£
Annual Budget	18,239,400	(8,447,500)	(3,959,700)	<b>5,832,200</b>
Budget to date	13,971,013	(6,331,725)	(2,968,236)	<b>4,671,052</b>
Total Actual	13,001,033	(5,393,232)	(2,966,007)	<b>4,641,795</b>
<b>Adjusted Variance</b>	<b>(969,980)</b>	<b>938,493</b>	<b>2,229</b>	<b>(29,257)</b>

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Bereavement Services	1	(20,859)	32,080	62	<b>11,284</b>
CCTV	2	(23,964)	176	0	<b>(23,788)</b>
Clean Up Carlisle	3	(40,746)	(3,089)	30	<b>(43,805)</b>
LE Management & Administration	4	(35,025)	0	38	<b>(34,987)</b>
Neighbourhoods & Green Spaces	5	(38,424)	6,806	74	<b>(31,545)</b>
Parking	6	(48,457)	145,688	31	<b>97,262</b>
Highways Maintenance	7	(508,023)	697,995	1,872	<b>191,844</b>
Misc Highways & Environment Expenses	8	(34,382)	0	0	<b>(34,382)</b>
City Lighting	9	(43,547)	(24)	0	<b>(43,570)</b>
Recycling & Waste Management	10	(97,415)	(7,004)	67	<b>(104,353)</b>
Miscellaneous	11	(79,138)	65,866	55	<b>(13,217)</b>
<b>Total Variance to date</b>		<b>(969,980)</b>	<b>938,493</b>	<b>2,229</b>	<b>(29,257)</b>



## REVENUE BUDGET MONITORING 2012/13

Note	Local Environment - Director's Comments
	<ol style="list-style-type: none"> <li>1. Savings on staff and other costs set aside to alleviate shortfall in cremation and interment fees income</li> <li>2. Transmission and maintenance savings to be rolled forward to fund costs of delay in implementing reduced service</li> <li>3. Late start to scheme; underspent budgets to be rolled forward to fund 2 years programme, scheduled for completion in 2014.</li> <li>4. Underspends on IT, postages and office supplies, statutory systems training programmed for later in the year.</li> <li>5. Underspent grounds maintenance, delayed works for completion by year end, and income shortfall.</li> <li>6. Off Street Parking: Savings on management and staffing, (£92,700) taken into Salary Turnover Savings, set aside to offset anticipated contracts and ticket sales shortfall, totalling £125,685 up to the end of December.  On Street Parking: (£11,031) net includes administration savings accrued to offset £24,229 income shortfall from PCN's etc.  Other Contracts (£31,777) net underspend: (£3,949) Eden DC, (£13,657) William Street (CCC), £5,057 Marks &amp; Spencer  Underspend on back office support contract, still to complete, includes (£19,228) PCN income to be paid over to South Lakes</li> <li>7. Savings on sub-contractors and other operational expenses offset by income shortfall. The year on year decrease in Claimed Rights budgets and capital projects has put the Highways' Team's ability to achieve the level of income fixed in the budgets at high risk and it has been agreed that this function should transfer to the County Council.</li> <li>8. Underspent allocations for Councillors' small scale projects, committed funds to be spent by year end.</li> <li>9. Savings on maintenance costs and energy due to efficiencies and reduced lighting levels; to fund residual Highways service.</li> <li>10. Savings realised from efficiencies on transport, repairs, hire and fuel costs - repairs expected to increase as vehicle fleet ages.</li> <li>11. Various minor underspends more than offset the income shortfalls across the services.</li> </ol>

## REVENUE BUDGET MONITORING 2012/13

RESOURCES	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 31st December 2012	£	£	£	£
Annual Budget	48,713,500	(45,255,900)	(6,705,400)	<b>(3,247,800)</b>
Budget to date	37,866,189	(34,753,966)	(5,133,059)	<b>(2,020,836)</b>
Total Actual	37,296,305	(34,684,112)	(5,229,166)	<b>(2,616,974)</b>
<b>Adjusted Variance</b>	<b>(569,884)</b>	<b>69,854</b>	<b>(96,107)</b>	<b>(596,138)</b>

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Transport	1	(55,194)	272,182	(233,900)	<b>(16,911)</b>
Building Maintenance	2	(2,424)	(4,124)	24,630	<b>18,082</b>
Civic Centre	3	(23,791)	(15,029)	68	<b>(38,753)</b>
Treasury & Debt Management	4	30,004	26,272	0	<b>56,276</b>
Non Distributed Costs	5	(121,666)	0	0	<b>(121,666)</b>
Other Financial Costs	6	(484,257)	20,243	0	<b>(464,014)</b>
ICT Services	7	(213)	(31)	112,691	<b>112,447</b>
The Lanes	8	335	(100,887)	0	<b>(100,552)</b>
Corporate Management	9	44,997	0	0	<b>44,997</b>
Miscellaneous	10	42,325	(128,772)	404	<b>(86,044)</b>
<b>Total Variance to date</b>		<b>(569,884)</b>	<b>69,854</b>	<b>(96,107)</b>	<b>(596,138)</b>

Note	Resources - Director's Comments
	<ol style="list-style-type: none"> <li>1. Underspend on repairs partly offset by net shortfall on income and recharges</li> <li>2. Underspent expenses and recharges shortfall are the result of a behind profile Municipal Maintenance programme.</li> <li>3. Includes NNDR refund following revaluation, underspent maintenance and surplus income from sale of electricity.</li> <li>4. Overspend on MRP and reduced investment income</li> <li>5. Savings on shared service pension costs</li> <li>6. Improved savings: Salary Turnover Savings (£373,800), 0% Pay Award (£108,000), and net income shortfall includes £26,600 on Council Tax Discount on Second Homes.</li> <li>7. Shortfall in income from ICT Connect printing and copying service, dedicated staff are no longer provided at the facility in Carlisle, consequently printing has been diverted to new printers recently installed throughout the Civic Centre.</li> <li>8. Windfall on previous years' income</li> <li>9. Overspend on bank and card charges</li> <li>10. Various minor overspends and surplus income.</li> </ol>

**BAD DEBT PROVISION**

TABLE 1		Write-Offs December 2012	
Type of Debt	No.	£	
NNDR	15	74,860.57	
Council Tax	58	27,784.45	
Debtors:			
Private Tenants			
Housing Benefit Overpayments	3	404.12	
General Fund	33	13872.99	
Penalty Charge Notices:			
On Street	87	7,909.00	
Off Street	11	932	
Ex FTA Benefit			
TOTAL	207	125,763.13	
TABLE 2		Write-Ons December 2012	
Type of Debt		£	
NNDR	4	481.28	
Council Tax	17	1,737.58	
Debtors:			
Private Tenants			
Housing Benefit Overpayments			
General Fund	8	20.12	
Ex FTA Benefit			
TOTAL	29	2,238.98	



## RESOURCES OVERVIEW AND SCRUTINY PANEL

### *Panel Report*

#### Public

**Date of Meeting:** 21<sup>st</sup> February 2013

**Title:** CAPITAL BUDGET OVERVIEW AND MONITORING REPORT:  
APRIL TO DECEMBER 2012

**Report of:** Director of Resources

**Report reference:** RD77/12

#### **Summary:**

This report provides an overview of the Council's budgetary position on the capital programme for the period April to December 2012 and was considered by the Executive on 11 February 2013.

#### **Questions for / input required from Scrutiny:**

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

#### **Recommendations:**

Members of the Resources Overview and Scrutiny Panel are asked to note the overall budgetary position for the period April to December 2012.

**Contact Officer:** Emma Gillespie

**Ext:** 7289

**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

# REPORT TO EXECUTIVE

## PORTFOLIO AREA: FINANCE, GOVERNANCE AND RESOURCES

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Date of Meeting: 11 February 2013

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Public

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Key Decision: No

Recorded in Forward Plan:

No

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Inside Policy Framework

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**Title:** CAPITAL BUDGET OVERVIEW AND MONITORING REPORT:  
APRIL TO DECEMBER 2012

**Report of:** Director of Resources

**Report reference:** RD77/12

### Summary:

This report provides an overview of the budgetary position of the City Council's capital programme for the period April to December 2012.

### 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 December 2012.

**Contact Officer:** Emma Gillespie

**Ext:** 7289

## CITY OF CARLISLE

To: The Executive  
11 February 2013

RD77/12

### CAPITAL BUDGET OVERVIEW AND MONITORING REPORT APRIL TO DECEMBER 2012

#### **1. BACKGROUND INFORMATION AND OPTIONS**

- 1.1 In accordance with the City Council's Financial Procedure Rules, the Director of Resources 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 Directors to control income and expenditure within their service areas and to monitor performance, taking account of financial information provided by the Director of Resources.
- 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 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 2012/13:

<b>2012/13 Capital Budget</b>	<b>£</b>
<b>Original 2012/13 Programme (approved Feb 2012)</b>	<b>10,940,500</b>
Carry forwards from 2011/12 (RD10/12 Council 17/07/12)	1,692,800
Direct Revenue Financing - Talkin Tarn	95,000
<b>2012/13 Capital Programme (RD10/12 Council 17/07/12)</b>	<b>12,728,300</b>
Direct Revenue Financing adjustment	(8,700)
Direct Revenue Financing - Vehicle Replacements	8,900
Additional contributions - Castle Way Cycle Ramp (RD01/12 Exec 5/4/12)	370,000
Additional contributions - Public Realm (RD34/12 Exec 3/9/12)	40,000
Clean Up Carlisle capital (LE18/12 Council 17/7/12)	47,000
<b>Revised 2012/13 Capital Programme (at Sept 2012)</b>	<b>13,185,500</b>
Reduced funding for Old Town Hall (ED30/12 Council 13/11/12)	(89,800)
Removal of funding for other projects to fund Old Town Hall (ED30/12 Council 13/11/12)	(85,600)
Direct Revenue Funding - PCIDSS Capital	32,000
Funding for Empty Homes Initiative	127,800
<b>Revised 2012/13 Capital Programme (at December 2012)</b>	<b>13,169,900</b>
Carry forwards into 2013/14 (Subject to Council Approval)	(3,000,000)
Reduction in Programme (Subject to Council Approval)	(2,080,300)
<b>Revised 2012/13 Capital Programme</b>	<b>8,089,600</b>

Note:

Budget proposal presented to Council in February 2013 requested the approval of £3,000,000 to be carried forward into 2013/14 and £2,080,300 to be returned to reserves as savings.

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

## 3. 2012/13 BUDGET MONITORING

3.1 The position statement as at December 2012 can be summarised as follows:

<b>Directorate</b>	<b>Annual Budget</b>	<b>Budget to date</b>	<b>Spend to date</b>	<b>Variance to date</b>	<b>Para. Ref.</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	
Resources	6,923,200	1,166,908	1,158,358	(8,550)	3.6
Community Engagement	2,736,400	1,494,236	1,532,326	38,090	3.7
Local Environment	1,241,300	628,578	638,374	9,796	3.8
Economic Development	2,269,000	27,001	34,884	7,883	3.9
<b>Total</b>	<b>13,169,900</b>	<b>3,316,723</b>	<b>3,363,942</b>	<b>47,219</b>	



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

- 3.2 As at the end of December, expenditure of £3,363,942 has been incurred. When considered against the profiled budget of £3,316,723 this equates to an overspend of £47,219.
- 3.3 Council approved carry forwards of £1,692,800 from 2011/12 into the 2012/13 capital programme in July 2012 (RD10/12). Expenditure of £1,415,334 has been incurred against this budget leaving £277,466 carried forward from 2011/12 unspent as at December 2012. It is expected that these will be fully spent by the financial year end.
- 3.4 A review of the 2012/13 capital programme has been undertaken to identify accurate project profiles. To date, £3,000,000 has been identified as needing profiled into future years, and £2,080,300 has been identified that can be removed from the programme. These have been put forward to Council for approval as part of the 2013/14 budget process.

Directorate	Annual Budget	Carry Forwards	Savings	Revised Annual Budget	Spend to Date	Budget Remaining
	£	£	£	£	£	£
Resources	6,923,200	(3,000,000)	(301,500)	3,621,700	1,158,358	2,463,342
Community Engagement	2,736,400	0	0	2,736,400	1,532,326	1,204,074
Local Environment	1,241,300	0	0	1,241,300	638,374	602,926
Economic Development	2,269,000	0	(1,778,800)	490,200	34,884	455,316
<b>Total</b>	<b>13,169,900</b>	<b>(3,000,000)</b>	<b>(2,080,300)</b>	<b>8,089,600</b>	<b>3,363,942</b>	<b>4,725,658</b>

The unspent balance remaining of the revised annual budget of £8,089,600 is £4,725,658 as at December 2012.

- 3.5 The variance in Resources is attributable to the following:
- (i) An overspend on the purchase of a new franking machine. This was a necessary purchase to accommodate changes introduced by the Postal Service.
  - (ii) An underspend on enhancements to Council Property, in particular Tullie House. The works are currently ongoing and expenditure profiles have been updated to reflect a revised expectation.
  - (iii) An overspend on Sustainable Energy Projects in respect of display equipment for the solar panels. The project is funded from Asset Management Plan receipts.
  - (iv) An underspend on Document Image Processing. Phased implementation is in progress.

- 3.6 The variance in Community Engagement is attributable to the following:
- (i) An overspend on Community Resource and Training Centre. This relates to legal fees to respond to an adjudication notice and can be accommodated from underspends elsewhere in the capital programme.
- 3.7 The variance in Local Environment is attributable to the following:
- (i) An underspend on Talkin Tarn car park improvements.
  - (ii) An overspend on Crematorium extension. This can be funded from anticipated underspends from the enhancements to Council Property budgets.
  - (iii) An overspend on Environmental Improvements to the Cenotaph. Additional external contributions are awaited which will cover the majority of the overspend.
  - (iv) A minor overspend to date on Castle Street Public Realm Improvement works. The projected year end overspend on this project is £18,000 which can be accommodated from underspend on other projects within the capital programme.
- 3.8 The variance in Economic Development is attributable to an overspend on Central Plaza conservation works. Funding is being provided from the City Council's Historic Buildings Conservation Reserve.
- 3.9 A number of schemes are included in the capital programme for 2012/13 that require reports to be presented to the Executive for the release of funding before the project can go ahead.

Scheme	Budget £	Note
Economic Development Environmental Enhancements	1,778,800	1
<b>Total</b>	<b>1,778,800</b>	

Note:

1. A review of the 2012/13 capital programme identified that this project could be removed from the programme and has been put forward to Council for approval as part of the 2013/14 budget process.
- 3.10 An Invest to Save project has been agreed by the Director of Resources to fit auto-winding and regulation to the town clocks. There is capacity within the current Improvements to Council Property budgets this year to accommodate the £20,000 expenditure. This will then be repaid into capital reserves over a period of approximately 6 years through savings generated in the revenue accounts. It is likely however that the capital spend will be incurred in 2013/14 and the funding will therefore be subject to the usual carry forward approval process.

#### 4. FINANCING

4.1 The 2012/13 capital programme can be financed as follows:

	Budget at December £	Revised Budget £
<b>Total Programme to be financed (para 2.1)</b>	<b>13,169,900</b>	<b>8,089,600</b>
Financed by:		
Capital Receipts (including PRTB receipts)	8,327,600	5,142,700
Capital Grants		
• Disabled Facilities Grant	663,000	663,000
• General	207,400	207,400
Direct Revenue Financing	588,700	588,700
Other Contributions	469,800	469,800
Earmarked Reserves	1,018,000	1,018,000
Internal Borrowing	1,895,400	0
<b>Total Financing</b>	<b>13,169,900</b>	<b>8,089,600</b>

#### 5. CAPITAL RESOURCES

The following table shows the position as at December 2012 of the capital resources due to be received during 2012/13:

	2012/13 Original Budget £	2012/13 Revised Budget £	2012/13 Actual £	2012/13 Not yet received £	Note
Capital Receipts					
• General	(680,000)	(260,000)	(112,480)	147,520	1
• Asset Review	(19,339,600)	(3,868,000)	(1,680,000)	2,188,000	1
• Renovation Grants repaid	0	0	(1,577)	(1,577)	
• PRTB Sharing agreement	(150,000)	(235,000)	0	235,000	2
Capital Grants					
• Disabled Facilities Grant	(663,000)	(663,000)	(772,433)	(109,433)	3
• Old Town Hall	(55,800)	(55,800)	0	55,800	4
• Empty Property Initiative	(127,800)	(127,800)	(127,862)	(62)	5
Capital Contributions					
• Section 106	(455,000)	(455,000)	0	455,000	6
• General	0	0	(2,883)	(2,883)	7
<b>Total</b>	<b>(21,471,200)</b>	<b>(5,664,600)</b>	<b>(2,697,235)</b>	<b>2,967,365</b>	

Notes:

1. Receipts for 2012/13 are anticipated to be received from the Lovells agreement (£10,000) and general capital receipts (£250,000). The receipt for the Families Accommodation has been moved into 2013/14. The asset review sales anticipated to be received have been revised downward to move receipts anticipated in 2012/13 to 2013/14 to reflect the revised Asset Management Plan.

2. PRTB income for the year is received on 28 April following the year-end but is accrued into the relevant year. Current budget projections have been revised to £235,000 based upon information received from Riverside Group who are forecasting a maximum of 13 sales during the year. This position is being monitored regularly and revised projections will be provided as part of the out-turn report. As at 31 December there have been 11 sales to date.
3. Extra funding to support expenditure on Disabled Facilities Grants has been received. Use of this funding is subject to further reports.
4. Grant expected from English Heritage towards the Old Town Hall project.
5. Grant received towards Empty Homes Initiative.
6. Contributions from Section 106 agreements to Play Areas at Keenan Park Play Area (£45,000), Castleway Cycle Ramp (£370,000) and Public Realm work (£40,000). Although the monies have been received this year will be a year end accounting adjustment.
7. Contributions received in relation to improvements at the Cenotaph.

## **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 on a five-year rolling programme 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 Statement as appropriate.
- 6.3 The value of fixed assets is a significant part of the balance sheet. In the 2011/12 accounts, fixed assets totalled £167million (2010/11 £159million). This represents 92% 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, and receipts for the Council's share of the PRTB (Preserved Right to Buy) agreement. 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 31 December 2012 debtors of £129,917 (£505,076 at 31 March 2012) were outstanding for capital grants, contributions and receipts. PRTB receipts for 2011/12 were received in May in accordance with the agreement.

#### 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 December 2012 totalled £72,794 (£207,380 at 31 March 2012).

### 7. PERFORMANCE

7.1 The 2012/13 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. The review of the 2012/13 capital programme is included in the narrative within this report, and has been considered as part of the 2013/14 budget process. The review has reduced the level of carry forwards at the year end, but it is likely that there will still be a requirement for some carry forwards at the end of the year due to further slippage and delays on projects in the remainder of the year.

7.2 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 Corporate Programme Board 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. CONSULTATION**

### **8.1 Consultation to Date**

SMT & JMT have considered the issues raised in this report.

### **8.2 Consultation Proposed**

Resources Overview & Scrutiny Panel will consider the report on 21 February 2013.

## **9. RECOMMENDATIONS**

- (i) Note and comment on the budgetary position and performance aspects of the capital programme for the period April to December 2012.

## **10. REASONS FOR RECOMMENDATIONS**

As stated above.

## **11. IMPLICATIONS**

- Staffing/Resources – Not applicable
- Financial – Contained within the main body of the report
- Legal – Not applicable
- Corporate – SMT have been involved in the preparation of this report.
- Risk Management – Not applicable
- Equality Issues – Not applicable
- Environmental – Not applicable
- Crime and Disorder – Not applicable

## 12. IMPACT ASSESSMENTS

**Does the change have an impact on the following?**

Assessment	Impact Yes/No?	Is the impact positive or negative?
<b>Equality Impact Screening</b> Does the policy/service impact on the following?		
Age	No	
Disability	Yes	Positive
Race	Yes	Positive
Gender/ Transgender	No	
Sexual Orientation	No	
Religion or belief	No	
Human Rights	No	
Health inequalities	Yes	Positive
Rurality	Yes	Positive

**If you consider there is either no impact or no negative impact, please give reasons:**

Capital Programme includes a range of positive projects that will directly benefit protected characteristics:

Disabled Facilities Grant budget, The Resource Centre, Play Area Development, Families Accommodation Replacement.

**If an equality Impact is necessary, please contact the P&P team.**

PETER MASON  
Director of Resources

Contact Officer: Emma Gillespie

Ext: 7289

Scheme	Original Capital Programme 2012/13 £	Carry Forwards from 2011/12 £	Other Adjustments £	Proposed Savings £	Proposed Carry Forwards £	Revised Capital Programme 2012/13 £
<b>Current non-recurring commitments</b>						
Families Accommodation Replacement	1,729,700	(12,800)	(100,000)			1,616,900
Old Town Hall	484,300	104,400	(98,500)			490,200
Econ Dev Environmental Enhancements	1,778,800			(1,778,800)		0
	<b>3,992,800</b>	<b>91,600</b>	<b>(198,500)</b>	<b>(1,778,800)</b>	<b>0</b>	<b>2,107,100</b>
<b>Recurring commitments</b>						
Asset Review Purchases	4,709,500				(3,000,000)	1,709,500
Planned Enhancements to Council Property	300,000	103,000	(50,000)			353,000
Vehicles, Plant & Equipment	886,400	446,600	141,900	(301,500)		1,173,400
ICT Shared Service	89,800	143,000				232,800
IT Equipment	99,000					99,000
	<b>6,084,700</b>	<b>692,600</b>	<b>91,900</b>	<b>(301,500)</b>	<b>(3,000,000)</b>	<b>3,567,700</b>
<b>New non-recurring commitments</b>						
Crematorium Extension	0	60,000				60,000
Talkin Tarn	0		95,000			95,000
Regeneration Projects	0	35,600	(35,600)			0
Castle Way Cycle Ramp	0	0	370,000			370,000
Public Realm Work S106	0	0	40,000			40,000
Clean Up Carlisle	0	0	14,000			14,000
PCIDSS Capital	0	0	32,000			32,000
Empty Property Initiative	0	0	127,800			127,800
	<b>0</b>	<b>95,600</b>	<b>643,200</b>	<b>0</b>	<b>0</b>	<b>738,800</b>
<b>Disabled Facilities Grants</b>						
Private Sector Grants	863,000					863,000
	<b>863,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>863,000</b>
<b>Continuing Schemes</b>						
Play Area Developments	0	66,900				66,900
Environmental Enhancements	0	37,900				37,900
Trinity Church MUGA	0	7,700				7,700
Castle Street Public Realm	0	70,000				70,000
Community Resource & Training Centre	0	11,000	250,100			261,100
Kingstown Industrial Estate	0	468,000	(150,100)			317,900
Mechanical Sweepers	0	100,000	(100,000)			0
Document Image Processing	0	22,000				22,000
Connect 2 Cycleway	0	15,000				15,000
Customer Contact Centre	0	10,000				10,000
	<b>0</b>	<b>808,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>808,500</b>
<b>Flood</b>						
ODPM Private Sector Renewal	0	4,500				4,500
	<b>0</b>	<b>4,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,500</b>
<b>TOTAL</b>	<b>10,940,500</b>	<b>1,692,800</b>	<b>536,600</b>	<b>(2,080,300)</b>	<b>(3,000,000)</b>	<b>8,089,600</b>



**DECEMBER 2012 - CAPITAL BUDGET MONITORING**

**APPENDIX B**

**RESOURCES**

Scheme	Annual Budget	Proposed Carry Forwards	Potential Savings	Revised Annual Budget	Budget to date	Expenditure to date	Variance to date	Details of major variance
IT Shared Service	331,800	0	0	331,800	83,502	83,603	101	Part of Shared Service Business Case.
Franking Machine	0	0	0	0	0	7,697	7,697	A necessary purchase to accommodate changes introduced by the Postal Service.
Planned Enhancements to Council Property	328,000	0	0	328,000	196,998	183,133	(13,865)	Budget released by Executive 5/4/12 (RD97/11).
Enhancements to Enterprise Centre	25,000	0	0	25,000	25,000	22,526	(2,474)	A revision to the original allocation to allow improvements to the Enterprise Centre due to the transfer of management to the Civic Centre.
Vehicles & Plant	1,474,900	0	(301,500)	1,173,400	700,400	696,316	(4,084)	Revised vehicle replacement plan. Reduced replacement plan now proposed for 2012/13. Vehicles on order awaiting delivery.
Bousteads Grassing Demolition	0	0	0	0	0	783	783	Project complete.
Document Image Processing	22,000	0	0	22,000	11,005	3,200	(7,805)	Phased implementation in progress.
PCIDSS Capital	32,000	0	0	32,000	0	0	0	Implementation costs for a new security Standard in line with the Payment Card Industry (RD26/12 Executive 6/08/12)
Asset Management Plan	4,709,500	(3,000,000)	0	1,709,500	150,003	152,700	2,697	A five year Development and Investment Plan for the City Council's property portfolio with the aim of delivering additional income or reduced costs in the revenue account on a recurring basis. Expenditure profile amended between years.
Sustainable Energy Projects	0	0	0	0	0	8,400	8,400	Solar scheme approved during 2011/12 and funded from Asset Management Plan receipt.
<b>Grand Total</b>	<b>6,923,200</b>	<b>(3,000,000)</b>	<b>(301,500)</b>	<b>3,621,700</b>	<b>1,166,908</b>	<b>1,158,358</b>	<b>(8,550)</b>	

COMMUNITY ENGAGEMENT

Scheme	Annual Budget	Proposed Carry Forwards	Potential Savings	Revised Annual Budget	Budget to date	Expenditure to date	Variance to date	Details of major variance
Customer Services	10,000	0	0	10,000	0	0	0	Improvements to the entrance of the Contact Centre.
Disabled Facilities Grants	863,000	0	0	863,000	647,337	651,001	3,664	Spend is on target for 2012/13. A new Framework Agreement for procurement commenced early April 2012 which will improve the efficiency and effectiveness of systems going forward.
Disabled Facilities Grants Pilot	0	0	0	0	0	4,800	4,800	Funded by grant received.
Empty Property Initiative	127,800	0	0	127,800	0	0	0	External funding received for an Empty Property Initiative. Negotiations are ongoing and require approval before the project can progress.
Community Resource & Training Centre	261,100	0	0	261,100	261,100	291,135	30,035	Project complete. Adjudication notice served by Contractor with substantial claim. Expenditure reflects Legal fees to respond to claim.
Families Accommodation Replacement	1,616,900		0	1,616,900	580,022	580,346	324	Project commencing as expected. Completion due Spring 2013.
Trinity Church Multi Use Games Area	7,700	0	0	7,700	5,777	4,711	(1,066)	New play equipment, seats and bins.
Roman Frontier	0	0	0	0	0	333	333	Project complete.
<b>Grand Total</b>	<b>2,886,500</b>	<b>0</b>	<b>0</b>	<b>2,886,500</b>	<b>1,494,236</b>	<b>1,532,326</b>	<b>38,090</b>	

LOCAL ENVIRONMENT

Scheme	Annual Budget	Proposed Carry Forwards	Potential Savings	Revised Annual Budget	Budget to date	Expenditure to date	Variance to date	Details of major variance
ODPM Private Sector Renewal	4,500	0	0	4,500	3,376	2,924	(452)	External funding towards flood work to parts of Crosby-on-Eden.
Crematorium Extension	60,000	0	0	60,000	60,000	69,974	9,974	Improvements to Crematorium building to generate revenue savings.
Talkin Tarn	95,000	0	0	95,000	95,000	85,751	(9,249)	Improvements to Talkin Tarn car park funded from surplus revenue income.
Play Areas	66,900	0	0	66,900	65,353	61,040	(4,313)	All schemes are externally funded.
Environmental Improvements	37,900	0	0	37,900	36,851	43,834	6,983	Budget carried forward from 2011/12 to complete work at Cenotaph, Verge Improvements and Back Lanes. Additional external contributions awaited for Cenotaph Improvements.
Kingstown Industrial Estate Roads	317,900	0	0	317,900	269,999	269,231	(768)	Refurbishment of Kingstown Broadway North carriageway to 10 year design life. Commencement scheduled for November 2012.
Castle Street Public Realm Improvements	70,000	0	0	70,000	70,000	73,765	3,765	£10,000 to complete Phase 1. Phase 2 (£60,000) approved by Executive 5/4/12 (LE10/12). Anticipate final overspend of £18,000 which can be funded from underspends on other projects within the capital programme.
Connect 2 Cycleway	15,000	0	0	15,000	0	3,235	3,235	Contribution towards length of cycleway.
Castle Way Cycle Ramp	370,000	0	0	370,000	27,999	23,159	(4,840)	Approved by Executive 11/04/12 (RD01/12). Funded by Section 106 monies. Revised planning application submitted in response to consultations which will affect expenditure profile of 2012/13. Carry forward will be required at year end.
Public Realm Works S106	40,000	0	0	40,000	0	0	0	Approved by Executive 3/09/12 (RD34/12). Funded by Section 106 monies. Carry forward will be required at year end.
Clean Up Carlisle	14,000	0	0	14,000	0	5,461	5,461	Approved by Council 17/07/12 (LE22/12).
<b>Grand Total</b>	<b>1,091,200</b>	<b>0</b>	<b>0</b>	<b>1,091,200</b>	<b>628,578</b>	<b>638,374</b>	<b>9,796</b>	

ECONOMIC DEVELOPMENT

Scheme	Annual Budget	Proposed Carry Forwards	Potential Savings	Revised Annual Budget	Budget to date	Expenditure to date	Variance to date	Details of major variance
Regeneration Projects	0	0	0	0	0	0	0	Regeneration and development of property and economic development assets. Budget removed to fund additional requirement on Old Town Hall.
Old Town Hall - Strategic TIC	490,200	0	0	490,200	27,001	27,334	333	Revised project recommended to Council by Executive 03/09/12 (ED30/12). Revised project considered by Council 13th November and will be reflected in future reports to Executive if approved.
Economic Development Environmental Enhancements	1,778,800	0	(1,778,800)	0	0	0	0	Advice on contaminated land with view to carrying out works. Project proposed to be removed from capital programme subject to Council approval.
EA Central Plaza	0	0	0	0	0	7,550	7,550	Implementation on an Urgent Works Notice under Section 54 of the Planning (Listed Buildings and Conservation Areas) Act 1990 to be funded from the Conservation Fund approved by Executive 30.08.11 (ED29/11)
<b>Grand Total</b>	<b>2,269,000</b>	<b>0</b>	<b>(1,778,800)</b>	<b>490,200</b>	<b>27,001</b>	<b>34,884</b>	<b>7,883</b>	



# RESOURCES OVERVIEW AND SCRUTINY PANEL

## *Panel Report*

**Public**

**Date of Meeting:** 21 February 2013

**Title:** MEMBERS TRAINING REPORT 2011 - 2012

**Report of:** Organisational Development Manager

**Report reference:** CE 19/12

### **Summary:**

The Member Learning and Development Framework approved by Council in August 2004 requires that progress reports be presented for scrutiny to the appropriate Overview and Scrutiny Panel. This is the report for 2011 - 2012.

### **Recommendations:**

To note the report.

**Contact Officer:** Emma Titley

**Ext:** 7597

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

## Introduction

Appendix 3 paragraph 4.10 of the Members Learning and Development Framework approved by Council in August 2004 requires that:

*Progress reports would be presented to the Executive and to Corporate Resources Overview and Scrutiny Committee at intervals (at least annually) by the Head of MSES \* on behalf of the Steering Group with regard to the Member Learning and Development Programme (MLDP), and by Group Leaders respectively with regard to the usage of their sub-budgets.*

- \* Member learning and development is now the responsibility of the Organisational Development Manager

The overall purpose of this report is to describe Member learning and development activity in 2011 - 2012, including how the budgets have been spent. The Group Leaders have a delegated budget and this report shows how they have spent it. The Leader of the Council also provides a report on the Executive budget.

This report has been shared with the Member Learning and Development Working Group (MLDWG).

## Format

This report takes the form of a corporate report on Member learning and development, followed by specific reports on the four devolved Member Training Budgets.

- Report by Organisational Development Manager about the Framework and the activities of the MLDP
- Annex A: Report by Leader of the Council about the activities of the Executive devolved budget
- Annex B: Standing conferences
- Annex C: Report by the Conservative Group Leader about the activities of the Conservative devolved budget
- Annex D: Report by the Labour Group Leader about the activities of the Labour devolved budget
- Annex E: Report by the Liberal Democrats and Independent Group Leaders about the activities of the Liberal Democrat devolved budget (this includes Independent Members).

## Recommendation

To note the report.

## **Corporate report**

### **Member Learning and Development Working Group (MLDWG)**

The MLDWG is made up of the Portfolio Holder as Chair and Member Training Champions. The Labour and Conservative Groups usually nominate one Member each. The Liberal Democrat and Independent Group usually nominate one Member to represent both Groups. In addition, substitutes were identified for each Group who were also welcome to attend meetings, and some did. The MLDWG continued to meet in accordance with the Framework, approximately once a quarter. All decisions/recommendations made by this group are agreed unanimously.

### **Member Champions**

The Group Champions continued their role throughout the year which included attendance at meetings of the MLDWG and the mentoring of newly elected Members.

### **Member/Leader Reviews**

The formal scheme whereby individual Members are assisted to identify their training needs now consists of a new Member / Leader Review. This is more user friendly than the previous Personal Development Review process and ensures details of support needed, including training requests, are passed to the Organisational Development Team which will help to develop a more effective MLDP in the future.

### **Member Learning and Development Programme (MLDP)**

This is the corporate programme of learning and updating opportunities organised by the Organisational Development Team. Participation in the MLDP has dropped significantly in 2011/12 with Members taking part in 116 activities (compared to 208 in 2010/11). This has been a combination of specific Member training, the ethical governance programme and joint staff and Member training.

### **Funding**

In 2011/12 the total budget for Member training was £17,300. This consisted of £9,500 in 'devolved' budgets to the Groups based on the number of Members in each Group and a MLDP budget of £7,800. The 'devolved' budgets include one for the Executive (for Standing Conferences) and one each for the three main political Groups (the budget for the Liberal Democrat Group also included the Independent Members). Overall, the Member learning budget was under-spent at the end of the year by £3952. The MLDP budget was overspent by £511 but the 'devolved budgets' were collectively under spent by £3633. Members from other Councils attending our courses contributed £830 to the budget.

The total spent on Member training during 2010/11, excluding travel and subsistence, was £14,178 (compared to £12675 in the previous year). This amounts to £273 per Member (it was £244 per Member in the previous year). This is a slight increase from the previous year with training for Members specifically geared towards workshops that relate to their role as a Member.

### **Learning Targets**

The City Council records the percentage of Members taking part in learning and development as a performance indicator. MI 905a (formerly LP 80) embraces all learning activity, including the MLDP and learning organised by the Groups with their delegated budgets. The target is set at 100% and in 2011/12 all Members took part in some form of learning activity.

### **E-learning**

The City Council has signed up to the Learning Pool e-learning package which includes courses for both staff and Members. Members are able to access any of the modules they feel will be of use to them on any computer that has access to the internet.

Emma Titley  
Organisational Development Manager  
November 2012



## **Annex A - Executive Budget Report 2011 - 2012**

This budget funds attendance at Standing Conferences for a specified number of delegates.

Delegates can be from any of the political parties including the Independent Members.

During the 2011 – 2012 financial year, this budget funded attendance at four different conferences and the total places taken was six.

This includes:-	COST
L.G.A. Conference X 2	£ 990
Planning Summer School X 2	£ 1558
LGA Rural Commission Annual Meeting X 1	£ 229
NAC AGM X 1	£ 350
	_____
	£ 3127
	_____

### **Executive Training Budget**

<b>ALLOCATION</b>	<b>£ 3800</b>
<b>EXPENDITURE</b>	<b>£ 3127</b>
<b>REMAINING</b>	<b>£ 673</b>

The budget for these conferences was agreed by the previous Leader of the Council. As the current Leader of the Council my view is that the budget should continue as it is for the current year and then be reviewed.

**J D Hendry**  
**Leader of the Council**

### **Annex B - Standing Conferences 2011 - 2012**

Below is a list of conferences which were approved by the Leader of the Council to be paid for from the devolved Executive Training Budget.

Members wishing to attend any other conferences would need to be funded from other sources e.g. devolved Group budgets.

The figure in brackets indicates the maximum number of approved places at each event.

LGA Annual Conference (3)	Attended by Cllrs Mitchelson and Hendry
LGA General Assembly (London) (1)	Non-attendance
CIPFA (1)	Non-attendance
Northern Personnel Briefing (1)	Non-attendance
4 N/W AGM & Conference (2)	Non-attendance
RTPI Planning Summer School (2)	Attended by Cllrs McDevitt and Craig
National Association of Councillors AGM & Conference (1)	Attended by Cllr Mrs Geddes
National Association for Areas of Outstanding Natural Beauty (1)	Non-attendance
Centre for Local Economic Strategies (1)	Non-attendance
LGIU AGM & Conference (1)	Non-attendance
Chartered Institute of Housing (1)	Non-attendance
LGA Rural Commission (2)	Attended by Cllr Bainbridge
LGA Urban Commission (2)	Non-attendance
NWEO Charter Event (1)	Non-attendance
Apse National Annual Conference (1)	Non-attendance

## **Annex C - Conservative Group Budget Report 2011 - 2012**

In total, 13 courses or conferences were attended by eight Members. The courses and conferences attended were all relevant to the work of the City Council and the individual responsibilities of Members.

Areas covered included:

- LGA Planning for Growth
- Overview and Scrutiny Chair Training
- Ageing Well
- RTPI Councillors Planning Briefing
- LG Conference
- Making the Green Deal a Fair Deal
- Sustainable Development
- A New Planning Regime

Information and learning from courses or conferences is shared with the whole group to ensure full value is gained from attendance.

Members also attended 60 places of in-house training.

### **GROUP TRAINING BUDGET 2011/12**

<b>ALLOCATION</b>	<b>£2200</b>
<b>EXPENDITURE</b>	<b>£1239</b>
<b>REMAINING</b>	<b>£961</b>

**Cllr John Mallinson**

**Conservative Group Leader**

### **Annex D - Labour Group Budget 2011 - 2012**

The budget for Member Development and Training allocated to the Labour Group for 2011 - 2012 was used for a variety of development purposes.

At a regional and local level Members have been involved in a range of courses such as new Member induction, Licensing and Regulatory Panel training, IT, Development Control, Audit and Appeals Panel, Speed Reading, Scrutiny, Health and Safety for Members and Holding Effective Surgeries and Managing Casework.

The group was also represented at several national events.

It is intended to continue personal development discussion and informal interviews with all members of the group who would like to be involved in this process. This will then inform the appropriate group officers of the needs of individual members of the group.

Members also attended 38 places of in-house training.

#### **GROUP TRAINING BUDGET 2011/12**

<b>ALLOCATION</b>	<b>£2600</b>
<b>EXPENDITURE</b>	<b>£1230</b>
<b>REMAINING</b>	<b>£1370</b>

**J D Hendry**  
**Group Leader**

## **Annex E - Liberal Democrat and Independent Group budget 2011 - 2012**

During 2011 – 2012, the Liberal Democrat and Independent Group budget initially supported six Members. The budget was £900 and £150 was spent.

Three out of the six Members participated in training in 2011/12 across a broad spread of subjects:

- Award for Personal Licence Holders
- Ageing Well
- Working in Neighbourhoods Level 2
- Championing Health and Wellbeing in Your Community

Members also attended 17 places of in-house training.

**Cllr Trevor Allison**  
**Liberal Democrat Group Leader**

**Cllr William Graham**  
**Independent Group Leader**

