

AGENDA

Resources Overview and Scrutiny Panel

Thursday, 10 October 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

5 - 14

To approve the minutes of the meetings held on 18 July 2013 and to note the minutes of the meeting held on 29 August 2013.

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

15 - 24

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 the Key Decisions items relevant to this Panel as set out in the Notice of Executive Key Decisions.

(Copy Report OS.23/13 herewith)

A.3 TRANSFORMATION BOARD

25 - 30

(Cross Cutting Portfolio)

The Deputy Chief Executive to submit an update from the Transformation Board together with a presentation on Automated Services.

(Copy Report SD.07/13 herewith)

A.4 2013.14 SICKNESS ABSENCE REPORT - APRIL TO AUGUST 2013

31 - 40

(Finance, Governance and Resources Portfolio)

The Town Clerk and Chief Executive to provide an update on absence figures along with information on the Occupational Health Service.

(Copy Report CE.10/13 herewith)

A.5	<u>LOCALISATION OF BUSINESS RATES (BUSINESS RATES POOLING)</u>	41 - 50
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(Finance, Governance and Resources Portfolio)

The Director of Resources to submit a report detailing the change in policy and the implications for the Council.

(Copy Report RD.38/13 herewith)

A.6 CORPORATE RISK MANAGEMENT 51 - 64

(Finance, Governance and Resources)

The Deputy Chief Executive to submit to provide a quarterly monitoring report on the risk management arrangements.

(Copy Report SD.06/13 herewith)

A.7 MEMBER TRAINING REPORT 2012-13 **65 - 76**

(Finance, Governance and Resources)

The Organisational Development Manager to submit a report on the progress made on the Member Learning and Development Framework.

(Copy Report CE.08/13 herewith)

PART B

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

Members of the Resources Overview and Scrutiny Panel

Conservative – Bowman S, Craig, Layden, Mrs Clarke (sub),
Mallinson J (sub), Mrs Prest (sub)

Labour – Mrs Atkinson, Dodd, McDevitt, Watson (Chairman), Forrester (sub), Ms Patrick (sub), Miss Sherriff (sub)

Independent – Betton (Vice Chairman), Graham (sub)

**Enquiries, requests for reports, background papers,
etc to Lead Committee Clerk: Rachel Rooney – 817039**

RESOURCES OVERVIEW AND SCRUTINY PANEL

THURSDAY 29 AUGUST 2013 AT 10.00AM

PRESENT:	Councillor Watson (Chairman), Councillors, Betton (until 11.10am), Bowman S, Craig, Layden, McDevitt and Miss Sherriff (as substitute for Councillor Mrs Atkinson) until 11.15am)
ALSO PRESENT	Councillor Dr Tickner – Finance, Governance and Resources Portfolio Holder
OFFICERS	Town Clerk and Chief Executive Director of Resources Director of Local Environment Policy and Performance Officer Scrutiny Officer

ROSP.54/13 APOLOGIES FOR ABSENCE

An apology for absence was submitted on behalf of Councillor Mrs Atkinson.

ROSP.55/13 DECLARATIONS OF INTEREST

There were no declarations of interest submitted.

ROSP.56/13 CALL-IN OF DECISIONS

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

ROSP.57/13 MINUTES OF PREVIOUS MEETING

RESOLVED – That the minutes of the meeting held on 18 July 2013 be noted.

ROSP.58/13 OVERVIEW REPORT AND WORK PROGRAMME

The Scrutiny Officer presented report OS.20/13 which provided an overview of matters that related to the work of the Resources Overview and Scrutiny Panel's work.

The Scrutiny Officer reported that :

- The Notice of Key Executive Decisions had been published on 2 August 2013 and the following issue fell within the remit of the Panel:

KD.20/13 – Repair and Cleaning of The Cenotaph, Rickerby Park – The Executive will be asked, on 30 September 2013, to approve a project and funding to repair and clean The Cenotaph in time for the 100th Anniversary of the commencement of the First World War (July 2014)

Members did not raise any questions or comments on the items contained within the Notice of Key Decisions.

RESOLVED – That the Overview Report incorporating the Work Programme and Key Decision items relevant to this Panel (OS.20/13) be noted.

ROSP.59/13 ANNUAL PARTNERSHIPS REVIEW 2012/13

The Director of Resources presented report RD.24/13 which provided information relating to the Council's Partnership arrangements, the categorisation of partnerships and the monitoring of the main aims and objectives over the 2012/13 financial year.

The Director of Resources reminded the Panel of the definition of a partnership and outlined the four types of partnership classification which had been monitored and reported to Members up until 31 March 2013. It was intended that with effect from April 2013 a re-categorisation of all partnership, collaborative and contractual arrangements would commence. The revised categories had been included in the report at Appendix A and the half yearly report to be issued in December 2013 would fully incorporate the information.

He informed the Panel that, in 2012/13, the Council had one significant partnership, three shared service arrangements and two other contracted out services. All significant partnership reviews had been completed for 2012/13 and a summary of the outcomes of each had been included in the report at appendix B. A summary of all registered non-significant partnership responses was also included in the report.

The overall conclusion to be drawn from the information provided by lead officers was that each partnership reported had different roles and priorities but each had a system of monitoring in place which allowed for the early notification of issues which could become problematical and would enable actions to be taken to address the issues before they developed further.

In considering the Review Members raised the following comments and questions:

- Had someone been appointed for the monitoring position? If so what was there role?

The Town Clerk and Chief Executive confirmed that an appointment had been made but the person was not yet in position. The role would monitor partnerships but the Council would still like to have some corporate capacity in terms of commercial contracts.

The Director of Resources added that each Directorate had the responsibility for monitoring partnerships for example Governance monitored legal arrangements and Resources monitored financial arrangements.

- The report showed that only two of the significant partnerships had an exit strategy, did the other four have such strategies?

The Town Clerk and Chief Executive clarified that there was arrangements in the contracts for the partnerships to be dissolved, all of the partnerships had such arrangements apart from the Carlisle Partnership. The ICT and Internal Audit Shared Services had separate exit strategies in place; the other partnership strategies were included in the governance arrangements.

The Panel asked that an officer who dealt with contracts attended a future meeting to explain how the contracts worked. The Town Clerk and Chief Executive responded that

Members could discuss the details of contracts with officers at any time not just in Committee meetings.

- A Member asked if it would be possible to carry out some scrutiny on the partnership with Riverside Carlisle. He wanted a better relationship with Riverside Carlisle and was disappointed that work was not being undertaken despite Members discussions with officers.

The Scrutiny Officer reminded the Panel that Riverside Carlisle reported to the Community Overview and Scrutiny Panel on a six monthly basis. Riverside Carlisle provided an update report for Members to scrutinise and officer representatives attended the meeting to answer Members questions. All of the reports were available for all Members on the Committee Management System and Members were also welcome to attend the meetings.

The Town Clerk and Chief Executive reminded the Panel that Carlisle City Council had a relationship with Riverside Carlisle that included Member representation on their Board but Carlisle did not have any direct control over the work that Riverside carried out.

- Officers had previously reported that there had previously been issues receiving financial information from Carlisle Leisure Limited (CLL), had those issues been resolved?

The Director of Resources confirmed that the Council now received the required information from CLL and officers were meeting with CLL on a regular basis.

A Member asked if the Council had received the 2012/13 accounts from CLL and Tullie House and the Director of Resources stated that he would report back to Members when he had confirmed the situation.

- Why was the financial accountability of Carlisle City Council 10% higher than that of Allerdale Borough Council in the ICT Shared Service?

The Director of Resources explained that Carlisle's IT infrastructure was approximately 10% larger than Allerdale.

- Was the self generated income for CLL for Carlisle only for the whole of CLL?

The Director of Resources responded that he would submit a written response to Members.

RESOLVED – 1) That the Annual Partnerships Review 2012/13 be welcomed;

2) That the Director of Resources provide written responses to Members questions as set out in the above minutes.

ROSP.60/13 DRAFT MEDIUM TERM FINANCIAL PLAN 2014/15 TO 2018/19

The Director of Resources presented report RD.32/13 concerning the draft Medium Term Financial Plan (incorporating the Corporate Charging Policy) 2014/15 to 2018/19. He advised Members that the Medium Term Financial Plan set out the current framework for

planning and managing the Council's financial resources, developing its annual budget strategy and updating its current five year financial plan. The Plan further sought to link the key aims and objectives of the Council, as contained in the Carlisle Plan, to the availability of resources thereby enabling the Council to prioritise the allocation of resources to best meet its overall aims and objectives.

The Medium Term Financial Plan was reviewed annually commencing with the assumptions made in the Budget resolution approved by Council on 5 February 2013. In addition, the Corporate Charging Policy had been reviewed and included within the Medium Term Financial Plan. The Charging Policy provided a framework for potential policy options for each charging area, but recognised the different approaches that might be required for different services and the various influences which needed to be acknowledged in setting individual charges.

The Executive had on 5 August 2013 (EX.81/13) considered the report and decided:

“1. That the Report of the Director of Resources (RD.32/13) on the draft Medium Term Financial Plan 2014/15 to 2018/19 be received.

2. That the report be made available for consideration by the Resources Overview and Scrutiny Panel on 29 August 2013.”

In considering the Medium Term Financial Plan Members raised the following comments and questions:

- Why was the Minimum Revenue Provision (MRP) increasing?

The Director of Resources responded that the MRP would decrease when the Council sold assets and increase when it purchased assets. He explained that it was a complicated process but would be happy to explain it to individuals who wished to have more detail.

- A Member asked for an update on the Localisation of Business Rates.

It was felt that this matter should be discussed as a separate agenda item at a future meeting and it was agreed that a report would be submitted to the Panel in October.

- A Member drew the Panels attention to the £1,534,000 additional savings to be found and asked for an update.

The Director of Resources confirmed that the savings for 2013/14 had almost been achieved, the next challenge would be the 2015/16 savings.

The Finance, Governance and Resources Portfolio Holder added that the 2013/14 savings had been met in line with the priorities of keeping jobs and encouraging growth.

A Member was pleased that the savings for 2013/14 had been achieved whilst still being able to pay the Living Wage.

- With regard to car parking, had pay on exit options been considered?

The Director of Local Environment confirmed that pay on exit options had been looked at in some detail but there were issues with the cost of the management of such parking

options. The more modern way to pay for parking was via telephone, the Council had had this option for approximately 18 months. The user would receive a text when their ticket was due to run out and then they had the option of adding additional time to the ticket.

RESOLVED – 1) That the Draft Medium Term Financial Plan 2014/15 to 2018/19 (RD.32/13) be welcomed;

2) That a report on the Localisation of Business Rates be submitted to the Resources Overview and Scrutiny Panel in October.

ROSP.61/13 DRAFT CAPITAL STRATEGY 2014/15 TO 2018/19

The Director of Resources presented report RD.33/13 on the Draft Capital Strategy 2014/15 to 2018/19. He informed Members that the Draft Capital Strategy was a key policy document, intended to direct the Council's Capital Programme and the allocation of resources for the five year period 2014/15 to 2018/19 and would complement and supplement guidance contained in the Medium Term Financial Plan. The Capital Strategy was reviewed annually alongside the Medium Term Financial Plan, commencing with the assumptions made in the Budget Resolution approved by Council on 5 February 2013. The position had been updated to reflect any known changes since that date.

He reminded Members of the objectives of the Capital Strategy in ensuring that capital investment decisions and capital resources contributed to the achievement of the Council's corporate priorities; co-ordinated strategic priorities emerging from service planning and ensuring that investment opportunities were maximised; managed performance and decision making processes to help achieve the best use of available capital resources and setting out processes to monitor and evaluate proposed and actual capital spending on projects to ensure that value for money was obtained. The Strategy had been developed using a number of overarching guidelines.

The Director of Resources outlined the current capital programme forecasts, reminding Members of the key assumptions which had been considered in making the projections including the Capital Programme of £9.280m for 2013/14 and £4.641m for 2014/15. The impact of the 2012/13 outturn and the carrying forward of budgets into 2013/14 and other adjustments had reduced the programme to £4.655m in 2013/14.

The Director of Resources indicated that the current capital programme forecast spending on capital projects of around £1m - £2m per annum for years 2016/17 to 2018/19, although past experience had indicated that actual spending would be much higher due, in the main, to the fact that a number of initiatives were still at an early stage of development and had not yet been included in the projections. He identified a number of schemes currently the subject of feasibility studies, including the Asset Review Programme; Vehicle Replacement Programme; and Disabled Facilities Grants, commenting that the position on those schemes would need to be updated during the budget process when an indication of capital schemes coming to fruition and their timing could be made more accurately.

The report further set out an estimated level of capital finance resources which would be generated over the next five years and highlighted the current position regarding borrowing; capital receipts; reserves and balances; Government and other capital grants and external funding; and revenue contributions. Also summarised was the level of capital spending and available financing for the period 2013/14 to 2018/19 which indicated that

currently there was approximately £7.4m uncommitted estimated capital resources available to support any future capital programme as at the end of 2018/19.

The Executive had on 5 August 2013 (EX.82/13) considered the report and decided:

“1. That the Report of the Director of Resources (RD.33/13) regarding the draft Capital Strategy 2014/15 to 2018/19 be received.

2. That the draft Capital Strategy be made available for consideration by the Resources Overview and Scrutiny Panel on 29 August 2013.”

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

- Was the authority still in a position to participate in schemes that would be of benefit to the City?

The Director of Resources explained that there was unallocated monies in the capital strategy but it should be kept for emergencies. The Strategy could be reviewed annually and changed to meet new requirements if needed, however, unless the scheme was an invest to save scheme it would be difficult to support new capital expenditure at the current time.

The Finance, Governance and Resources Portfolio Holder added that there would be additional capital if the Asset Management Plan exceeded expectations, however, if it did not match expectations some work would have to be carried out to re-prioritise the Capital Strategy to ensure the priorities of housing, economic growth and quality jobs were achieved.

- The Capital Programme showed a reduction in the contribution to Disabled Facilities Grants (DFGs) from 2017/18 onwards. Why was there a reduction?

The Director of Resources responded that the Council was using a framework for tendering jobs and Riverside Carlisle was carrying out smaller jobs themselves. The Council could meet the DFG requirement at the present time but any increase would result in a budget pressure in the future.

RESOLVED – That the Draft Capital Strategy 2014/15 to 2018/19 (RD.33/13) be welcomed.

ROSP.62/13 DRAFT ASSET MANAGEMENT PLAN 2013 TO 2018

The Director of Resources presented report RD.31/13 on the draft Asset Management Plan 2013 – 2018.

The Director of Resources outlined the background to the matter, reminding Members that the draft Asset Management Plan was being updated to reflect the key issues and changes affecting the management and use of the City's property resources, and the impact of the Asset Review Business Plan approved by Council in January 2011 details of which were provided.

The Plan also reported on the current position and performance of the Portfolio and the Asset Disposal Programme.

The Executive had on 5 August 2013 (EX.83/13) considered the report and decided:

“That the Executive:

1. Noted the position as set out in Report RD.31/13.
2. Approved the updates to the draft Asset Management Plan in order for it to proceed for consideration by the Resources Overview and Scrutiny Panel, before coming back to the Executive and full Council in September 2013.”

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

- In response to questions the Director of Resources clarified that the Asset Business Plan was in year three of the five year Plan. It was agreed that an update on the Asset Business Plan would be submitted to the Panel in November.

Councillor Betton declared a disclosable pecuniary interest in accordance with the Council’s Code of Conduct in respect of the Enterprise Centre. The interest related to the fact that he was a tenant at the Enterprise Centre.

Councillor Betton left the meeting for the duration of the discussion regarding the Enterprise Centre.

- The Environment and Economy Overview and Scrutiny Panel had carried out an in depth Task and Finish Group on the Enterprise Centre and had felt that there was a lot of space not being used as it might be, how would the Enterprise Centre be moved forward and was there any aspiration to make better use of it?

The Town Clerk and Chief Executive acknowledged that there needed to be a long term plan for the Enterprise Centre and at the moment the Council was keeping its options open.

The Director of Resources added that there was £50,000 in the budget for the Enterprise Centre to patch the roof to make it last a further three to five years.

Councillor Betton returned to the meeting.

RESOLVED – 1) That the Draft Asset Management Plan 2013 to 2018 (RD.31/13) be welcomed:

2) That an update on the Asset Business Plan would be submitted to the Panel in November.

ROSP.63/13 CAPITAL BUDGET OVERVIEW AND MONITORING REPORT: APRIL TO JUNE 2013

The Director of Resources presented report RD.28/13 providing an overview of the budgetary position of the City Council's capital programme for the period April to June

2013. As at the end of June, expenditure of £855,639 had been incurred which, when considered against the profiled budget of £987,868, equated to an underspend of £102,229.

In accordance with the City Council's Financial Procedure Rules, the Director of Resources was required to report to be Executive on the overall budget position, including the monitoring and control of expenditure against budget allocations and the exercise of virement on a regular basis.

The Director of Resources added that the 2013/14 programme had been kept to a level that took account of the Council's ability to deliver schemes with regard to capacity and available resources. He further drew attention to the level of carry forwards that had been agreed, pointing out that work was ongoing to continue to monitor the profiling of budgets which would be adjusted to reflect progress in current capital schemes. It was likely that there would still be a requirement for some carry forwards at the year end due to further slippage and delays on projects.

The Director of Resources added that the Senior Management Team would 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 would be managed by a Corporate Programme Board chaired by the Chief Executive. In conclusion, he advised that a review of all capital expenditure incurred was ongoing to ensure that the expenditure had been correctly allocated between revenue and capital schemes. That work would facilitate the year end classification of assets.

The Executive had on 5 August 2013 (EX.90/13) considered the report and noted the budgetary position and performance aspects of the capital programme for the period April to June 2013, as set out in Report RD.28/13.

RESOLVED – That the Capital Budget Overview and Monitoring Report: April to June 2013 (RD.28/13) be noted.

ROSP.64/13 REVENUE BUDGET OVERVIEW AND MONITORING REPORT: ARIL TO JUNE 2013

The Director of Resources presented report RD.29/13 providing an overview of the Council's overall budgetary position for the period April to June 2013 for revenue schemes only.

He summarised the budgetary position as at June 2013 which showed an underspend totalling £219,435; and highlighted the key issues, including performance against the corporate Salary Turnover Savings target; an overspend in Economic Development; parking operations; and income from the City's investments. Members' attention was also drawn to the main variances in the Revenue Budgets of the various Directorates.

The Director of Resources added that the Council's financial position was affected by a number of external factors which would have a financial impact during the course of the year and ultimately at the year-end, including the general effect of the economic climate on the Council's income streams; fuel prices, energy costs and other inflationary issues; and the effects of the housing market and property prices, especially with regard to income from land charges, rents and building and development control. He added that the

Council's financial position would continue to be closely monitored and would be reported more fully in the next quarterly report. It was important to maintain a prudent approach so as to ensure a sustainable budget position for future years and to avoid any significant variance at the year end.

Members' attention was further drawn to a number of high risk budgets which had been identified as requiring detailed monitoring throughout the year; Section 106 commuted sums currently held by the Council; together with details of the Council's Direction of Travel and action taken by the Director of Resources in writing off bad debts.

The Executive had on 5 August 2013 (EX.91/13) considered the report and noted the budgetary and performance position of the Council to June 2013; and the action by the Director of Resources to write off bad debts as detailed in paragraph 9 of Report RD.29/13.

A Member asked how funding from Section 106 agreements was used. In response the Director of Resources explained that Section 106 money was ring fenced and could only be used for the subject of the agreement.

RESOLVED – That the Revenue Budget Overview and Monitoring Report: April to June 2013 (RD.29/13) be noted.

ROSP.65/13 QUARTER ONE PERFORMANCE REPORT 2013/14

The Policy and Performance Officer presented report PC.15/13 updating the Panel on the Council's service standards that helped measure performance and customer satisfaction. The report also included updates on key actions contained within the Carlisle Plan.

The Policy and Performance Officer reported that details of each service standard had been included in the report and illustrated the cumulative, year to date figure, month by month breakdown of performance and, where possible, an actual service standard baseline that had been established either locally or nationally.

He informed the Panel that a new service standard, Customer Satisfaction with Environmental Services, would be introduced from the autumn. The standard would be measured from customer feedback from the City Council website and through the Carlisle Focus magazine reader's survey.

RESOLVED – That the Quarter One Performance Report 2013/14 (PC.15/13) be noted)

ROSP.66/13 CORPORATE PROGRAMME BOARD

The Town Clerk and Chief Executive submitted report CE.09/13 giving an update of projects being undertaken and the actions being taken to progress projects with issues.

The Town Clerk and Chief Executive reported that a summary of the dossier of projects had been included in the report; the dossier contained a summary of current project status. The majority of Council projects were progressing to schedule and those that had issues were shown with a rating of amber for some issues and red for major issues.

He outlined the key activities in the last quarter which included the opening of the new Women's and Families Accommodation, the completion of phase 1 at the Old Town Hall,

the start of the consultation for the Local Plan, the completion of the Sense of Place work and launch of the Carlisle Story, the Executive approval for funding of the Arts Centre development at Warwick Street Fire Station and the completion of the Civic Centre Foyer Redesign.

The Town Clerk and Chief Executive explained that the only red status in the report was for the Cycle Way Ramp scheme which was subject to a Section 106 Agreement with Sainsbury's. The quotes for the scheme had exceeded the funding available and discussion was underway with Sainsbury's to determine options for the available money.

The Director of Resources informed the Panel that other Section 106 money could not be used for the scheme unless it was in the encompassing area.

A Member asked why the Financial Systems Upgrade was amber. The Director of Resources explained that the Directorate had been short of development resources, this had been resolved and it was hoped that the upgrade would be timetabled in. The upgrading of the security system had to be completed by March 2014 so it would take priority.

RESOLVED – That the Corporate Programme Board report (CE.09/13) be welcomed.

(The meeting ended at 11.27am)

Resources Overview and Scrutiny Panel

Agenda
Item:

A.2

Meeting Date: 10th October 2013
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework
Public / Private Public

Title: OVERVIEW REPORT AND WORK PROGRAMME
Report of: Overview and Scrutiny Officer
Report Number: OS 23/13

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 Notice of Key Executive Decisions should be included in the Panel's Work Programme for consideration.
- Note and/or amend the Panel's work programme

Tracking

Executive:	-
Overview and Scrutiny:	10th October 2013
Council:	-

1. Notice of Key Executive Decisions

The most recent Notice of Key Executive Decisions was published on 27th September 2013. The following issues fall into the remit of this Panel and full details are attached at **Appendix 1**:

KD.025/13 Land Transaction Report - Proposed Disposal and Development of Land at Westwood Road, Morton - The Executive will be asked to consider options for the proposed development of land at Westwood Road, Morton and approve the release and disposal of the land at their meeting on 28 October 2013.

KD.026/13 Asset Review Business Plan - Disposal Programme - The Executive will be asked to consider and recommend changes to the Disposal Programme for approval by Council. Report will be available for the Panel at their meeting on 28th November.

2. References from the Executive

Applicable references from the Executive meeting held on 30th September will follow.

3. Work Programme

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

Contact Officer: Nicola Edwards

Ext: 7122

Appendices

attached to report:

1. Notice of Key Decisions
2. Resources O&S Work Programme 2013/14

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

- None

CORPORATE IMPLICATIONS/RISKS: None

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.025/13
Decision Title:	Land Transaction Report - Proposed Disposal and Development of Land at Westwood Road, Morton
Decision to be taken:	The Executive will be asked to consider options for the proposed development of land at Westwood Road, Morton and approve the release and disposal of the land.
Date Decision to be considered:	
Date Decision to be taken:	28 October 2013
Is the Decision Public or Private?:	The decision will be taken in both public and private. The report is not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as the report contains exempt information relating to the financial or business affairs of any particular person (including the authority holding that information)
Documents submitted for consideration in relation to the Decision:	The report of the Director of Resources will be available five working days before the meeting
Contact Officer for this Decision:	Director of Resources, 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:	Resources Overview and Scrutiny Panel

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.

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.

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.026/13
Decision Title:	Asset Review Business Plan - Disposal Programme
Decision to be taken:	The Executive will be asked to consider and recommend changes to the Disposal Programme for approval by Council
Date Decision to be considered:	28 October 2013
Date Decision to be taken:	16 December 2013
Is the Decision Public or Private?:	The decision will be taken in both public and private. The report is not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as the report contains exempt information relating to the financial or business affairs of any particular person (including the authority holding that information)
Documents submitted for consideration in relation to the Decision:	The report of the Director of Resources will be available five working days before the meeting
Contact Officer for this Decision:	Director of Resources, 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:	Resources Overview and Scrutiny Panel

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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.

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.027/13
Decision Title:	Polling Station Review 2013/14
Decision to be taken:	The Executive will be asked to make recommendations to Council on polling arrangements within the City Council area.
Date Decision to be considered:	
Date Decision to be taken:	16 December 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 Director of Governance's report will be available five working days before the meeting
Contact Officer for this Decision:	Director of Governance, 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:	Resources Overview and Scrutiny Panel

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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 2013/14

Date last revised: 27 September 2013

Issue	Type of Scrutiny						Comments/Current Status	Meeting Dates								
	Performance Management	Notice of Key Decision /Referred from Executive	Policy Review or Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		6 Jun 13	18 Jul 13	29 Aug 13	10 Oct 13	28 Nov 13	6 Jan 14	20 Feb 14	3 Apr 14	
Current Meeting – 10 th October 2013																
Corporate Risk Register						✓	Bi-annual Monitoring				✓				✓	
Member Training Report 2012–13						✓	Annual training report				✓					
Localisation of Business Rates							To consider a report detailing the impact of the policy				✓					
Sickness Absence	✓						To consider reports relating to the authority’s sickness absence levels to invite OH		✓		✓			✓		
Transformation Board						✓	To receive six monthly updates (first on agenda)				✓				✓	
Task & Finish Groups																
Saving Paper Task Group			✓				To reconvene Task Group			✓						

RESOURCES OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2013/14

Date last revised: 27 September 2013

Issue	Type of Scrutiny						Comments/Current Status	Meeting Dates							
	Performance Management	Notice of Key Decision /Referred from Executive	Policy Review or Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		6 Jun 13	18 Jul 13	29 Aug 13	10 Oct 13	28 Nov 13	6 Jan 14	20 Feb 14	3 Apr 14
							to monitor recommendations and investigate further savings								
Future Meetings															
Organisational Development Plan	✓					✓	To consider review of Plan July – monitor performance in Nov & Feb		✓			✓		✓	
Budget					✓		Budget setting 2014/15– 2018/19					✓	✓		
Asset Management		✓				✓	Monitor disposal and investment programme Review of Plan currently being undertaken – date TBC by Executive					✓			
Employee Opinion Survey							To inform Members of feedback and action plan								?

RESOURCES OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2013/14

Date last revised: 27 September 2013

Issue	Type of Scrutiny						Comments/Current Status	Meeting Dates							
	Performance Management	Notice of Key Decision /Referred from Executive	Policy Review or Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		6 Jun 13	18 Jul 13	29 Aug 13	10 Oct 13	28 Nov 13	6 Jan 14	20 Feb 14	3 Apr 14
Performance Monitoring						✓	Quarterly monitoring of performance within remit of Panel	✓		✓		✓		✓	
Corporate Programme Board						✓	Quarterly monitoring of significant projects	✓		✓		✓		✓	
Budget Monitoring 13-14					✓	✓	Monitoring of budget			✓		✓		✓	
Significant Partnerships				✓			Bi-Annual scrutiny			✓				✓	
Scrutiny Annual Report							Draft report for comment before Chairs Group								✓
COMPLETED ITEMS															
Medium Term Financial Plan		✓			✓					✓					
Asset Management Plan		✓			✓		2013-18 Plan			✓					

RESOURCES OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2013/14

Date last revised: 27 September 2013

Issue	Type of Scrutiny						Comments/Current Status	Meeting Dates							
	Performance Management	Notice of Key Decision / Referred from Executive	Policy Review or Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		6 Jun 13	18 Jul 13	29 Aug 13	10 Oct 13	28 Nov 13	6 Jan 14	20 Feb 14	3 Apr 14
Carlisle Leisure Ltd				✓			Continued scrutiny of contract monitoring – Audit Report and update	✓							
Treasury Management Counterparties		✓					Scrutinise report recommending amendments to Treasury Management	✓							
2012/13 Provisional Outturn Reports					✓		Outturn reports and requests to Council	✓							

For Information	

Resources Overview and Scrutiny Panel

Agenda
Item:

A.3

Meeting Date: 10th October 2013
 Portfolio: Finance, Governance and Resources
 Key Decision: Not Applicable:
 Within Policy and Budget Framework
 Public / Private Public

Title: TRANSFORMATION BOARD
 Report of: Deputy Chief Executive
 Report Number: SD/07/13

Purpose / Summary:

The purpose of this report is to update members of the Resources Overview and Scrutiny Panel on the work of the Transformation Board.

Recommendations:

The Panel is asked to scrutinise and comment on the work of the Transformation Board as described in this report.

Tracking

Executive:	
Overview and Scrutiny:	
Council:	

1. BACKGROUND

1.1 The Transformation Board was formed in the latter part of 2011 in response to the developing range of transformational activities.

The purpose of the board is to develop, co-ordinate and manage transformation activity across the Council and ensure that service improvements and savings are delivered in line with the Carlisle Plan and Medium Term Financial Plan. The team is chaired by the Deputy Chief Executive and includes the Directors and other key support officers from across the authority.

2. PROPOSALS

2.1 Summary of Transformation activity for 2013/14 savings target

Delivery of the required savings of £1.38m for the financial year 2013/14 is now virtually complete.

The initial process was to deliver 10% savings across all Directorates by 1st April 2013. The Transformation Board has co-ordinated and monitored this programme including scheduling the support services required to aid delivery. Outstanding items total £48,500 and these will be added to a future year programme.

2.2 Transformation programme for 2014/15 savings target

Work with Portfolio Holders has identified transformation initiatives to deliver the required savings of £760k (as set out in the 2013/14 budget) during 2013.

The Transformation Board has been assisting in co-ordinating the following savings initiatives within each Directorate. Current progress to date is detailed.

Local Environment

Bring Sites – A review undertaken in spring 2013 identified potential savings by reducing the number of sites and bringing the service back in-house. A project plan has been agreed and the new, in-house service will commence in April 2014.

Bereavement Services – Electronic payments now introduced.

Play Areas – Mapping and site work complete. Report to Executive in October.

CCTV – On target to achieve savings.

Economic Development

Alternative ways of delivering the following services is being identified to deliver savings of £25k.

Tourism review

Business & Employment support and redevelopment

TIC reduction in stock

Parish Council & Village Hall grants 50% reduction

Post reviews

Community Engagement

A hostels review has been commissioned. The recommendations set out in the resulting report are being considered.

Resources

Closure of stores is now complete. Financial services restructuring consultation has just finished and £50k savings will be achieved during the year.

Total savings of £85k have been identified.

Governance

Lean system reviews have identified savings totalling £5k. Further savings of £20k will be found through a Governance review.

Chief Executive's Team

Review of non staffing budgets has identified £22k savings. £17k is available to take now and £5k by 1st April 2014.

Corporate savings

Savings identified include -

Reduced salary increase of 1.0% in 2013/14 (budgeted for 1.5%)

Reduced MTFP inflation allocation to reflect the reduction in non-staffing costs

Reduction in Special Responsibility Allowances budget (which is traditionally £10k under spent)

2.3 Long term transformation projects

The 2013/14 budget identified savings of £890k required to be delivered from 2013/14. The 2014/15 budget deliberations will set out the reason for further savings required from 2014/15 onwards due to further reductions in RSG, additional National Insurance, and pension costs etc.

2.4 Other transformation activities

Automating Services Project

Other transformation activities that have been closely monitored by the Transformation Board include the Automating Services project. The following is a summary of the project's progress to date.

Project aims to shift services from written, telephony and face-to-face contact towards electronic means. Phase 1 has focussed on Council Tax including e-billing. Phase 2 will focus on Environmental Health, smarter use of social media and taking self serve out to community venues.

The project is on target to deliver further efficiencies through self serve modules. Procurement of an authentication module will allow easier sign up for services such as e-billing to encourage customers to sign up. Yewdale Community Centre has been identified as a pilot for self serve. The Connect Housing Benefit module was launched at the beginning of August.

3. CONSULTATION

3.1 Consultation is dealt with within each separate action.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

4.1 The Panel is asked to scrutinise and comment on the work of the Transformation Board.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

5.1 Transformation of services contributes to a number of priorities in particular 'Together we will make Carlisle clean and tidy'.

Contact Officer: Sarah Mason

Ext: 7053

**Appendices
attached to report:**

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

- None

CORPORATE IMPLICATIONS/RISKS:

Any risks associated with transformation are identified and recorded according to the Council's Risk Management Policy.

Resources Overview and Scrutiny Panel

Agenda
Item:

A.4

Meeting Date: 10 October 2013
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework: No
Public / Private: Public

Title: 2013/14 Sickness Absence Report – April to August 2013
Report of: Chief Executive
Report Number: CE 10/13

Purpose / Summary:

This report sets out the authority's sickness absence levels for the period April 2013 to August 2013, 2012/13 benchmarking, Occupational Health usage statistics and other sickness absence related information.

Recommendations:

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

Tracking

Executive:	N/A
Overview and Scrutiny:	Resources 10 October 2013
Council:	N/A

1. BACKGROUND

The authority experienced an 18% reduction in absenteeism in 2012/13 (year end 9.06 working days lost) compared to the previous year. This was attributed to less stress related absences (the main cause of absence in 2011/12), revised attendance management policies and the introduction of a wider employee assistance programme. Human Resources (HR) Officers also worked closely with managers of teams with high absenteeism.

1.1 2012/13 BENCHMARKING

North West Employers have collated the region's local authority sickness absence statistics for 2012/13. The average (mean) number of days lost per Full Time Equivalent (FTE) employee, for all authority types, was 8.66 days. This figure includes all 18 district councils and 18 of 22 upper tier authorities. After three years of improving sickness absence figures this represents an end to the downward trend in the North West, but this is still the second lowest figure since their records began in 2001.

The average (mean) for north west district councils is 8.03 days lost per FTE (up from 7.78 days in 2011/12). This includes data from all 18 districts in Lancashire and Cumbria. Whilst Carlisle's sickness absence levels are still fourteenth out of eighteen north west authorities, we have improved from last place in 2011/12 and our year-on-year reduction goes against the upward trend of days lost in the other north west authorities.

Graph 2 in the appendices shows Carlisle's position in relation to the other north west district councils.

1.2 2013/14 PERFORMANCE

Appendix 1 shows the sickness absence levels split by directorate in the first five months of the year. Compared to the same period of last year, 2013/14 levels have so far reduced by approximately 22% to 2.9 days lost per FTE employee. Profiled over a year this equates to a forecast of 7.1 days per FTE.

Five out of six directorates have experienced a reduction in sickness absence whilst the percentage of sickness that is long term (more than 28 days) has also slightly reduced. The reasons for sickness absence are shown in Table 1 on the next page. As with 2012/13 'other musculo-skeletal problems' continues to be the biggest contributor.

Table 1: Reasons for Sickness Absence 2013/14

Reason for Sickness Absence	Days Lost (FTE)	Proportion of total
02 Other musculo-skeletal problems	445	30%
03 Stress, depression, mental health, fatigue syndromes	305	20%
08 Stomach, liver, kidney & digestion (incl. gastroenteritis)	204	14%
04 Infections (incl. colds and flu)	149	10%
10 Chest & respiratory (incl. chest infections)	113	8%
01 Back and neck problems	81	5%
09 Heart, blood pressure & circulation	42	3%
11 Ear, eye, nose & mouth / dental (incl. sinusitis)	26	2%
06 Genito-urinary / gynaecological	22	1%
05 Neurological (incl. headaches and migraine)	21	1%
12 Other / Not Specified	90	6%

1.3 RETURN TO WORK INTERVIEWS

For the rolling twelve months to end of August 2013, 95.2% of return to work interviews (RTW) were completed. This is similar to 95.5% in 2012/13. Please see Table 2 below for a breakdown by directorate. The majority of the remaining 4.8% can be attributed to employees leaving the organisation whilst absent or employees only briefly returning to work in between periods of sickness absences.

Table 2: Return to Work Interviews Conducted (rolling 12 months)

Directorate	% of RTWs conducted
Chief Executive's Office	100
Community Engagement	95
Economic Development	100
Governance	100
Local Environment	90
Resources	100
All Directorates	95.2

1.4 OCCUPATIONAL HEALTH AND EMPLOYEE ASSISTANCE PROGRAMME

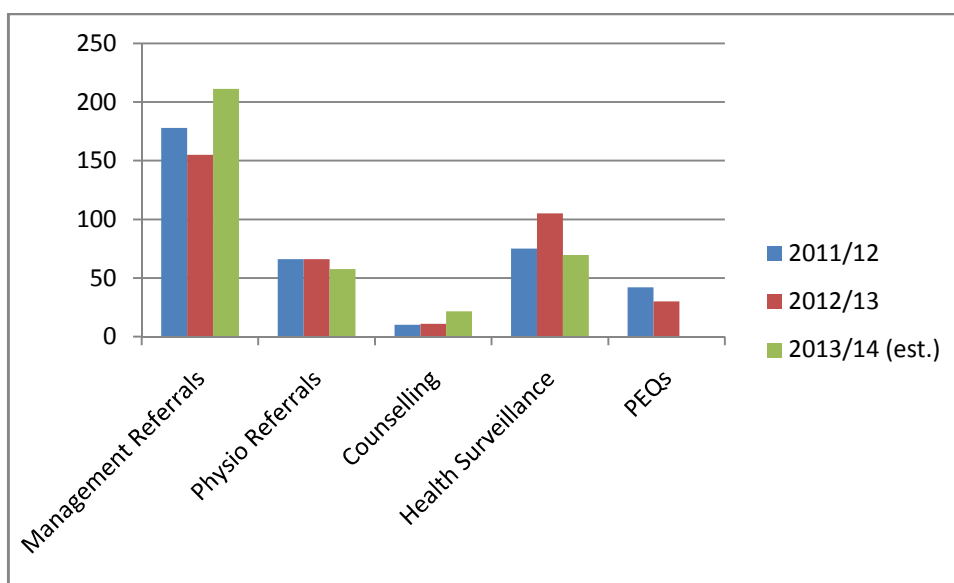
The graph below provides a summary of the usage figures for the authority's Occupational Health provider WellWork Ltd. The 2013/14 figures are estimates based on the first five months of the year.

PEQs stands for Pre Employment Questionnaires and are conducted as part of a new employee's initial health screening. They have been completed online since the end of last year and it is now difficult to quantify usage as if there are no health issues a fitness certificate is automatically generated through WellWork's online system.

Also worth noting is that an accurate total employee usage figure would not be provided if all categories were added together as some people may have used more than one service as part of the same issue e.g. following a PEQ an employee may have required continued health surveillance. The referrals are the number of initial referrals received and seen and not total number of visits as some may be seen more than once

Excluded from these figures are the number of people seen as part of the periodic health and wellbeing days.

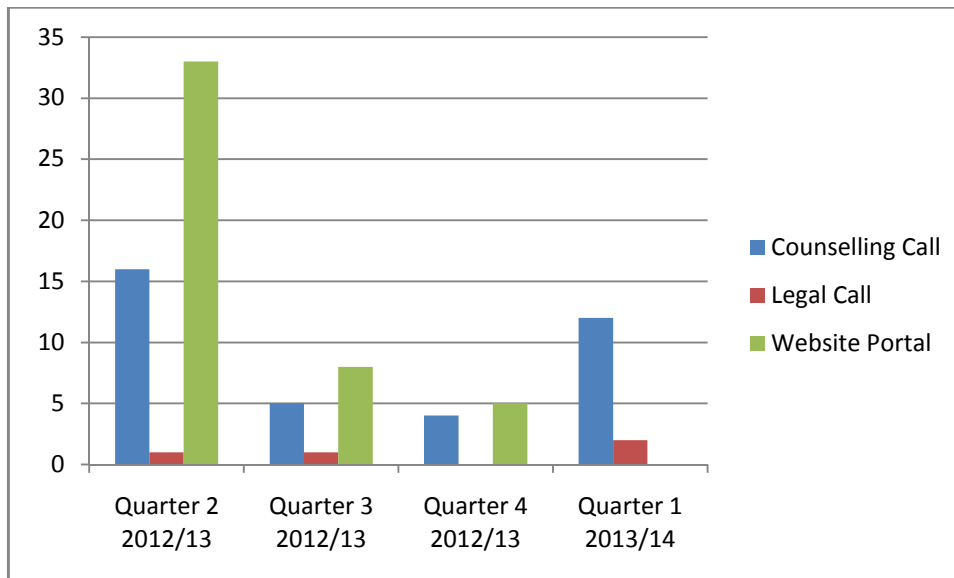
Graph 1: *Occupational Health Usage*



Since July 2012 the authority's Employee Assistance Programme (EAP) has been provided by Health Assured which is an independent external organisation who work to a robust professional code of strict confidentiality. It is intended to help employees deal with personal problems that might adversely impact their work performance, health and wellbeing. It is accessed via a telephone line with further information available on their website portal.

The service usage is shown in Graph 2 below and is split by category.

Graph 2: *EAP Usage*



2. PROPOSALS

The authority continues to monitor sickness absence levels.

3. CONSULTATION

The initial report was reviewed by the Senior Management Team on 6 August 2013.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

The Panel are asked to comment on the quarter one sickness information with a view to driving continuous improvement.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Monitoring sickness absence to help ensure the staff resources available to deliver the Carlisle Plan are maximised.

Contact Officer: **Jason Gooding**
 Gary Oliver

Ext: **7009**
 7430

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**

Appendix 1: Sickness Absence Levels 2013/14 (April to August 2013)

1. All Directorates						
PI Code	PI Name	2010/11	2011/12	2012/13	01/04/13-31/08/13	Forecast
CC912	Working days lost due to sickness absence per FTE	9.3	11.1	9.1	2.9	7.1
CC912_num	Number of working days lost due to sickness absence	5910 (FTE)	6200	5372	1552	3725
CC923	Proportion of sickness absence that is long term (over 28 days)	47%	58%	57%	51%	N/A
2. Community Engagement						
PI Code	PI Name	2010/11	2011/12	2012/13	01/04/13-31/08/13	Forecast
CE912	Working days lost due to sickness absence per FTE (average)	9.2	14	8.8	2.5	5.9
CE912_num	Number of working days lost due to sickness absence	2132 (FTE)	2700	1785	456	1094
CE923	Proportion of sickness absence that is long term (over 28 days)		67%	51%	36%	N/A
3. Economic Development						
PI Code	PI Name	2010/11	2011/12	2012/13	01/04/13-31/08/13	Forecast
ED912	Working days lost due to sickness absence per FTE (average)	5.7	4.7	4.3	1	2.4
ED912_num	Number of working days lost due to sickness absence	320 (FTE)	206	206	43	103
ED923	Proportion of sickness absence that is long term (over 28 days)		30%	42%	0%	N/A
4. Governance						
PI Code	PI Name	2010/11	2011/12	2012/13	01/04/13-31/08/13	Forecast
GV912	Working days lost due to sickness absence per FTE (average)	5.8	5.1	5.4	0.8	2
GV 912_num	Number of working days lost due to sickness absence	143 (FTE)	108	136	19	46
GV923	Proportion of sickness absence that is long term (over 28 days)		51%	57%	74%	N/A

5. Local Environment

PI Code	PI Name	2010/11	2011/12	2012/13	01/04/13-31/08/13	Forecast
LE912	Working days lost due to sickness absence per FTE (average)	10.2	11.8	9.7	4.6	11.1
LE912_num	Number of working days lost due to sickness absence	2262 (FTE)	2436	2042	767	1841
LE923	Proportion of sickness absence that is long term (over 28 days)		58%	59%	64%	N/A

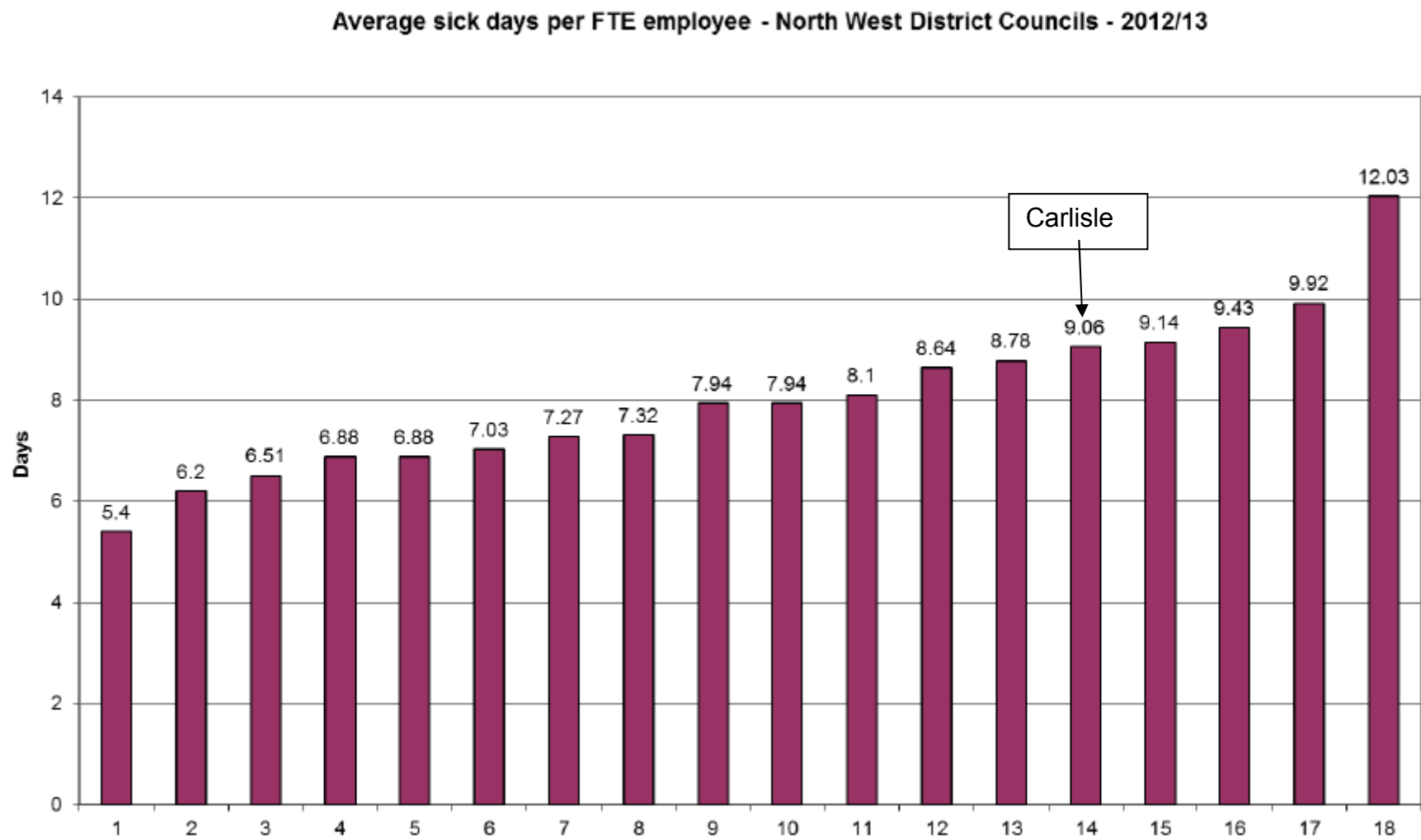
6. Resources

PI Code	PI Name	2010/11	2011/12	2012/13	01/04/13-31/08/13	Forecast
RS912	Working days lost due to sickness absence per FTE (average)	10.2	8.4	13	2.8	6.7
RS912_num	Number of working days lost due to sickness absence	840 (FTE)	636	1143	259	622
RS923	Proportion of sickness absence that is long term (over 28 days)		43%	67%	48%	N/A

7. Chief Executive's Team

PI Code	PI Name	2010/11	2011/12	2012/13	01/04/13-31/08/13	Forecast
CT912	Working days lost due to sickness absence per FTE (average)	10.7	6.7	3.3	0.4	1.1
CT912_num	Number of working days lost due to sickness absence	214 (FTE)	114	61	8	19
CT923	Proportion of sickness absence that is long term (over 28 days)		61%	0%	0%	N/A

Graph 3 (Source: North West Employers)



Resources Overview and Scrutiny Panel

Agenda
Item:

A.5

Meeting Date: 10th October 2013
Portfolio: Finance, Governance and Resources
Key Decision: Yes: Considered under general exception
Within Policy and Budget Framework NO
Public / Private Public

Title: LOCALISATION OF BUSINESS RATES (BUSINESS RATES POOLING)
Report of: DIRECTOR OF RESOURCES
Report Number: RD38/13

Purpose / Summary:

Members of the Panel, at their meeting of 29th August 2013, requested a report on the Localisation of Business Rates. The attached report covers the issues. However as the subject is very technical a presentation of the new localised business rate scheme, including the advantages of pooling, will be given at the meeting.

Recommendations:

Members are asked to note the workings of the revised localisation of business rates scheme.

Tracking

Executive:	2nd September 2013
Overview and Scrutiny:	10th October 2013
Council:	Not applicable

Report to Executive

Agenda
Item:

Meeting Date: 2 September 2013
Portfolio: Finance, Governance and Resources
Key Decision: Yes: Considered under general exception
Within Policy and Budget Framework NO
Public / Private Public

Title: BUSINESS RATES POOLING
Report of: DIRECTOR OF RESOURCES
Report Number: RD38/13

Purpose / Summary:

This report advises on the advantages for the Council pooling Business Rates with other Cumbrian authorities in taking advantage of the provisions of the Business Rates Retention Scheme 2013.

Recommendations:

It is recommended that the Executive:

- (i) Agree in principle to enter into pooling arrangements with other Cumbrian Authorities (as appropriate) under the Business Rates Retention Scheme for 2014/15 financial year.
- (ii) Note the arrangements being progressed to support the in principle decision as set out in paragraph 3.1.
- (iii) Note that a final recommendation on whether or not to progress business rate pooling arrangements will be submitted to the Executive as part of the 2014/15 budget deliberations.

Tracking

Executive:	2 September 2013
Overview and Scrutiny:	Not applicable
Council:	Not applicable

1. BACKGROUND

- 1.1 The introduction of the Business Rates Retention Scheme on 1 April 2013, has given Councils much greater control over the impact that Business Rates and Business Rates collection has on an area.
- 1.2 Previously, the Council collected all the Business Rates in its area and paid these over to the Government in their entirety. The Government then allocated the nationally collected Business Rates to each Council as part of the annual Formula Grant funding settlement.
- 1.3 From 1 April, Councils have been allocated a baseline level of funding as part of the formula grant that they can keep from the income they collect from Business Rates. Of the total income collected, 50% is returned to Central Government, 10% is allocated to the County Council and 40% to the District Council. The Government has then determined whether top-ups or tariffs will apply. For Carlisle, the 40% share relates to £15.856million in 2013/14, but a tariff is payable to Government of £12.942million, meaning that the baseline is set at £2.914million.
- 1.4 As a tariff authority, any growth that can be achieved in Business Rates income is shared on the same percentages as above, with a 50% levy payable to Central Government and 10% growth passed to the County Council. Safety Nets are also in place to ensure that no authority suffers significant financial losses should income drop.

2. POOLING OPTIONS WITHIN THE BUSINESS RATES RETENTION SCHEME

- 2.1 Pooling combines the top-ups and tariffs of the individual authorities in the pool as though the pool was a single authority. The County Council is a top-up authority and the Cumbrian Districts are tariff authorities. A single levy rate and safety net threshold is calculated for the pool overall. As a Cumbria pool would overall be a top-up authority it means the pool pays nothing in levy payments on rateable value growth compared to the total levy payments for individual member authorities. But it also increases the threshold for safety net payments.
- 2.2 **Why form a pool?**
Pooling can offer the following advantages:
 - It gives all members of the pool a stronger incentive to collaborate to maximise the income of the pool they are in.
 - Including Tariff and Top-up authorities in the same pool reduces or cancels out the levy rate. This protects business rate growth that would otherwise be subject

to levy payments and means the pool retains more in business rates than the aggregate of the individual authorities in it.

- It could smooth the impact of business rates volatility when losses are not sufficient to trigger the safety net.

2.3 Governance

Pooling is voluntary, but authorities wishing to form a pool have to apply to the Secretary of State for approval. There are no formal restrictions on membership but government expects pools to follow the natural economic geography and may refuse an application for pooling if there is no logical connection between its members. Many of the pools formed for 2013/14 comprise of a county and the districts within the county boundary. However, some pools include just some, or even just one, of the districts in the county area. There are also examples of districts pooling with neighbouring unitary authorities.

It is up to members of the pool to set up governance arrangements and agree how locally retained business rates would be distributed between members. These would need to include:

- agreement on the distribution of additional income from pooled arrangements;
- agreement on the distribution of the loss of safety net payment in the event that pooling caused a safety net payment to be foregone;
- whether to have any arrangement to smooth losses that would not be large enough to trigger a safety net payment;
- arrangements for continuation or dissolution of the pool. A pool can be dissolved with effect from the end of each year but cannot be dissolved with effect during the year.

2.4 Why may it be advantageous to form a pool for Cumbria?

Pooling is likely to be beneficial to Cumbria as locally retained share of business rates is predicted to be higher than the Business Rates Baseline¹. It might also apply if growth assumptions are low but at the start of the scheme the Retained Share of Business Rates is much higher than the Business Rates Baseline.

However, pooling increases the safety net threshold. This means the pool would have to manage much larger losses before it would be eligible for safety net payments. An authority that expects to be below the safety net threshold will be better off if it remains outside the pool. Due to the particular circumstances in Copeland, i.e. most of their rate income comes from one business, (Sellafield), and,

¹ The Business Rates Baseline is government's estimate of how much each authority would raise from its retained share of business rates in 2013/14. It is indexed by RPI in each subsequent year i.e. at the same rate as the business rates multiplier.

due to the impact of outstanding rating appeals the Council has, it is unlikely to benefit from pooling in the immediate future.

If retained shares of Business Rates are expected to be less than the Business Rates Baseline for all authorities, but are not expected to fall sufficiently to trigger payment from the Safety Net there is neither a gain nor a loss as a result of pooling.

2.5 Financial Analysis supporting Pooling in Cumbria (excluding Copeland)

Appendix 1 presents scenarios to illustrate potential implications of pooling for Cumbrian authorities i.e. current baseline, 2% growth (Carlisle only), 2% growth across Cumbria (except Copeland) and 2% negative growth. This is based on models developed by the Society of County Treasurers but using the adjusted NNDR 1 figures for Cumbrian authorities, for 2013/14. In all these scenarios Carlisle receives more NNDR income than not being in a pool. The model assumes that the amount gained by not paying the levy is shared 50% to the County Council and 50% to the Districts, which is then shared based on the local share of rates collected. These percentages would have to be agreed as part of the Governance arrangements when forming a pool.

The inclusion of Copeland in the pool results in an overall loss of £0.470m compared to not pooling. (Carlisle's share of the loss being approximately £30,000) This is £1.975m less than a pool with the other five districts because of safety net payments foregone. However, Copeland currently has a very high backdated allowance for losses on appeal so the result will be different in future years if future appeals are less. The gain from including any other combination of districts in the pool is the sum of the levy payments of the participating districts.

3. WAY FORWARD

- 3.1 Carlisle has to make an initial decision to join a "pool" with the County and other Cumbrian districts by 24 October 2013, with a final decision made in January 2014.
- 3.2 Whilst the analysis set out in Appendix 1 suggests Carlisle would benefit from pooling arrangements, several decisions have to be made Cumbria wide to progress the initiative. Cumbrian Chief Finance Officers will produce proposals for discussion by Cumbrian Chief Executives on issues such as:
 - Pool Membership: Discussions are planned with DCLG to ascertain whether any special arrangements can be agreed to enable Copeland to join the pool;
 - How to distribute the shares of additional NNDR income retained in the pool (or sharing out any losses);

- Governance arrangements for operating the pool including identifying a lead authority;
- Other issues including obtaining expert advice on any proposed pooling arrangements considered.

3.2 A final recommendation on joining a pool will be made by the Executive as part of the 2014/15 budget deliberations.

4. CONSULTATION

4.1 Consultation between Cumbrian authorities and the DCLG will take place as set out in paragraph 3.1 of the report.

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

5.1 It is recommended that the Executive:

- (i) Agree in principle to enter into pooling arrangements with other Cumbrian Authorities (as appropriate) under the Business Rates Retention Scheme for 2014/15 financial year.
- (ii) Note the arrangements being progressed to support the in principle decision as set out in paragraph 3.1.
- (iv) Note that a final recommendation on whether or not to progress business rate pooling arrangements will be submitted to the Executive as part of the 2014/15 budget deliberations.

Contact Officer: Peter Mason

Ext: 7270

Appendices **Appendix 1 – Pooling Scenarios**
attached to report:

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

- None

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's – not applicable

Community Engagement – not applicable

Economic Development – not applicable

Governance – The ability to pool arrangements with the other Cumbrian authorities is available by virtue of paragraph 34 of Schedule 7B to the Local Government Finance Act 1988 (inserted by Schedule 1 to the Local Government Finance Act 2012).

For a pool to come into effect, from the start of the next financial year, the Secretary of State for Communities and Local Government must make a pooling designation. This designation has to be before the publication of the draft Local Government Finance Report for that year in which local authorities are notified of the basis on which the Department intends to calculate tariffs and top-ups. This is expected to be published as usual in the Autumn.

While local authorities in a pool will be treated as a single body, for the purposes of calculating tariffs, top-ups or levy and safety net payments, individual authorities in a pool will be notified of their individual position in the draft Local Government Finance Reports. This will enable local authorities to confirm if pooling is still of benefit to them.

Local authorities can withdraw from a designated pool before the pool comes into effect, if after seeing the draft Local Government Finance Report they no longer believe that pooling provides the opportunities they had previously thought. To exercise this option a local authority must write to the Department within 28 days of the publication of the draft Report and before the final Report is laid before the House of Commons. The Secretary of State will then revoke the designation.

Local authorities should be aware that once a designation has been made it cannot be amended so if a local authority chooses to exercise the option to withdraw from the pooling arrangement it will mean that the pool cannot continue. In those circumstances the local authorities who had been designated as members of that pool would revert to individual positions.

It is a requirement that any pooling arrangement has a properly document Governance Agreement in place between the parties. Pools will continue from year to year until a designation is revoked.

In designating a pool for 2014-15, the Department will attach conditions to the designation in accordance with paragraph 35(1) of Schedule 7B to the Local Government Finance Act 1988, appointing a lead authority and requiring the authority to take the steps set out in its application in the event that the pool is dissolved. It also reserves the right to attach such other conditions as it sees fit, in accordance with paragraph 35(2) of Schedule 7B. If the Department attaches conditions these are likely to be around the publication of information by the lead authority in the interests of transparency. The Department also reserves the right to modify or remove conditions at any point in the future, as becomes necessary.

The Government is clear that pooling should be voluntary, and this means that members of a pool should be able to leave a pool should they decide is no longer in their interests. Where an authority that is a member of the pool requests that it is dissolved, the Secretary of State must revoke but will first inform the members of the pool and other persons affected. A request to dissolve a pool can be made anytime during the year, however the effect will be felt in the following financial year. This is because it is too disruptive to dissolve part way through the year, so once a pool has been designated and the Local Government Finance Report laid, it is therefore indissoluble for the entire period of the financial year.

If a pool is dissolved, members of a pool will return to their individual tariff, top-up and levy amounts. Pools will need to ensure that they have arrangements in place in the event of dissolution, so that there is an agreed way of apportioning levy payments and safety net payments (which will not be known until the end of the financial year).

Local Environment – not applicable

Resources – contained within the main body of the report

Growth	Baseline (2013/14)	Business Rates	Spending	Tariff/Top-up	Individual Levy Rates	Local Share of	Rates	Safety Net	Safety Net	Anticipated	Retained	Allocated	Levy?	Retained	50% of levy	50% allocated on	Allocated	Retained
		Baseline per 13/14	Baseline per 13/14			2013/14 Collected	Allocation +/-	Threshold	Payment?	growth over	Growth No	Growth - No	(Payable to	Income	retained by	allocated on	Growth -	Income by
		headline amounts	headline amounts	£m	%	Rates - Shared	Top-up/Tariff	£m	£m	Baseline	Pool	Pooling	Central Govt)	without	districts	Baseline Headline	Pooling	Pooling
		£m	£m			between tiers per								£m	£m	£m		£m
						NNDR1									50%	50%		
0%	Cumbria	18.392	77.617	59.225	0.0%	18.609	77.835	71.796	0.000			0.150	0.000	0.150		0.649	0.150	0.800
0%	Allerdale	9.829	3.193	(6.636)	50.0%	10.428	3.792	2.954	0.000	0.599	0.299	0.269	0.299	0.269	0.150	0.027	0.269	0.446
0%	Barrow-in-Furness	8.779	2.734	(6.045)	50.0%	9.453	3.408	2.529	0.000	0.674	0.337	0.304	0.337	0.304	0.169	0.023	0.304	0.495
0%	Carlisle	15.856	2.914	(12.942)	50.0%	15.993	3.051	2.695	0.000	0.137	0.069	0.062	0.069	0.062	0.034	0.024	0.062	0.120
0%	Copeland																	
0%	Eden	7.673	1.499	(6.174)	50.0%	8.352	2.178	1.386	0.000	0.679	0.340	0.306	0.340	0.306	0.170	0.013	0.306	0.488
0%	South Lakeland	15.540	1.965	(13.575)	50.0%	16.460	2.885	1.817	0.000	0.920	0.460	0.414	0.460	0.414	0.230	0.016	0.414	0.660
		76.069	89.922	13.853	0.0%	79.295	93.149	83.178	0.000	3.009	1.505	1.505	1.505	1.505	0.752	0.752	1.505	3.009

Growth	Carlisle Only	Business Rates	Spending	Tariff/Top-up	Individual Levy Rates	Local Share of	Rates	Safety Net	Safety Net	Anticipated	Retained	Allocated	Levy?	Retained	50% of levy	50% allocated on	Allocated	Retained
		Baseline per 13/14	Baseline per 13/14			2013/14 Collected	Allocation +/-	Threshold	Payment?	growth over	Growth No	Growth - No	(Payable to	Income	retained by	allocated on	Growth -	Income by
		headline amounts	headline amounts	£m	%	Rates - Shared	Top-up/Tariff	£m	£m	Baseline	Pool	Pooling	Central Govt)	without	districts	Baseline Headline	Pooling	Pooling
		£m	£m			between tiers per								£m	£m	£m		£m
						NNDR1									50%	50%		
0%	Cumbria	18.392	77.617	59.225	0.0%	18.609	77.835	71.796	0.000			0.166	0.000	0.166		0.718	0.166	0.885
0%	Allerdale	9.829	3.193	(6.636)	50.0%	10.428	3.792	2.954	0.000	0.599	0.299	0.269	0.299	0.269	0.150	0.030	0.269	0.449
0%	Barrow-in-Furness	8.779	2.734	(6.045)	50.0%	9.453	3.408	2.529	0.000	0.674	0.337	0.304	0.337	0.304	0.169	0.025	0.304	0.497
2%	Carlisle	15.856	2.914	(12.942)	50.0%	16.313	3.371	2.695	0.000	0.457	0.229	0.206	0.229	0.206	0.114	0.027	0.206	0.347
0%	Copeland																	
0%	Eden	7.673	1.499	(6.174)	50.0%	8.352	2.178	1.386	0.000	0.679	0.340	0.306	0.340	0.306	0.170	0.014	0.306	0.489
0%	South Lakeland	15.540	1.965	(13.575)	50.0%	16.460	2.885	1.817	0.000	0.920	0.460	0.414	0.460	0.414	0.230	0.018	0.414	0.662
		76.069	89.922	13.853	0.0%	79.615	93.468	83.178	0.000	3.329	1.665	1.665	1.665	1.665	0.832	0.832	1.665	3.329

Growth	All	Business Rates	Spending	Tariff/Top-up	Individual Levy Rates	Local Share of	Rates	Safety Net	Safety Net	Anticipated	Retained	Allocated	Levy?	Retained	50% of levy	50% allocated on	Allocated	Retained
		Baseline per 13/14	Baseline per 13/14			2013/14 Collected	Allocation +/-	Threshold	Payment?	growth over	Growth No	Growth - No	(Payable to	Income	retained by	allocated on	Growth -	Income by
		headline amounts	headline amounts	£m	%	Rates - Shared	Top-up/Tariff	£m	£m	Baseline	Pool	Pooling	Central Govt)	without	districts	Baseline Headline	Pooling	Pooling
		£m	£m			between tiers per								£m	£m	£m		£m
						NNDR1									50%	50%		
2%	Cumbria	18.392	77.617	59.225	0.0%	18.981	78.207	71.796	0.000			0.211	0.000	0.211		0.911	0.211	1.122
2%	Allerdale	9.829	3.193	(6.636)	50.0%	10.637	4.001	2.954	0.000	0.807	0.404	0.363	0.404	0.363	0.202	0.037	0.363	0.602
2%	Barrow-in-Furness	8.779	2.734	(6.045)	50.0%	9.642	3.597	2.529	0.000	0.864	0.432	0.389	0.432	0.389	0.216	0.032	0.389	0.637
2%	Carlisle	15.856	2.914	(12.942)	50.0%	16.313	3.371	2.695	0.000	0.457	0.229	0.206	0.229	0.206	0.114	0.034	0.206	0.354
2%	Copeland																	
2%	Eden	7.673	1.499	(6.174)	50.0%	8.519	2.345	1.386	0.000	0.846	0.423	0.381	0.423	0.381	0.212	0.018	0.381	0.610
2%	South Lakeland	15.540	1.965	(13.575)	50.0%	16.789	3.214	1.817	0.000	1.249	0.624	0.562	0.624	0.562	0.312	0.023	0.562	0.897
		76.069	89.922	13.853	0.0%	80.881	94.734	83.178	0.000	4.223	2.112	2.112	2.112	2.112	1.056	1.056	2.112	4.223

Growth	Negative Growth (All)	Business Rates	Spending	Tariff/Top-up	Individual Levy Rates	Local Share of	Rates	Safety Net	Safety Net	Anticipated	Retained	Allocated	Levy?	Retained	50% of levy	50% allocated on	Allocated	Retained
		Baseline per 13/14	Baseline per 13/14			2013/14 Collected	Allocation +/-	Threshold	Payment?	growth over	Growth No	Growth - No	(Payable to	Income	retained by	allocated on	Growth -	Income by
		headline amounts	headline amounts	£m	%	Rates - Shared	Top-up/Tariff	£m	£m	Baseline	Pool	Pooling	Central Govt)	without	districts	Baseline Headline	Pooling	Pooling
		£m	£m			between tiers per								£m	£m	£m		£m
						NNDR1									50%	50%		
-2%	Cumbria	18.392	77.617	59.225	0.0%	18.237	77.462	71.796	0.000			0.081	0.000	0.081		0.427	0.081	0.508
-2%	Allerdale	9.829	3.193	(6.636)	50.0%	10.219	3.583	2.954	0.000	0.390	0.195	0.175	0.195	0.175	0.097	0.018	0.175	0.291
-2%	Barrow-in-Furness	8.779	2.734	(6.045)	50.0%	9.264	3.219	2.529	0.000	0.485	0.243	0.218	0.243	0.218	0.121	0.015	0.218	0.355
-2%	Carlisle	15.856	2.914	(12.942)	50.0%	15.673	2.731	2.695	0.000	(0.183)	(0.183)	(0.164)	0.000	(0.164)	0.000	0.016	(0.164)	(0.148)
-2%	Copeland																	
-2%	Eden	7.673	1.499	(6.174)	50.0%	8.185	2.011	1.386	0.000	0.512	0.256	0.231	0.256	0.231	0.128	0.008	0.231	0.367
-2%	South Lakeland	15.540	1.965	(13.575)	50.0%	16.131	2.555	1.817	0.000	0.591	0.295	0.266	0.295	0.266	0.148	0.011	0.266	0.424
		76.069	89.922	13.853	0.0%	77.709	91.563	83.178	0.000	1.796	0.807	0.807	0.989	0.807	0.495	0.495	0.807	1.796

Resources Overview and Scrutiny Panel

Agenda
Item:

A.6

Meeting Date: 10th October 2013
Portfolio: Finance, Governance and Resources
Key Decision: Not Applicable:
Within Policy and Budget Framework
Public / Private Public

Title: CORPORATE RISK MANAGEMENT
Report of: Deputy Chief Executive
Report Number: SD/06/13

Purpose / Summary:

The purpose of this report is to update members of the Resources Overview and Scrutiny Panel on the Corporate Risk Register.

Recommendations:

1. To scrutinise and provide feedback on the updated Corporate Risk Register.
2. That for reasons set out in 2.2 of report, it is suggested that ROSP scrutinise corporate risk management issues on a 6 monthly rather than quarterly basis.

Tracking

Executive:	
Overview and Scrutiny:	
Council:	

1. BACKGROUND

- 1.1** In accordance with the Council's Risk Management Policy, the Corporate Risk Register (CRR) is submitted to this Panel for scrutiny.

2. PROPOSALS

2.1 Changes to Corporate Risk Register

The Corporate Risk Register has recently been reviewed and updated following

- Senior Management Team 20th August 2013
- Corporate Risk Management Group 2nd September 2013
- Directorate Management Team (DMT) meetings August 2013

Two new corporate risks have been added -

Asset Business Plan – Asset Disposal Strategy NEW RISK

There is a risk of substantial impact to the Council's revenue position / MTFP and reinvestment plans if there is a significant delay in the disposal of Council assets. The impact will be quantified as part of the 2014/15 budget deliberations. The disposal programme is constantly monitored and advice sought from the Council's agent as applicable, so that appropriate action will be taken at the earliest opportunity.

Asset Business Plan – Asset Acquisition Strategy NEW RISK

There is a risk that significant delays in acquiring new revenue producing assets will have a substantial impact on the Council's revenue position during the current MTFP / budget process.

This risk is linked to the control of the above risk. The Capital Investment Strategy within the Asset Management Business Case will be reviewed and agreement sought from Executive / Council. This will cover the key criteria and potential projects for investment, including the repayment of loans etc. Implementation of the Investment Strategy, including Invest to Save, will be linked to other procurement activities eg. the redevelopment of the Sands Centre.

The following corporate risks will remain on the current Corporate Risk Register. Further details of the risks and control strategies are set out in Appendix A.

Delivering service objectives
Council's Income Targets
Addressing Carlisle's current and future housing needs
Housing needs of vulnerable groups
Workforce planning
Improving Industrial Estate Performance

2 risks will be removed from the Corporate Risk Register for the reasons stated below.

Welfare Reform

Informal briefings from DWP suggest that the transfer from Housing Benefit to Universal Credit for the majority of our claimants is unlikely before 2016/17. Therefore this risk will remain on Revenues and Benefits operational risk register for action and monitoring as appropriate.

Promoting Carlisle

The Sense of Place was launched on 11th July. Old Town Hall phase 2, Public realm and Foyer projects will use Sense of Place implementation (Carlisle story) to promote Carlisle. With development of the Sense of Place implementation plan this risk will now be removed from the Corporate Risk Register and be actioned / monitored at service level.

2.2 Corporate Risk Management reporting cycle

The Corporate Risk Register is quite stable with any changes now incremental and risk management is well understood by all parties. In these circumstances, the Corporate Risk Management Group suggest that the reporting cycle to ROSP moves from quarterly to 6 monthly.

3. CONSULTATION

3.1 Corporate Risk Management Group 2nd September 2013

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

4.1 The Panel is asked to scrutinise and comment on the Corporate Risk Register as set out in Appendix A and the new suggested reporting cycle as in 2.2.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

5.1 This is the risk assessment for the Carlisle Plan. It will be reviewed quarterly.

Contact Officer: Sarah Mason

Ext: 7053

**Appendices SD 06/13 Appendix A
attached to report:**

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

- None

CORPORATE IMPLICATIONS/RISKS:

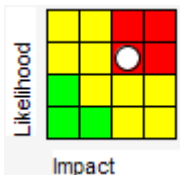
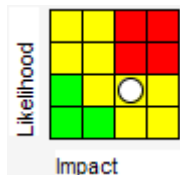
Chief Executive's - This is the purpose of the report

Corporate Risk Register 02 September 2013

Note: Amendments in the last quarter are marked in italics. The inclusion of the previous and current risk matrices shows the effect that the control strategies have had on risk ratings since the last quarterly update. A target risk matrix shows the risk level that the Council is aiming to achieve from the successful implementation of the control strategies and the date for when this will be achieved.

NEW RISK Asset Business Plan – Asset Disposal Strategy

'There is a risk that significant delays in the disposal of Council assets will have substantial impact on the capital reinvestment plans and revenue position of the Council'

Present Matrix	Assessment Date	Present Risk Score	Current Action Status / Control Strategy	Target Risk Matrix
	02-Sep-2013	9	1. Regularly monitor the disposal negotiations in line with the Asset business case. 2. Seek advice from our agent and be ready to take appropriate action to remarket the asset should this need arise. 3. Take full consideration of the capital and revenue impact of any significant delay in disposal and discuss the implications with Executive (Sept 2013).	

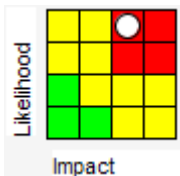
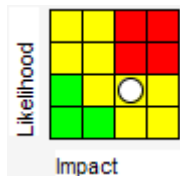
Current Impact Description	High
Current Likelihood Description	Reasonably probable
Risk Score	9

Target Risk Date	01-Dec-2013
Target Risk Score	6

Managed By	Jason Gooding
Portfolio Holder	Councillor Tickner

NEW RISK Asset Business Plan – Asset Acquisition Strategy

'There is a risk that significant delays in acquiring new revenue producing assets will have a substantial impact on the Council's revenue position during the current MTFP / budget process'

Present Matrix	Assessment Date	Present Risk Score	Current Action Status / Control Strategy	Target Risk Matrix
	02-Sep-2013	12	1. Complete control strategy for above corporate risk (Asset Disposal Plan). 2. Review and seek agreement from Executive / Council to a Capital Investment Strategy covering the key criteria and potential projects for investment (including the repayment of loans etc). 3. Review Investment Strategy including Invest to Save, linked where appropriate to other procurement activities eg. the redevelopment of the Sands Centre.	

Current Impact Description	High
Current Likelihood Description	Probable
Risk Score	12

Target Risk Date	01-Dec-2013
Target Risk Score	6

Managed By	Senior Management Team
Portfolio Holder	Councillor Bradley; Councillor Tickner

Delivering service objectives

'There is a risk that we don't have the optimum balance of resources targetted to deliver the activities and projects delivering the Carlisle Plan'

Present and Previous Matrices	Assessment Dates	Present and Previous Risk Scores	Current Action Status / Control Strategy	Target Risk Matrix
	02-Sep-2013	9	<p><i>Grant Thornton, the Council's external auditors has recently reviewed the Council's arrangements for securing financial resilience (risk) and is very satisfied with the arrangements in place. However, it does suggest that the Council's usable reserves are the lowest in it's bench marking group.</i></p>	
	06-Mar-2013	9	<p>1. Get resources placed appropriately for the objectives of the Council.</p> <p>2. Develop clear service standards in order to monitor key priority areas, including the Carlisle Plan eg. Clean Up Carlisle and thus balance allocation of resources.</p> <p>3. <i>The Corporate Programme Board is now operational and managing the support resources required to deliver key Council objectives.</i></p> <p>4. Preparation for 2014/15 budget / MTFP will take account of budget pressures due to reduction in RSG, additional National Insurance, increased pension costs etc.</p>	

Current Impact Description	High
Current Likelihood Description	Reasonably probable
Risk Score	9

Target Risk Date	01-Apr-2014
Target Risk Score	6

Managed By	Jason Gooding
Portfolio Holder	Councillor Glover

Council's Income Targets

'There is a risk that the Council's income from chargeable services eg car parking does not meet MTFP targets and that the Council does not take advantage of other commercial opportunities'

Present and Previous Matrices	Assessment Dates	Present and Previous Risk Scores	Current Action Status / Control Strategy	Target Risk Matrix
	02-Sep-2013	9	1. Improved marketing of chargeable services. 2. Improved performance information to enable intervention measures to be taken quicker. 3. Review of commercial opportunities to identify a range of opportunities to pursue during 2013/14/	
	06-Mar-2013	9		

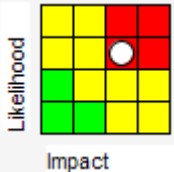
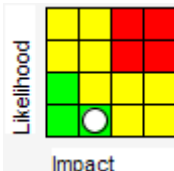
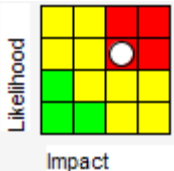
Current Impact Description	High
Current Likelihood Description	Reasonably probable
Risk Score	9

Target Risk Date	01-Apr-2014
Target Risk Score	4

Managed By	Senior Management Team
Portfolio Holder	Councillor Tickner

Addressing Carlisle's current and future housing needs

'There is a risk that the delivery of social housing projects is slow and could impede availability of decent and healthy accommodation'

Present and Previous Matrices	Assessment Dates	Present and Previous Risk Scores	Current Action Status / Control Strategy	Target Risk Matrix
	02-Sep-2013	9	1. <i>Maintain and review good</i> partnership working with registered providers of social housing (RPs) / developers. 2. <i>Ensure good communication with developers and RPs around land development availability issues.</i> 3. <i>Review progress against Housing Needs Assessment.</i> 4. Work collaboratively with external partners and others LAs to implement a 'fit for purpose' Landlord accreditation scheme. 5. Review and strengthen private sector engagement to ensure delivery of safe, warm affordable housing.	
	16-Jul-2013	9		

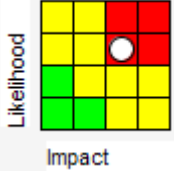
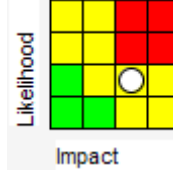
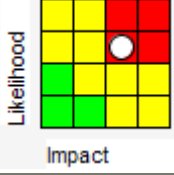
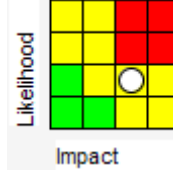
Current Impact Description	High
Current Likelihood Description	Reasonably probable
Risk Score	9

Target Risk Date	01-Apr-2014
Target Risk Score	2

Managed By	Keith Gerrard
Portfolio Holder	Councillor Riddle

Housing needs of vulnerable groups

'There is a risk that we are not able to reduce repeat use of access to our homeless facilities'

Present and Previous Matrices	Assessment Dates	Present and Previous Risk Scores	Current Action Status / Control Strategy	Target Risk Matrix
	02-Sep-2013	9	1. Strengthen procedures that support vulnerable people at the correct times of crisis. 2. <i>Maintain</i> strong partnership working with Supported Housing Providers, Probation, Criminal Justice system, health professionals and pathways to training and employment.	
	16-Jul-2013	9	3. Undertake a detailed and comprehensive Hostel review and implement recommendations.	

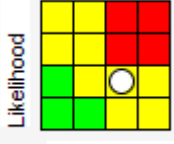
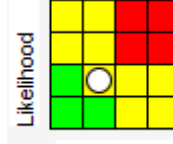
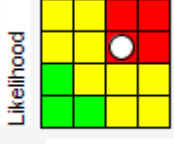
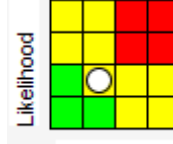
Current Impact Description	High
Current Likelihood Description	Reasonably probable
Risk Score	9

Target Risk Date	01-Dec-2014
Target Risk Score	6

Managed By	Keith Gerrard
Portfolio Holder	Councillor Riddle

Workforce planning

'There is a risk of not having sufficient management competency to deliver our organisational objectives'

Present and Previous Matrices	Assessment Dates	Present and Previous Risk Scores	Current Action Status / Control Strategy	Target Risk Matrix
	02-Sep-2013	6	1. Transformation reviews across the Council (2011/12/13) have focussed on the deployment of staff and the balance between management, back office and frontline staff. It is felt that this balance currently suits the needs of the Council.	
	06-Mar-2013	9	2. A new Organisational Development Plan has now been completed. This attends to the issues of management competency and 'new' skills including commissioning, commercial marketing skills and drafting tenders / monitoring contracts. The implementation of this plan has begun and will be monitored via SMT.	

Current Impact Description	High
Current Likelihood Description	Remote
Risk Score	6

Target Risk Date	01-Apr-2014
Target Risk Score	4

Managed By	Jason Gooding
Portfolio Holder	Councillor Tickner

Improving Industrial Estate Performance

'There is a risk that Carlisle does not provide suitable industrial estate accommodation to grow our business base'

Present and Previous Matrices	Assessment Dates	Present and Previous Risk Scores	Current Action Status / Control Strategy	Target Risk Matrix
	02-Sep-2013	6	1. Local Plan. 2. Kingstown Industrial Estate / Parkhouse / Morton development plans. 3. <i>The redevelopment of Durranhill Industrial Estate working alongside the Homes and Communities Agency and current occupiers.</i> 4. Liaison with other industrial estate owners to improve the quality of our offer.	
	06-Mar-2013	9		

Current Impact Description	High
Current Likelihood Description	Remote
Risk Score	6

Target Risk Date	01-Apr-2014
Target Risk Score	2

Managed By	Jane Meek
Portfolio Holder	Councillor Bradley

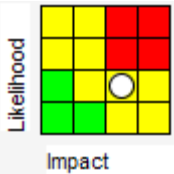
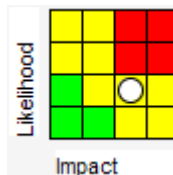
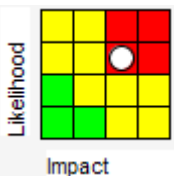
The following risks will be removed from Corporate Risk Register and will remain on the appropriate service level operational risk register for further action and monitoring.

DELETE FROM CORPORATE RISK REGISTER

Welfare Reform

Risks:

1. Downsizing the Council's Benefits services
2. Customer Contact Centre resources to manage the short term changes affecting vulnerable groups
3. Loss of government grant and impact on treasury management

Present and Previous Matrices	Assessment Dates	Present and Previous Risk Scores	Current Action Status / Control Strategy	Target Risk Matrix
	02-Sep-2013	6	<p>1. The Welfare Reform Board <i>is now operational and is ensuring that the 'local' move towards Universal Credit is being effective.</i></p> <p>2. An effective communication strategy with vulnerable groups <i>has been developed and is being implemented.</i></p> <p>3. Review and amend Customer Contact staff structures and designations alongside monitoring service demand and footfall. <i>This has happened but will continue to be monitored.</i></p>	
	21-Aug-2013	9	<p>4. Monitor DWP change / implementation timetable.</p> <p>5. Once a detailed timetable is known of the transfer of Housing Benefit to Universal Credit is known, modelling of the impact on Treasury Management will be undertaken.</p>	

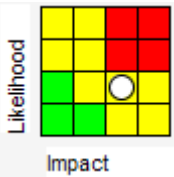
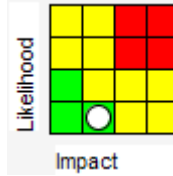
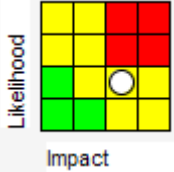
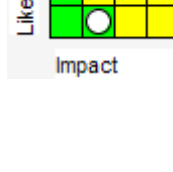
Current Impact Description	High
Current Likelihood Description	Remote
Risk Score	6

Target Risk Date	01-Apr-2014
Target Risk Score	6

Managed By	Keith Gerrard; Peter Mason
Portfolio Holder	Councillor Riddle

DELETE FROM CORPORATE RISK REGISTER**Promoting Carlisle**

There is a risk that the Promoting Carlisle projects to deliver the key priority (Discover Carlisle, Carlisle Prospectus and Sense of Place) do not define Carlisle and achieve more investment in the City

Present and Previous Matrices	Assessment Dates	Present and Previous Risk Scores	Current Action Status / Control Strategy	Target Risk Matrix
	02-Sep-2013	6	Sense of Place Implementation Plan	
	06-Mar-2013	6		

Current Impact Description	High
Current Likelihood Description	Remote
Risk Score	6

Target Risk Date	01-Apr-2014
Target Risk Score	2

Managed By	Jane Meek
Portfolio Holder	Councillor Glover

Resources Overview and Scrutiny Panel

Agenda
Item:

A.7

Meeting Date: 10th October 2013
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework NO
Public / Private Public

Title: MEMBER TRAINING REPORT 2012-13
Report of: Organisational Development Manager
Report Number: CE 08/13

Purpose / 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 2012 - 2013.

Recommendations:

To note the report.

Tracking

Executive:	
Overview and Scrutiny:	10th October 2013
Council:	

1. Introduction

1.1 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

1.2 The overall purpose of this report is to describe Member learning and development activity in 2012 - 2013, 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.

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

2. Format

2.1 This report takes the form of a corporate report on Member learning and development, followed by specific reports on the 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 Group Leader about the activities of the Liberal Democrat devolved budget
- Annex F: Report by the Independent Group Leader about the activities of the Independent devolved budget

3. Corporate Report

3.1 Member Learning and Development Working Group (MLDWG)

The MLDWG is made up of the Portfolio Holder as Chair and Member Training Champions. Following a recommendation by one of the group members in 2012/13 to increase the number of Members involved, the membership of the group was increased. The Labour and Conservative Groups nominated three Members each. The Liberal Democrat and Independent Groups nominated two Members, one from each Group. However, if only one could attend the meeting, they would represent both Groups. The MLDWG continued to meet in accordance with the Framework, approximately once a quarter. All decisions/recommendations made by this group are agreed unanimously.

3.2 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.

3.3 Member/Leader Reviews

The new Member/Leader Review scheme to assist in identifying the training needs of Members was introduced and proved to be successful with 40 Members taking part. A report on the training needs identified was produced by Organisational Development and taken to the MLDWG for discussion and implementation. The success of the scheme also supported the authority's application to retain the North West Charter for Member Development for which we needed proof that at least 75% of our Members had completed a Member/Leader Review.

3.4 North West Charter for Member Development

The City Council originally signed up to the North West Charter for Member Development in 2000 and went on to achieve it in 2005. Since that time the City Council has reviewed and re-stated a commitment to the principles of the Charter and the Chief Executive and the Leader of the Council signed a new declaration in July 2012. Following this the Council was assessed against the criteria of the Charter in September and successfully retained it for a further three years. Several Members and officers took part in the assessment process. A number of areas were highlighted as examples of best practice in the final report together with some suggestions for further continuous improvement which will be addressed by the MLDWG.

3.5 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 increased quite significantly in 2012/13 with Members taking part in 145 activities (compared to 116 in

2011/12). This has been a combination of specific Member training, the ethical governance programme and joint staff and Member training.

3.6 Funding

In 2012/13 the total budget for Member training was £14,300. This consisted of £7,800 in 'devolved' budgets to the Groups based on the number of Members in each Group and a MLDP budget of £6500. The 'devolved' budgets include one for the Executive (for Standing Conferences) and one each for the four political Groups. Overall, the Member learning budget was under-spent at the end of the year by £4,339. The MLDP budget was under spent by £2,648 and the 'devolved budgets' were collectively under spent by £1,691. Members from other Councils attending our courses contributed £400 to the budget.

3.6.1 The total spent on Member training during 2012/13, excluding travel and subsistence, was £9,938 (compared to £14,178 in the previous year). This amounts to £191 per Member (it was £273 per Member in the previous year). This is a significant decrease from the previous year and is a result of Members choosing to attend more free courses such as ones in the ethical governance programme which are run by internal officers.

3.7 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 2012/13 all Members took part in some form of learning activity.

3.8 E-learning

The City Council has signed up to the Learning Pool e-learning package for staff and this is also available to 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. Organisational Development are continually creating new modules including ones of specific interest to Members i.e. "Welcome to Carlisle City Council" and an "Introduction to Local Government". Take up by Members has been low and during 2012/13, one Member enrolled and completed a module.

3.9 Member Learning & Development News

The bi-monthly newsletters have been in place since February 2011 and Members interviewed for the Member Charter assessment said they found them to be a really useful resource. The Organisational Development Team encourages Members who have attended external workshops to provide an overview of their experiences for the newsletter in order to feedback to other Members who may want to attend a similar workshop in the future.

3.10 Member/Officer Forum

A successful Member/Officer forum was held on Tuesday 13 November 2012 at which officers of the City Council and external partners provided information and updates on their current projects that were of particular interest to Members. Twenty one Members attended along with staff. This type of event used to be held annually and it was agreed at MLDWG to start doing this again.

3.11 Cumbria Member Training Network

An officer from the Organisational Development Team is a regular attendee at the Cumbria Member Training Network which consists of officers and Members from the other Cumbrian authorities, Lancaster City Council and the Lake District National Park. The main aim is to share learning and development for Members across the county and therefore help to reduce costs. Any opportunities for shared training are circulated to Members as they arise.

Contact Officer: Emma Titley

Ext: 7597

Appendices None
attached to report:

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

- None

Annex A - Executive Budget Report 2012 - 2013

This budget funds attendance at Standing Conferences for a specified number of delegates. Delegates can be from any of the political parties.

During the 2012/2013 financial year, this budget funded attendance at four different conferences and the total places taken was seven.

This includes:	COST
L.G.A. Conference X 3	£ 1485
Planning Summer School X 2	£ 1640
Northern HR Briefing X 1	£ 199
NAC AGM X 1	£ 350
	<hr/>
	£ 3674
	<hr/>

Executive Training Budget

Allocation	£ 3200
Expenditure	£ 3674
Remaining	£ - 474
Virement from corporate member training budget	£ 500
Total remaining	£ 26

Cllr Colin Glover
Leader of the Council

Annex B - Standing Conferences 2012 - 2013

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 Hendry, Glover & Mallinson
LGA General Assembly (London) (1)	Non-attendance
CIPFA (1)	Non-attendance
Northern Personnel Briefing (1)	Attended by Cllr Tickner
4 N/W AGM & Conference (2)	Non-attendance
RTPI Planning Summer School (2)	Attended by Cllrs Prest & Franklin
National Association of Councillors AGM & Conference (1)	Attended by Cllr Riddle
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)	Non-attendance
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 2012 - 2013

In total, four courses or conferences were attended by three 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:

- National Planning Framework for Prosperity, People and Places
- The Localism Act and Neighbourhood Planning
- Climate Resilience and the Low Carbon Economy
- A Hand Up or Hand Out? Welfare Reform and Implications for Local Communities

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

Members also attended 62 places of in-house training.

GROUP TRAINING BUDGET 2012/13

ALLOCATION	£1800
EXPENDITURE	£ 481
REMAINING	£1319

Cllr John Mallinson
Conservative Group Leader

Annex D - Labour Group Budget Report 2012 - 2013

The budget for Member Development and Training allocated to the Labour Group for 2012- 2013 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, Development Control, Audit and Appeals Panel, Effective Presentation Skills, Emergency Planning for Elected Members and Member/Officer Forum.

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 76 places of in-house training.

GROUP TRAINING BUDGET 2012/13

ALLOCATION	£2400
EXPENDITURE	£2245
REMAINING	£ 155

Cllr Colin Glover
Group Leader

Annex E - Liberal Democrat Group Budget Report 2012 - 2013

During 2012 – 2013, the Liberal Democrat budget supported two Members. The budget was £200 and £205 was spent.

Both Members participated in training in 2012/13 across a broad spread of subjects:

- Impact of Welfare Reform on Financial Inclusion
- NAC Seminar – The Localism Act and Neighbourhood Planning
- A Hand Up or Hand Out? Welfare Reform and Implications for Local Communities

Members also attended 16 places of in-house training.

Cllr Trevor Allison
Liberal Democrat Group Leader

Annex F - Independent Group Budget Report 2012 - 2013

During 2012/13 the Independent Group were provided with their own budget for the first time which supported two Members. The budget was £200 and no spends were made against it.

However, Members did attended 10 places of in-house training.

Cllr William Graham
Independent Group Leader

