

AGENDA

Business & Transformation Scrutiny Panel

Thursday, 18 February 2021 AT 16:00

This meeting will be a virtual meeting and therefore will not take place in a physical location.

Virtual Meeting - Link to View

This meeting will be a virtual meeting using Microsoft Teams and therefore will not take place at a physical location following guidelines set out in Section 78 of the Coronavirus Act 2020.

Members of the Business & Transformation Scrutiny Panel

Councillor Bainbridge (Chair) , Councillors Alcroft, Allison, Mrs Birks (Vice Chair), Mrs Bowman, Mitchelson, Paton, Dr Tickner

Substitutes:

Councillors Mrs Atkinson, Betton, Bomford, Mrs Brown, Collier, Ms Ellis-Williams, Mrs Finlayson, Mrs Glendinning, Glover, Mrs McKerrell, McNulty, Meller, Morton, Patrick, Robson, Shepherd, Miss Sherriff, Southward, Tarbitt, Tinnion, Miss Whalen.

PART A

To be considered when the Public and Press are present

Register of Attendance and Declarations of Interest

A roll call of persons in attendance will be taken and 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.

Apologies for Absence

To receive apologies for absence and notification of substitutions

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 the Previous Meeting

7 - 16

The Chair will move the minutes of the meeting held on 7 January 2021 as a correct record. The only part of the minutes that may be discussed is their accuracy.
(Copy minutes herewith).

A.1 CALL-IN OF DECISIONS

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

A.2 REVENUE BUDGET OVERVIEW AND MONITORING REPORT APRIL TO DECEMBER 2020

**17 -
44**

Portfolio:	Finance, Governance and Resources
Directorate:	Finance and Resources
Officer:	Alison Taylor, Corporate Director of Finance and Resources

Report:	RD.56/20 herewith and Minute Excerpt to follow
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Background:

The Corporate Director of Finance and Resources to submit a report providing an overview of the Council's General Fund revenue budgetary position for the period April to December 2020 which was considered by the Executive on 8th February 2021.

Why is this item on the agenda?

Budget monitoring report

What is the Panel being asked to do?

To scrutinise the overall budgetary position for the period April to December 2020.

A.3 CAPITAL BUDGET OVERVIEW AND MONITORING REPORT APRIL TO DECEMBER 2020

**45 -
62**

Portfolio:	Finance, Governance and Resources
Directorate:	Finance and Resources
Officer:	Alison Taylor, Corporate Director of Finance and Resources
Report:	RD.57/20 herewith and Minute Excerpt to follow

Background:

The Corporate Director of Finance and Resources to submit a report providing an overview of the budgetary position of the City Council's capital programme for the period April to December 2020 which was considered by the Executive on 8 February 2021.

Why is this item on the agenda?

Budget monitoring report.

What is the Panel being asked to do?

To scrutinise the overall budgetary position for the period April to December 2020.

A.4 SANDS CENTRE PROJECT MONITORING REPORT

**63 -
104**

Portfolio:	Leader, Cross Cutting
Directorate:	Community Services
Officer:	Luke Leathers, Health and Wellbeing Manager Amanda McCartney, Client Side Project Manager
Report:	CS.06/21 herewith

Background:

The Deputy Chief Executive to submit an update on the current progress of the redevelopment of the Sands Centre site, and to consider any feedback / questions from the Panel.

Why are is this item on the agenda?

Monitoring report

What is the Panel being asked to do?

That Business and Transformation Scrutiny Panel review the report, note the progress made and respond with any feedback and / or questions.

A.5 QUARTER 3 PERFORMANCE REPORT 2020/21

**105 -
118**

Portfolio:	Finance, Governance and Resources
Directorate:	Community Services
Officer:	Gary Oliver, Policy and Performance Officer
Report:	PC.14/21 herewith

Background:

The Policy and Communications Manager to submit a report containing the Quarter 3 2020/21 performance against the current Service Standards and a summary of the Carlisle Plan 2016-19 actions as defined in the 'plan on a page'. Performance against the Panel's 2020/21 Key Performance Indicators (KPIs) are also included.

Why is this item on the agenda?

Annual monitoring of performance.

What is the Panel being asked to do?

Scrutinise the performance of the City Council with a view to seeking continuous improvement in how the Council delivers its priorities.

A.6 SICKNESS ABSENCE QUARTER 3 2020/21**119 -
128**

Portfolio:	Finance, Governance and Resources
Directorate:	Community Services
Officer:	Darren Crossley, Deputy Chief Executive
Report:	CS.13/21 herewith

Background:

The Deputy Chief Executive to submit a report on the authority's sickness absence levels for the period April 2020 to December 2020 and other sickness absence information.

Why is this item on the agenda?

Annual monitoring of sickness absence within the authority.

What is the Panel being asked to do?

Scrutinise and comment on the information on sickness absence provided in the report.

A.7 OVERVIEW REPORT**129 -
134**

Portfolio:	Cross Cutting
Directorate:	Cross Cutting
Officer:	Rowan Jones, Overview and Scrutiny Officer
Report:	OS.04/21 herewith

Background:

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

Why is this item on the agenda?

The Business and Transformation Scrutiny Panel operates within a work plan which has been set for the 2020/21 municipal year. The Plan will be reviewed

at every meeting so that it can be adjusted to reflect the wishes of the Panel and take into account items relevant to this Panel in the latest Notice of Executive Key Decisions.

What is the Panel being asked to do?

Note the items (within Panel remit) on the most recent Notice of Executive Key Decisions

Discuss the work programme and prioritise if necessary.

PART B

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

B.1 ASSET MANAGEMENT OF KINGSTOWN INDUSTRIAL ESTATE AND PARKHOUSE BUSINESS PARK - UPDATE ON PROGRESS

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

B.2 GATEWAY 44 - MARKETING UPDATE

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

Item Title

Enquiries, requests for reports, background papers etc to:

Rachel Plant, Democratic Services Officer - rachel.plant@carlisle.gov.uk

Minutes of Previous Meeting

BUSINESS AND TRANSFORMATION SCRUTINY PANEL

THURSDAY 7 JANUARY 2021 AT 4.00PM

PRESENT: Councillor Bainbridge (Chair), Councillors Alcroft, Allison, Birks, Bowman, Mitchelson and Dr Tickner.

ALSO

PRESENT: Councillor J Mallinson, Leader
Councillor Ellis, Finance, Governance and Resources Portfolio Holder
Councillor Mrs Mallinson, Communities, Health and Wellbeing Portfolio Holder
Councillor Christian, Environment and Transport Portfolio Holder

OFFICERS: Deputy Chief Executive
Corporate Director of Finance and Resources
Client Side Project Manager
Construction Administrator
Overview and Scrutiny Officer

BTSP.01/21 APOLOGIES FOR ABSENCE

An apology for absence were submitted on behalf of Councillor Paton.

BTSP.02/21 DECLARATIONS OF INTEREST

Councillor Allison declared an interest in accordance with the Council's Code of Conduct in relation to agenda item A.2 Civic Centre Reinstatement and Development. The interest related to the fact that his son in law worked for Story Construction

BTSP.03/21 PUBLIC AND PRESS

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

BTSP.04/21 MINUTES OF PREVIOUS MEETINGS

RESOLVED - It was noted that Council, at its meeting on 5 January 2021, received and adopted the minutes of the meetings held on 15 October and 1 December 2020. The Chair would sign the minutes at the first practicable opportunity.

BTSP.05/21 CALL IN OF DECISIONS

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

BTSP.06/21 CIVIC CENTRE REINSTATEMENT AND DEVELOPMENT

The Deputy Chief Executive provided an update on the current progress of the reinstatement of the ground floor of the Civic Centre (CS.01/21).

The Client Side Project Manager informed the Panel of the measures undertaken to manage or adapt the existing project proposals to deal with:

a) working practices as a result of the COVID -19 pandemic

b) impact of Brexit

c) a requirement to update existing infrastructure in the ground floor and basement to manage asbestos, legionella, safety systems, obsolete services and fire safety in these areas, to support increased occupation of the ground floor and meet with current legislation.

The report finalised proposals for an extension to the Civic Centre public car park and set out the work that had been undertaken since Council approval on 5 May 2020.

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

- In response to a Member's questions the Client Side Project Manager clarified the following:
 - the different areas within the ground floor could not be released in separate phases due to financial and technical implications as many of the areas were interlinked. The project would be handed over as a complete project.
 - when not in use as a Council Chamber the equipment from the room would be securely stored in a locked storage cupboard in the Chamber and the large equipment had a separate storage area also on the ground floor.
 - area 8 of the ground floor would be refurbished to a basic level as the area had not yet been allocated a purpose.
- Was the Customer Contact Centre portacabin rented and was there potential to open the Customer Contact Centre early to provide some savings?

The Deputy Chief Executive confirmed that the portacabin was rented, the option to purchase had been considered but it may have proved difficult to sell it on. He explained that it was financially prohibitive to open the Customer Contact Centre in the ground floor whilst the rest of the reinstatement work was being carried out.

- Given the potential local government reorganisation and the good structure of the Civic Centre, had any consideration been given to how the building could be used in the future?

The Deputy Chief Executive confirmed that consideration had been given to the future of the building should the reorganisation move forward. He explained that the building itself was problematic in terms of its structure and the services to the tower of the building as it had been built for a specific purpose. Alternative uses for the building would be very expensive to realise them. The future of the building was a challenge, but it would probably continue to be used in the public sector in the future.

- Did the amended design for the rotunda area bring in similar revenue as the previous plans for car parking?

The Deputy Chief Executive explained that the planning permission for the area was for the demolition of the rotunda, construction of car parking spaces including electric vehicle points and the creation of public space amenity. The finer detail of the design had yet to be concluded, it was hoped that the WYG designer who designed the front of the building would be able to contribute to the designs to ensure continuity to the external area of the building.

- Both the Civic Centre reinstatement and the Sands Centre Development used local contractors and sub-contractors; would it be possible to promote this fact publicly?

The Deputy Chief Executive agreed that the good working relationship with the local contractors and sub-contractors should be promoted and this would happen in the coming weeks. The Client Side Project Manager added that where possible local suppliers and workers were also being used in both sites.

- The documents referred to storage in the basement of the building, would this area be used as storage given the potential for the area to flood?

The Client Side Project Manager responded that the area had been secured to limit the access to the area so that it could not be used as storage without express permission and to ensure the safety of the area and the building itself.

- A Member had some concern that ICT equipment was located on the ground floor and could potentially be at risk of flooding.

The Client Side Project Manager explained that, as part of the project, any equipment which had been identified as sensitive to the operation of the building would be moved to secure locked accommodation on the first floor.

- Would the vision to use the Council Chamber as conference space be supported by adequate catering facilities?

The Client Side Project Manager drew the Panel's attention to the ground floor plan which showed the new catering facilities which were next to flexible space which could be utilised as a refreshment area if required.

- How much research had been undertaken with external organisations to gauge the market for conference space and how it could be marketed?

The Deputy Chief Executive responded that more work was needed to determine the market for potential conference facilities. The new space had the flexibility and technical abilities that modern conferencing space needed but the market was changing, further work would be needed to prepare a business case for the offer.

- There was some concern that the new Council Chamber did not have any separation between members of the public and Elected Members during Council meetings. What thought had been given to security arrangements that would ensure the safety of all those in attendance but did not exclude the public from the activities of the Council?

The Deputy Chief Executive acknowledged the concerns and assured the Panel that the matter was being carefully considered. There were options available which included using furniture to create the separation or to have the meeting live streamed to a separate room. Work was being carried out with Democratic Services to investigate the options and the configuration of the room for committee meetings.

RESOLVED – 1) That the Civic Centre Reinstatement and Development Project be received (CS.01/21).

2) That the Deputy Chief Executive report any exceptions to the progress of the reinstatement to the Panel at the earliest opportunity.

BTSP.07/21 BUDGET 2021/22 – 2025/26

(1) Executive's response to the first round of Budget Scrutiny

Minutes of the special meeting of the Executive held on 7 December 2020 were submitted detailing the response of the Executive to the comments made by the Scrutiny Panels in response to the first round of Budget scrutiny.

RESOLVED – That the decisions of the special Executive on 7 December 2020 be received.

(2) Executive Draft Budget Proposals

The Executive draft Budget proposals 2021/22, which had been issued for consultation purposes, were submitted for scrutiny by the Panel.

The budget proposals were based on detailed proposals that had been considered by the Executive over the course of the last few months. In particular the reports of the Corporate Director of Finance and Resources which were considered at the Executive meeting of 14 December 2020.

The Corporate Director of Finance and Resources detailed a number of updates to the budget documents including:

- the inclusion of climate change narrative in relation to the Council's commitment to becoming carbon neutral;
- the reduction in interest rates with the PWLB which had benefited the budget;
- the inclusion of a recurring budget for project officer posts for capital projects;
- the provisional one year funding settlement had been received from central government and was subject to a consultation period which ended on 16 January 2021;
- other funding had been announced however the amount had not yet been received;
- the 2021/22 Executive Budget Proposals issued for consultation constituted a balanced budget;
- reserves were maintained at prudent levels;
- the draft budget proposed an annual £5 increase per Band D in Council Tax for the City Council for 2020/21.

In considering the Draft Budget Proposals Members raised the following comments and questions:

- The City Council provided a range of support to local communities, at what stage would difficult decisions regarding discretionary spending need to be made?

The Corporate Director explained that the Council's reserves were at prudent levels depending on savings being achieved. Previous savings had been achieved without the reduction in services, however there would be a point where income streams would have to be maximised to support the budget or services would have been looked at. She informed the Panel that work would be undertaken in 2021/22 to consider how savings could be achieved and a report would go through the democratic process at the appropriate time.

- The Climate Change Strategy and action plan would be approved after the budget had been agreed, would this result in a delay in undertaking projects to action the strategy?

The Corporate Director assured the Panel that the financial regulations allowed for funding to be released, through the Executive or full Council, for projects to action the Strategy should it be required. In addition there may be external funding or existing budgets which could support climate change projects.

A Member felt that the language used in the budget regarding climate change was negative and he stressed how important the matter was for future generations,

- A Member asked for clarification with regard to the pooling arrangement figures.

The Corporate Director reminded the Panel that the expectation had been that 2020/21 would be the final year of the Cumbria Business Rates Pooling arrangements, as the Government was undertaking 2 reviews into Local Government Funding (Fair Funding review & Business Rate Retention); however the reviews had again been deferred and the MHCLG had agreed not to revoke the current pooling legislation. This, in effect, meant that the pooling arrangement could continue into 2021/22, if all participating members agree. This could benefit the Council in 2021/22 of up to £1.2million.

- Were there options were available to support the Southern Relief Road funding other than borrowing?

The Corporate Director of Finance and Resources responded that grants for capital programmes were limited, the options open to the Council were to borrow the money, make a contribution from the revenue budget or to sell assets (not currently budgeted for) to support it. She added that alternative options were always considered before any borrowing was undertaken. The funding for the scheme was included in the budget as borrowing and would be returned to the Council via developer contributions over a long period of time.

- Had any consideration been given to a commercial approach to offsetting carbon?

The Finance, Governance and Resources Portfolio Holder confirmed that the Council would take any opportunities which enabled it to raise revenue in an environmentally beneficial way. He suggested that this approach be included as part of the authority's commercialisation plans.

- Did the shortfall in City Centre properties income include the Lanes?

The Corporate Director of Finance and Resources clarified that the shortfall was for a City Council owned property that had a rent free period. The property might be included in the Borderlands Deal and then there was expectation that there would be a return (not currently budgeted for) either through a capital receipt or revenue stream all of which would be subject to a decision of a future Executive. She reminded the Panel that the Lanes budget had been reduced in 2020/21 and the matter would continue to be monitored.

- What had been the impact of Covid-19 on the Council Tax schemes and how were they promoted?

The Corporate Director reported that there had been a relatively low number of applications to the Council Tax support schemes until the Christmas period when the number of applications rose significantly. The schemes were advertised on the City Council website and in correspondence sent out by officers.

- How did the impact of Covid-19 affect the realisation of the sales of assets to support the budget?

The Corporate Director of Finance and Resources updated the Panel on the asset review and update to the disposal programme. She added that the performance of the sale of assets was being very closely monitored.

- A Member asked for an update on the introduction of flexibility for waste services charges. The Environment and Transport Portfolio Holder explained that the matter was currently being discussed.

RESOLVED – 1) That the Panel accepted the Executive draft Budget Proposals 2021/22 as issued for consultation;

(3) Background Information Reports

(a) Budget Update – Revenue Estimates 2021/22 to 2025/26

The Corporate Director of Finance and Resources submitted report RD.42/20 providing a draft summary of the Council's revised revenue base estimates for 2020/21, together with base estimates for 2021/22 and updated projections to 2025/26. The report included the impact of the new savings and new spending pressures currently under consideration and the potential impact on the Council's overall revenue reserves.

The Executive had considered the matter on 14 December 2020 (EX.141/20 refers) and decided:

“That the Executive:

- (i) Noted the revised base estimates for 2020/21 and base estimates for 2021/22;
- (ii) Noted that the estimates in the report were draft and would be subject to the confirmation of Local Government Finance Settlement in December 2020;
- (iii) Noted the current MTFP projections, which would continue to be updated throughout the budget process as key issues became clearer and decisions were taken;
- (iv) Noted the budget pressures, bids and savings which needed to be taken into account as part of the 2021/22 budget process;
- (v) Noted the Statutory Report of the S.151 Officer outlining the risks associated with the draft budget figures and that minimum reserves may need to be reviewed in the future depending upon the outcome of the Local Government Finance review.”

(b) Revised Capital Programme 2020/21 and Provisional Capital Programme 2021/22 to 2025/26

The Corporate Director of Finance and Resources submitted report RD.43/20 which provided a draft summary of the Council's revised capital estimates for 2020/21 together with base estimates for 2021/22 and updated projections to 2025/26.

The Executive had considered the matter on 14 December 2020 (EX.142/20 refers) and decided:

“That the Executive:

- 1. Noted the revised capital programme and relevant financing for 2020/21 as set out in Appendices A and B of Report RD.43/20, for recommendation to Council;
- 2. Had given initial consideration and views on the proposed capital spending for 2021/22 to 2025/26 given in the report in the light of the estimated available resources, for recommendation to Council;
- 3. Noted that any capital scheme for which funding had been approved by Council may only proceed after a full report, including business case and financial appraisal, had been approved.”

RESOLVED - That the Panel had received the following reports:
Budget Update – Revenue Estimates 2021/22 to 2025/26 (RD.42/20);

Revised Capital Programme 2020/21 and Provisional Capital Programme 2021/22 to 2025/26 (RD.43/20).

BTSP.08/21 DRAFT TREASURY MANAGEMENT STRATEGY STATEMENT, INVESTMENT STRATEGY AND MINIMUM REVENUE PROVISION STRATEGY 2021/22

The Corporate Director of Finance and Resources presented report RD.44/20 setting out the Council's draft Treasury Management Strategy Statement (TMSS) for 2021/22 in accordance with the CIPFA Code of Practice on Treasury Management.

She informed Members that the Investment Strategy and the Minimum Revenue Provision Strategy for 2021/22 were incorporated as part of the Statement, as were the Prudential Indicators as required within the Prudential Code for Capital Finance in Local Authorities.

The Executive had considered the matter on 14 December 2020 (EX.143/20 refers) and it was resolved that the Executive noted the draft Treasury Management Strategy Statement for 2021/22, which incorporated the Investment Strategy and the Minimum Revenue Provision (MRP) Strategy, together with the Prudential Indicators for 2021/22 as set out in Appendix A and the Treasury Management Policy Statement as set out at Appendix D to Report RD.44/20 and sought comments from the Business and Transformation Scrutiny Panel.

The Corporate Director reported that the ability to utilise ultra short dated investments had been included in the strategy to provide more flexibility for short term investments with the potential for providing a better return.

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

- Had the Council been able to invest in ethical products?

The Corporate Director of Finance and Resources confirmed that there had not yet been any ethical investment made due to the very low return being offered on those products. When making investments the Council asked to see the environment policy of the counter parties to ensure that they operated in an ethical and sustainable manner. The security of the investment was the priority for the Council and therefore the council invested mainly with banks, building societies and Local Authorities.

- A Member asked why the overall value of assets did not fluctuate following the sale of assets.

The Corporate Director explained that the value of assets did fluctuate however, the sale of assets was balanced by new assets being built. Work was being undertaken on 2019/20 asset value and the results of the work would be reflected in the Statement of Accounts for 2019/20.

RESOLVED – 1) That the Panel had scrutinised and made comments on the Draft Treasury Management Strategy Statement, Investment Strategy and Minimum Revenue Provision Strategy 2021/22 (RD.44/20).

2) The Business and Transformation Scrutiny Panel supported the introduction of ultra short dated investments to provide more flexibility for short term investments with the potential for providing a better return.

BTSP.09/21 COVID 19 / BUDGET REPORT

The Corporate Director of Finance and Resources presented report RD.51/20 which detailed the impact Covid-19 had on the Council's financial and governance arrangements.

The Corporate Director of Finance and Resources set out the initial response to the pandemic and the changes to procedures to ensure appropriate controls were made to financial certification and approvals processes due to the requirement to work from home. She set out in some detail the financial impact and funding received along with information on the loss of income and debt management. The Corporate Director detailed the potential long term financial impact and highlighted the nine government support schemes which the City Council was currently administering to support Council Tax and Business Rate payers.

In considering the report the Panel raised the following comments and questions:

- A Member asked for further details with regard to the outstanding debts from 'Other Local Authorities'.

The Corporate Director of Finance and Resources responded that she was currently in discussion with the Section 151 Officers of the other local authorities to determine why the debt was outstanding. She added that the expectation on local authorities in the current climate was to pay debt as soon as possible.

- When would GLL know if they were successful in securing government support and what would happen if they were not successful?

The Deputy Chief Executive reported that the City Council had been working closely with GLL to submit an expression of interest in December prior to the full application on 15 January. GLL had been well placed to provide the Council with the required information for the application which had to be submitted by the relevant authority. He reminded the Panel that the Council had made a provision for some financial support for GLL, but they had not yet required that support. The matter would be monitored very closely and if necessary alternative arrangements could be put in place to provide leisure services to the City.

In response to a further question the Deputy Chief Executive clarified that that the Council had an ongoing contract management process with GLL locally in which the City Council could access the financial records of GLL on a quarterly basis. This allowed the Council to see the actual impact Covid-19 had on GLL and determine the appropriate level of support needed on an open book basis.

- Would it be possible for the Council to continue to use the new control measures in the future once the pandemic has passed?

The Corporate Director of Finance and Resources explained that the Council's standard policy for creditor payments was ten days for local and small businesses and twenty eight days for other businesses. She agreed to consider if the new control measures could continue in the future.

- Had there been any requirement to bring in additional staff resources to administer the numerous Covid-19 grants?

The Corporate Director of Finance and Resources confirmed that the Finance Team, Revenues and Benefits Team and Economic Development Team had managed to administer the grants without the need for additional resources. As the Council moved forward to more 'normal' working there may be a requirement to source additional resources to support the work.

- A Member sought the Executive's confirmation that they were committed to reopening John Street Hostel and would continue to support both the Water Street Family Accommodation and John Street Hostel as going concerns.

The Finance, Governance and Resources Portfolio Holder confirmed that the Executive was committed to both accommodation facilities. He added that the Council had been successful in fulfilling its homelessness duties and Homelessness, Prevention and Accommodation Services had performed exceptionally well during the pandemic.

- Had the figures within the report anticipated a further national lockdown?

The Corporate Director of Finance and Resources explained that the report had been prepared prior to the announcement of the lockdown and therefore the figures within the report would need to be revised to take account of the current position.

- A Member sought assurance that future financial continuity planning had been undertaken given the ongoing and serious nature of the pandemic.

The Corporate Director of Finance and Resources responded that the situation was being very closely monitored and all information within the report would be updated due to the new national lockdown.

The Finance, Governance and Resources Portfolio Holder assured the Panel that the City Council was in a good financial position due to its reserves, substantial cash balances and investments and its property portfolio.

RESOLVED – 1) That the Covid-19 update be welcomed (RD.51/20);

2) That a further financial update on the impact of Covid-19 be submitted to the Panel following the end of the 2020/21 financial year;

3) That the Corporate Director of Finance and Resources provide the Panel with written details of the 'Other Local Authorities' debt and how successful the Council had been in recovering the debt.

BTSP.10/21 OVERVIEW REPORT

The Overview and Scrutiny Officer presented report OS.01/21 providing an overview of matters relating to the work of the Business and Transformation Scrutiny Panel and the Panel's work programme.

The Overview and Scrutiny Officer provided an update on the outstanding resolutions from previous meetings and it was agreed that BTSP.64/20 should be removed from the table. In discussing BTSP.77/20 the Panel reiterated their request for the link to be circulated to the risk assessments of the Local Resilience Forum and Local Enterprise Partnership.

RESOLVED – That the Overview Report incorporating the Work Programme and Key Decision items relevant to the Business and Transformation Scrutiny Panel be noted (OS.01/21).

(The meeting ended at 6.38pm)

Report to Business & Transformation Scrutiny Panel

Agenda
Item:
A.2

Meeting Date: 18 February 2021
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework YES
Public / Private Public

Title: REVENUE BUDGET OVERVIEW & MONITORING REPORT:
APRIL TO DECEMBER 2020
Report of: CORPORATE DIRECTOR OF FINANCE AND RESOURCES
Report Number: RD 56/20

Purpose / Summary: This report provides an overview of the Council's General Fund revenue budgetary position for the period April to December 2020 which was considered by the Executive on 8 February 2021.

Questions for / input required from Scrutiny:

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

Recommendations:

Members of the Business & Transformation Scrutiny Panel are asked to scrutinise the overall budgetary position for the period April to December 2020.

Tracking

Executive:	8 February 2021
Scrutiny:	18 February 2021
Council:	2 March 2021

Report to Executive

Agenda
Item:

Meeting Date: 8 February 2021
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework YES
Public / Private Public

Title: REVENUE BUDGET OVERVIEW & MONITORING REPORT:
APRIL TO DECEMBER 2020
Report of: CORPORATE DIRECTOR OF FINANCE AND RESOURCES
Report Number: RD 56/20

Purpose / Summary: This report provides an overview of the Council's overall budgetary position for the period April to December 2020 for revenue schemes only and provides details of the impact of COVID-19 on the revenue budget. The report also includes details of balance sheet management issues, bad debts written off in the period and progress against the budget savings is also provided.

Recommendations:

The Executive is asked to:

- (i) Note the budgetary performance position of the Council to December 2020;
- (ii) Note the action by the Corporate Director of Finance and Resources to write-off bad debts as detailed in paragraph 6;
- (iii) Note the release of reserves as set out in the table at paragraph 2.2, and note the virements approved as detailed in Appendix A;
- (iv) Make recommendations to Council to approve reprofiling of £750,400 as detailed in para 3.2 from 2020/21 into 2021/22.

Tracking

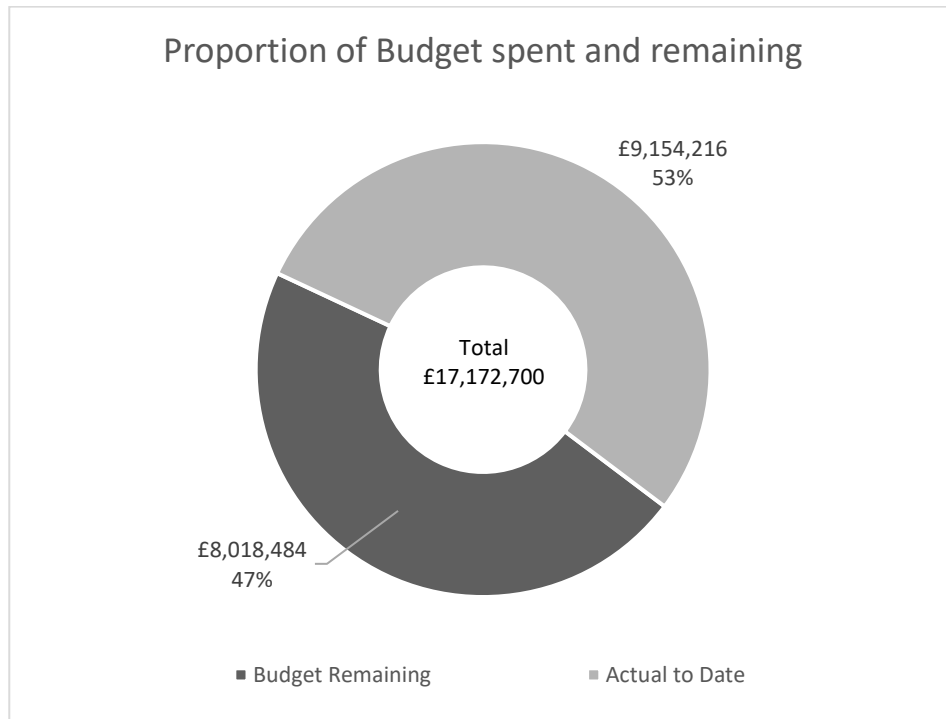
Executive:	8 February 2021
Scrutiny:	18 February 2021
Council:	2 March 2021

1. BACKGROUND INFORMATION AND OPTIONS

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

2. 2020/21 REVENUE BUDGET MONITORING

- 2.1 The budget position of the Council as at December 2020 is as follows:



2.2 The summarised revenue budgetary position as at December 2020 is shown in the following table:

		Original Budget £	Net Updated £	Net Budget to Date £	Net Spend to Date £	Variance £
Community Services	B1	10,263,400	10,832,000	6,319,283	6,427,608	108,325
Corporate Support	B2	1,685,100	2,500	(82,382)	(68,420)	13,962
Economic Development	B3	1,808,900	2,355,900	1,681,747	1,914,278	232,531
Finance & Resources	B4	1,418,300	2,304,100	1,754,431	1,246,745	(507,686)
Governance & Regulatory Services	B5	1,157,900	1,837,600	1,232,611	356,476	(876,135)
Corporate Management	B6	(2,491,600)	(159,400)	(640,130)	(722,471)	(82,341)
Service Expenditure		13,842,000	17,172,700	10,265,560	9,154,216	(1,111,344)
Parish Precepts		688,200	688,200	688,200	687,965	(235)
Total		14,530,200	17,860,900	10,953,760	9,842,181	(1,111,579)
Transfers to/(from) Reserves						
Cremator Replacement Reserve		0	79,200			
Carry Forward Reserve		0	(22,300)			
Revenue Grants Reserve		0	(914,200)			
General Fund Reserve		(456,100)	(976,700)			
Planning Services Reserve		0	900			
Flood Reserve		0	(1,944,200)			
Building Control Reserve		0	(9,500)			
Total Transfer to/(from) Reserves		(456,100)	(3,786,800)	(398,185)	969,404	1,367,589
Financed by:						
Precept from Collection Fund		(8,205,200)	(8,205,200)	(6,153,900)	(6,153,585)	315
Business Rate Retention		(5,868,900)	(5,868,900)	(4,401,675)	(4,658,000)	(256,325)
Total Grants		(14,074,100)	(14,074,100)	(10,555,575)	(10,811,585)	(256,010)
Total		(14,530,200)	(17,860,900)	(10,953,760)	(9,842,181)	1,111,579

2.3 Further details for each directorate can be found in **Appendices B1 – B6**. Each appendix shows a breakdown of the variances for the Directorate, with comments and a note of any performance issues. Although the net position is shown in the table above, the main variances are summarised in the table below.

Budget Area		Underspend £	Overspend £
Bereavement Services	B1	(102,801)	0
Car Parking Income	B1	0	546,555
Garage Services	B1	0	69,805
Special Events	B1	(79,296)	0
Recycling and Waste Management	B1	(115,520)	0
Building Control Fee Income	B3	0	64,143
Development Control Income	B3	0	137,219
Loan Interest (new borrowing)	B4	(469,474)	0
The Lanes Income	B5	0	190,995
Industrial Estates Income	B5	(915,257)	0
Homeless Accommodation	B5	0	175,305
Civic Centre	B5	(86,006)	0
Building Maintenance	B5	0	72,088
Electoral Services	B5	(109,992)	0
Inflation Savings still to find	B6	0	62,800
Salary Turnover Savings	B6	(147,547)	0

2.4 Some of the **significant** service expenditure and income variances are set out below:

- A net underspend in Bereavement Service due to increased cremation fee income received; this may be due partly to Covid-19.
- A shortfall in car parking income from tickets, permits and penalty charge notices due to Covid-19.
- A net overspend in Garage Services mainly due to a shortfall in trading income.
- A net underspend on Special Events due to events being cancelled as a result of Covid-19 restrictions.
- A net underspend in Recycling and Waste Services due to reduced transport costs and increased income from plastic and card recycling.
- A shortfall in Building Control fee income due to Covid-19 and a drop in applications (and associated submission fees) and work commencing on site (and associated inspection fees).
- A shortfall in Development Control fee income due to Covid-19.
- A saving from interest on borrowing due to no new borrowing entered into yet.
- Rental income losses from the Lanes with revised current projections indicating a potential loss of £413,000 for 2020/21. This will be partly offset by prior year head rent reconciliations which are estimated at £108,000.
- Increased rental income as a result of backdated rent reviews.
- An underspend of £42,635 on expenditure on Homeless Accommodation and a shortfall in income of £217,940. This is a direct result of Covid-19 as changes to occupancy and the available provision have had to be made to ensure the health and wellbeing of residents and staff.
- A saving on premises related costs at the Civic Centre.

- A net overspend in Building Maintenance due to a shortfall in trading income as a direct result of Covid-19.
- An underspend on Election costs as a result of the cancellation of the May 2020 elections due to Covid-19 restrictions.
- Additional salary turnover achieved against the budget to date.
- A balance of £62,800 of inflation savings still to be found for 2020/21, this is reduced to £21,900 on a recurring basis from 2021/22 onwards.

2.5 A subjective analysis of the summarised budgetary position excluding exceptional items as at September is shown in **Appendix C**.

2.6 The following table provides a summary position of the income and expenditure within Exceptional Items:

		Original Budget £	Net Updated £	Net Budget to Date £	Net Spend to Date £	Variance £
Flood Related	B7	0	0	0	49,178	49,178
Covid-19 Related Expenditure	B7	0	544,000	408,055	669,723	261,668
Covid-19 Government Funding	B7	0	(16,000)	(16,000)	(2,170,447)	(2,154,447)
Covid-19 Government Grants	B7	0	0	(3,071,904)	(3,069,774)	2,130
Covid-19 Specific Grants	B7	0	0	(32,194)	(32,276)	(82)
Total Exceptional Items		0	528,000	(2,712,043)	(4,553,596)	(1,841,553)
Transfer to/(from) Reserves						
General Fund Reserve		0	(528,000)			
Total Transfer to/(from Reserves)		0	(528,000)			

2.7 Further details for this directorate can be found in **Appendix B7** which shows a breakdown of the variances for the Directorate, with comments and a note of any performance issues. The main variances are also summarised below.

- An overspend in relation to uninsured and reinstatement costs as a result of flooding caused by Storm Ciara. Potential insurance settlements are still being finalised.
- A net underspend position on Council related expenditure as a result of Covid-19. The balance will be required to support other pressures/shortfalls in income (reported above) that are currently reported against individual service areas but are a direct result of Covid-19 e.g. car parking income. The current Covid-19 position is as follows:

	Dec 20 £	Forecast Mar 21 £
Net Losses to end December 2020 (*)	2,619,589	4,791,021
Funding Received to Date (2020/21)	(1,948,363)	(1,948,363)
Compensation for Sales, Fees & Charges	(225,138)	(626,863)
Council Reserves Released/Grant Carried Forward	(528,000)	(528,000)
New Burdens Funding Received	(270,904)	(270,904)
Estimated General Fund Shortfall/(Surplus)	(352,816)	1,416,891

N.B * Includes £750,000 additional costs for Sands Project (although included in the Sands capital budget) and potential additional subsidy to support external contracts (£438,000), but forecasts for losses may increase due to additional lockdown (e.g. car parking income)

- 2.8 The following table shows the position as at December 2020 of savings achieved against the budget savings targets to date.

Savings Target	Target (£)	Achieved (£)	(Overachieved) /Outstanding (£)
Inflation savings	100,000	37,200	62,800
Net Recurring position 2020/21	100,000	37,200	62,800
Inflation savings	0	40,900	(40,900)
To be found from 2021/22 onwards ⁽¹⁾	500,000	0	500,000
Total Net Recurring position 2021/22	600,000	78,100	521,900

Note (1): The revised target takes into account the proposed reprofiling of savings put forward as part of the 2021/22 Budget Process.

The recurring savings targets will need to be achieved in accordance with the three current strands contained within the approved Savings Strategy i.e. Asset Strategy; Service Reviews; Core Budgets. The recent Peer Review also reinforced the need for a robust savings strategy to close the anticipated funding gap, and to undertake and implement a base budget review, both of which have already been recognised by Council; however, a further recommendation has been made which could be considered as part of this Savings Strategy:

- Develop a commercial strategy which defines what commercialisation means in Carlisle, risk appetite and potential scope of commercial activity.

3. FORECAST OUTTURN POSITION 2020/21

3.1 The Council's financial position is affected by a number of external factors that have a financial impact during the course of the year and ultimately at the year end.

These include:

- The general effect of local economic activity on the Council's income streams e.g. car parking, tourism and leisure activities, and property rentals especially in relation to the retail sector and especially economic recovery following Covid-19.
- Fuel prices, energy costs and other inflationary issues.
- The effects of the housing market and property prices, especially with regard to income from land charges, rents and building and development control.
- The impact of the delay to the Spending Review, the Fair Funding Review and Business Rates Retention Review.
- The impact of Covid-19 on Council's budgetary position.

3.2 The Council's financial position will continue to be closely monitored and the year end position will be reported fully at outturn. Some of the significant service and income variances estimated for the year are set out below:

- The annual deficit on the Lanes income is expected to be around £413,000 for 2020/21. However, this will be partly offset by prior year head rent reconciliations for 2019/20 which are estimated at £108,000.
- Increased rental income from Industrial Estates of around £945,000 as a result of backdated rent reviews.
- Projected overachievement of salary turnover of around £200,000.
- Projected shortfall of around £190,000 from Development Control fee income.
- Projected shortfall of around £85,000 from Building Control fee income.
- Projected underspend of £625,500 from interest on borrowing due to no new borrowing arrangements entered into.
- A shortfall in car park income from tickets, permits and penalty charge notices and of around £700,000 to £750,000 combined.
- Projected underspend on Special Events of around £90,000.
- Projected additional income from Bereavement Services of approximately £80,000 (underachieved Cemetery income; overachieved Crematorium income).
- Projected shortfall in homeless accommodation income of around £290,000.
- A net underspend of around £120,000 on Civic Centre due to underspends on utility costs.
- A net underspend of approximately £100,000 on Election costs as a result of the cancellation of the May 2020 elections due to Covid-19 restrictions

- A net underspend of around £100,000 on Recycling & Waste Management.
- An initial review of the 2020/21 capital programme has been undertaken to identify accurate project profiles and **the Executive are asked to approve, for recommendation to Council, the reprofiling of £750,400 from 2020/21 into 2021/22** in relation to revenue funding for the Civic Centre Development project as detail in report RD57/20 considered elsewhere on the agenda.

3.3 The areas of significant variance noted in this report have been scrutinised fully and incorporated into the 2021/22 budget process where the position is deemed to be recurring in nature.

3.4 Members should note that the impact of Covid-19 on the Council's revenue budget and the level of funding received to date makes forecasting the outturn position particularly difficult but early indications show that the underspend on the revenue budget (excluding Covid-19) could be somewhere in the region of £1.7m.

4. IMPACT OF COVID-19

4.1 Emergency Funding

4.1.1 The MHCLG has allocated emergency funding of approximately £4.7bn to local authorities to meet pressures across council services, as a result of reduced income, rising costs or increased demand.

4.1.2 Monthly returns are provided through DELTA to the MHCLG, with the latest return being submitted on 29th January 2021. An assessment of the annual impact is very difficult to predict but as more data is collected each month, the position will become clearer and therefore the estimates of lost income and additional costs incurred may change. The returns that have been submitted monthly show an overall position for the 9 months April to December 2020 as a total potential gross cost to the Council of £2,895,763; however, once additional income and cost savings in those affected areas are taken into account, the actual losses reduce to £2,619,589, some of which are explained in the table at 2.3 above. This cost will be partially funded by the emergency funding received from Central Government, sales fees and charges compensation as outlined above, and general fund reserves released to support the costs associated with the pandemic.

4.1.3 The full-year impact for 2020/21 is continuously monitored with initial estimates indicating a potential annual cost of up to £4.8million (see table 2.7).

- 4.1.4 Government funding has been received to distribute Covid-19 grants to businesses in the area and these are being distributed as quickly as possible (see table below). All grants paid are subject to a reconciliation process and any remaining balance of the grant income received will be required to be returned to Central Government.

Grant	Eligibility	Allocation	Paid (as at 27/01/2021)
LRS (Closed) Addendum	For businesses required to close between 5 Nov – 1 Dec	£2,343,708	£1,381,132
LRS (Closed)	Ongoing support for business required to close post 2 Dec under Tier 2, Tier 4 and Lockdown	£17,165	£included in above
LRS (Open)	For retail, hospitality and leisure businesses not required to close but severely impacted in tier 2 and 3 (stops in lockdown as LRS closed applies)	£102,851 £402,029	£282,308
LRS (Sectors)	For specific business such as nightclubs closed since March (ceases in lockdown as LRS Closed applies)	£tbc	£4,714
LRS (Tier 4)	Ongoing support for business required to close under Tier 4 from 19 Dec	£tbc	£244,662
Additional Restrictions Grant	Discretionary grant for those severely impacted, including those with a no RV	£2,173,560	£1,496,515 £20,000
January 2021 Lockdown:			
Closed Business Lockdown payment (and Addendum)	One-off payment for businesses required to close since 5 Jan. Paid in addition to LRS Closed	£7,029,000 £3,515,562	£4,109,000 £2,055,192
Additional Restrictions Grant (Top up)	To top up existing ARG scheme	£965,392	£included in ARG figure above
Christmas Support payments	One-off payment for wet led pubs closed at Christmas	£57,600	£6,000

4.2 Collection Fund

- 4.2.1 As a result of the 100% business rate relief provided to the retail, leisure and hospitality sector, the net business rates payable for 2020/21 has reduced by approximately £21million from £44million to £23million.
- 4.2.2 The Council will be recompensed during the year for the 100% relief so there will no cash flow or budget issues; however, the main risk relates to the receipt of the £23million payable from businesses and how these are affected by COVID-19 and economic recovery following lockdown. Collection rates are reported elsewhere on the agenda (RD58/20) and these will continue to be monitored to assess the financial impact on cash flow, bad debts and the potential for year-end deficits.

- 4.2.3 The £500million Hardship Fund will provide support to economically vulnerable people and households by providing relief to council taxpayers. The Council's allocation was £989,736 and our agreed scheme will provide a £300 reduction in council tax liability to working age recipients of the Council Tax Reduction Scheme (CTRS); with the balance of our allocation being used to support further applications for council tax support on a case by case basis.
- 4.2.4 Further funding has been allocated to the Council to provide support to those individuals who have been advised by NHS Test and Trace to self-isolate. A £500 payment will be made to those individuals who are self-isolating either because they have tested positive for coronavirus or they have been in close contact with someone who has tested positive. Certain eligibility criteria must be met to qualify for the payment and there is also a discretionary fund for cases where not all the criteria have been fulfilled. The Council has been allocated approximately £138,000 to fund the main scheme, the discretionary scheme and any associated administration costs.
- 4.2.5 New burdens funding will be provided for all of the schemes administered by the Council and to date £246,500 has been received in respect of the small business, and retail, leisure and hospitality and local authority discretionary grant schemes; and £24,404 has been received in relation to Council Tax Hardship Fund and Business Rate Reliefs.

5. FUNDING

- 5.1 The main sources of funding for the Council are Council Tax Income and Business Rates income. Council Tax income does not vary in year from the amounts set at the budget, as any variation in Council Tax income received is usually adjusted in the Collection Fund Surplus/Deficit calculation for the following year's budget. However, the MHCLG has announced a 3-year deficit recovery period.
- 5.2 Business Rates Income is largely prescribed by the amounts submitted to MHCLG on the NNDR1 form which estimates Business Rate Income for the year when calculated in January, however, there are two elements of this income that can vary throughout the year, namely, section 31 grants paid by government for business rates reliefs granted, and the levy and pooling calculations to the Cumbria Pool.
- 5.3 The current estimates of Business Rates income for the quarter to the end of September compared to the initial estimates submitted in January are shown in **Appendix D**. The figures to the end of December have not yet been completed.

The figures show that based on the position at the end of September, the Council may receive an extra £256,325 (position at September 2020) in business rates income over and above what it has budgeted for. However, it is anticipated that this position could change significantly throughout the year depending upon the performance of other authorities in the Cumbria Pool, the implications of Covid-19 and the amount of reliefs granted during the year that are subject to Section 31 Grant reimbursement and an updated position will be reported later in the year. A 3-year deficit period is now permitted for any Collection Fund deficits in accordance with new funding package announced recently by MHCLG.

6. BALANCE SHEET MANAGEMENT

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

Balance Sheet item	Balance at 31/03/2020	Balance at Dec 2020	Note
Investments	£29.71m	£22.18m	(i)
Loans	£28.78m	£13.54m	(ii)
Debtors System	£1.67m	£2.17m	(iii)
Creditors System	£0.00m	£0.06m	

- (i) The anticipated annual return on these investments is estimated at £265,200 for 2020/21 with current forecasts anticipated to be in line with these projections. Further details on the overall Treasury Management performance can be found elsewhere on the agenda.
- (ii) The cost of managing this debt (including any new debt budgeted for from 2020/21 onwards), in terms of interest payable, is budgeted at £1,036,100 in 2020/21 with costs currently showing a saving against budget due to new borrowing not entered into yet and also a budget saving against the final stock issue interest payment.
- (iii) There may be a significant impact on the cash flow of the Council if outstanding debts are not received. Any debts deemed to be irrecoverable are written off against a bad debt provision set up specifically for this purpose. Other significant debts relate to Council Tax, NNDR, and Housing Benefit overpayments.

- (iv) The Council's VAT partial exemption calculation for the period ending December 2020 is currently 1.17%, well below the 5% limit.

7. BAD DEBT WRITE-OFFS

- 7.1 The Corporate Director of Finance and Resources has delegated authority for the write-off of outstanding debts for NNDR, Council Tax and Debtors (including Penalty Charge Notices). In accordance with this, the Executive is asked to note that debts totalling £174,638.54 have been written off during Quarter 3 to the end of December 2020. A summary of bad debts is given in Table 1 in **Appendix E** of this report and these costs will fall against the following:

	£
General Fund	3,631.19
Council Tax (Collection Fund)	46,629.04
NNDR	124,378.31
Total Write-offs	174,638.54

- 7.2 The "write-ons" itemised in Table 2 in **Appendix E**, totalling £4,927.09, are in respect of balances originally written off that have since been paid. The write-ons will be credited as follows:

	£
General Fund	16.67
Council Tax (Collection Fund)	3,994.55
NNDR	915.87
Total Write-ons	4,927.09

- 7.3 In the case of the General Fund, the write-offs will be charged against provisions for bad debts. However, VAT, which has been identified separately, will be recouped in future VAT returns. Any write-off/write-on of Council Tax/NNDR will fall against the provisions within the Collection Fund. Any Council Tax court costs written off will be charged against the Bad Debt Provision within the General Fund.
- 7.4 The level of outstanding debt has increased during the pandemic and although a 'soft' debt recovery process was initially agreed whereby letters were issued asking debtors to contact the Council to discuss flexible repayment terms, and a sign post to the CTRS scheme for council tax payers, more formal debt recovery procedures are now in place in order to safeguard the Council's cash position.

8. RISKS

- 8.1 The ongoing impact of issues identified will be monitored carefully in budget monitoring reports and appropriate action taken.
- 8.2 The main risk to the Council is the overall cost of COVID-19 in terms of additional costs and shortfalls of income and how this compares to the level of emergency funded provided to date, and any future funding package. The economic recovery of the city and surrounding areas is part of the Recovery Strategy and any financial impact will need to be closely monitored.

9. CONSULTATION

- 9.1 Consultation to date.
SMT and JMT have considered the issues raised in this report.
- 9.2 Consultation Proposed
Business and Transformation Scrutiny Panel will consider the report on 18 February 2021.

10. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 10.1 The Executive is asked to:
- (i) Note the budgetary performance position of the Council to December 2020;
 - (ii) Note the action by the Corporate Director of Finance and Resources to write-off bad debts as detailed in paragraph 6;
 - (iii) Note the release of reserves as set out in the table at paragraph 2.2, and note the virements approved as detailed in Appendix A;
 - (iv) Make recommendations to Council to approve reprofiling of £750,400 as detailed in para 3.2 from 2020/21 into 2021/22.

11. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 11.1 The Council's revenue budget is set in accordance with the priorities of the Carlisle Plan and the position for the third quarter of 2020/21 shows the delivery of these priorities within budget.

Contact Officer: Emma Gillespie

Ext: 7289

**Appendices A, B1 to B7, C to E.
attached to report:**

Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers:

- **None**

CORPORATE IMPLICATIONS:

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

PROPERTY SERVICES – Property asset implications are contained within the main body of the report.

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

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

INFORMATION GOVERNANCE – There are no information governance implications.

REVENUE BUDGET MONITORING 2020/21

VIREMENTS PROCESSED FOR PERIOD OCTOBER TO DECEMBER 2020

Date	Virement Details	Recurring/ Non-recurring	Value	Authorised By
Requested by Officers (under £35,000 or delegated authority)				
05/11/2020 & 03/12/2020 & 08/01/2021	Release of funding from Revenue Grant Reserve for Flexible Homelessness Support & Prevention	Non-recurring	5,200	Corporate Director of Finance and Resources
05/11/2020	Release of funding from Revenue Grant Reserve for Rapid Rehousing Pathway	Non-recurring	30,600	Corporate Director of Finance and Resources
05/11/2020 & 03/12/2020 & 08/01/2021	Release of funding from Revenue Grant Reserve for Community Neighbours	Non-recurring	1,900	Corporate Director of Finance and Resources
05/11/2020 & 03/12/2020	Release of funding from Revenue Grant Reserve for St Cuthbert's Garden Village	Non-recurring	76,000	Corporate Director of Finance and Resources
05/11/2020 & 03/12/2020 & 08/01/2021	Release of funding from Revenue Grant Reserve for Town's Deal	Non-recurring	53,100	Corporate Director of Finance and Resources
09/11/2020	Revenue contribution towards the capital costs of replacement waste receptacles	Non-recurring	10,000	Neighbourhood Services Manager
21/10/2020	Release of funding from Carry Forward Reserve to fund improvements to the operation of Development Management	Non-recurring	24,800	OD.114/20 Town Clerk and Chief Executive
19/10/2020 & 04/11/2020 & 04/12/2020 & 08/01/2021	Release of funding from Carry Forward Reserve for One Public Estate	Non-recurring	17,500	Corporate Director of Finance and Resources
08/01/2021	Provide funding for Local Government Reorganisation costs	Non-recurring	36,300	Corporate Director of Finance and Resources
Approved by Executive (£35,000 to £70,000 or delegated authority)				
Approved by Council (over £70,000)				
03/11/2020	To fund Leisure Contract variation	Non-recurring	640,000	Council RD 38/20

REVENUE BUDGET MONITORING 2020/21

COMMUNITY SERVICES	Gross Expenditure	Gross Income	Recharges	Total
Position as at 31 December 2020	£	£	£	£
Annual Budget	20,029,400	(5,525,300)	(3,672,100)	10,832,000
Budget to date	13,385,933	(4,000,477)	(3,066,173)	6,319,283
Total Actual	12,805,420	(3,426,156)	(2,951,656)	6,427,608
Variance	(580,513)	574,321	114,517	108,325
Carry Forwards/Reserves & Provisions				0
Adjusted Variance	(580,513)	574,321	114,517	108,325

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Car Parking	1	(69,502)	573,047	23	503,567
Bereavement Services	2	(19,455)	(83,374)	28	(102,801)
Tourist Information Centre	3	(60,450)	81,466	0	21,015
Garage Services	4	(60,706)	8,362	122,150	69,805
Healthy Cities	5	(177,485)	58,748	0	(118,737)
Special Events	6	(124,497)	45,201	0	(79,296)
Recycling and Waste Services	7	19,961	(128,199)	(7,282)	(115,520)
Miscellaneous	8	(88,378)	19,071	(402)	(69,709)
Total Variance to date		(580,513)	574,321	114,517	108,325

Note	Community Services - Comments
1.	Various minor underspends including premises related costs; Shortfall in ticket income, contract income and penalty charge notice income.
2.	Various minor underspends; increased cremation fee income.
3.	Underspend on purchase of tickets and goods for resale; shortfall in income from ticket sales and sale of goods.
4.	Various minor underspends including employee related expenses; shortfall in trading income.
5.	An underspend on supplies and services and Artist fees at the Art centre, offset by shortfall in income due to site being closed as a result of Covid-19 restrictions.
6.	Underspend on Special Events supplies and services due to events being cancelled as a result of Covid-19 restrictions; shortfall in income from advertising.
7.	Underspends on transport costs offset by savings still to be achieved; surplus income from Plastic and Card recycling.
8.	Minor underspends, shortfall in income and increased trading income (recharges) across other services within the Directorate.

REVENUE BUDGET MONITORING 2020/21

CORPORATE SUPPORT	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 31 December 2020	£	£	£	£
Annual Budget	3,472,300	(299,000)	(3,170,800)	2,500
Budget to date	2,537,600	(241,563)	(2,378,419)	(82,382)
Total Actual	2,501,368	(191,426)	(2,378,362)	(68,420)
Variance	(36,232)	50,137	57	13,962
Carry Forwards/Reserves & Provisions				0
Adjusted Variance	(36,232)	50,137	57	13,962

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Customer Contact Centre	1	(38,803)	59,563	70	20,830
Miscellaneous	2	2,571	(9,426)	(13)	(6,868)
Total Variance to date		(36,232)	50,137	57	13,962

Note	Corporate Support - Comments
1.	Underspends on employee related costs; offset by shortfall in income. The loss of income is factored into the sales, fees & charges compensation claims to Government.
2.	Minor overspends and increased income across other services within the Directorate.

REVENUE BUDGET MONITORING 2020/21

ECONOMIC DEVELOPMENT	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 31 December 2020	£	£	£	£
Annual Budget	4,094,200	(1,244,500)	(493,800)	2,355,900
Budget to date	2,896,111	(843,963)	(370,401)	1,681,747
Total Actual	2,947,856	(663,228)	(370,350)	1,914,278
Variance	51,745	180,735	51	232,531
Carry Forwards/Reserves & Provisions				0
Adjusted Variance	51,745	180,735	51	232,531

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Regeneration	1	96,582	(18,259)	0	78,323
Development Control	2	(23,525)	137,219	0	113,694
Building Control	3	(22,078)	64,143	0	42,065
Miscellaneous	4	766	(2,368)	51	(1,551)
Total Variance to date		51,745	180,735	51	232,531

Note	Economic Development - Comments
1.	Overspend on monthly running costs of the Business Interaction Centre (this has now been sold) which do not have budgets identified offset by an increase in rental income; overspend on project related costs of which external funding is
2.	Underspend on supplies and services, advertising & consultants fees; shortfall in fee income.
3.	Underspend on employee related salary expenditure; shortfall in fee income received.
4.	Minor overspends and a increase in income across other services within the Directorate.

REVENUE BUDGET MONITORING 2020/21

FINANCE AND RESOURCES	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 31 December 2020	£	£	£	£
Annual Budget	27,892,500	(22,736,300)	(2,852,100)	2,304,100
Budget to date	20,856,083	(16,789,360)	(2,312,292)	1,754,431
Total Actual	20,199,633	(16,640,847)	(2,312,041)	1,246,745
Variance	(656,450)	148,513	251	(507,686)
Carry Forwards/Reserves & Provisions				0
Adjusted Variance	(656,450)	148,513	251	(507,686)

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Treasury and Debt Management	1	(468,709)	(25,469)	0	(494,178)
Revenues and Benefits	2	(173,835)	173,883	40	87
Miscellaneous	3	(13,906)	100	211	(13,595)
Total Variance to date		(656,450)	148,513	251	(507,686)

Note	Finance and Resources - Comments
1.	Saving on borrowing costs due to no new borrowing arrangements entered into yet and a budget saving against the final stock issue interest payment; higher than expected returns to date on investments due to higher cash balances.
2.	Underspends on employee related and supplies and services; additional grants received offset by shortfall in income from recovery.
3.	Minor underspends and a shortfall in income across other services within the Directorate.

REVENUE BUDGET MONITORING 2020/21

GOVERNANCE AND REGULATORY	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 31 December 2020	£	£	£	£
Annual Budget	11,532,100	(6,074,500)	(3,620,000)	1,837,600
Budget to date	8,692,903	(4,744,944)	(2,715,348)	1,232,611
Total Actual	8,265,442	(5,280,659)	(2,628,307)	356,476
Variance	(427,461)	(535,715)	87,041	(876,135)
Carry Forwards/Reserves & Provisions				0
Adjusted Variance	(427,461)	(535,715)	87,041	(876,135)

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Buildings & Facilities Services	1	(152,913)	(32,467)	87,341	(98,039)
Industrial Estates	2	11,103	(915,257)	0	(904,154)
The Lanes	3	(2)	190,995	0	190,993
Homeless Accommodation	4	(42,635)	217,940	0	175,305
Electoral Services	5	(111,281)	1,282	6	(109,992)
Homeless Prevention and Welfare	6	(60,610)	(1,156)	0	(61,766)
Regulatory Services	7	(16,255)	(16,763)	(487)	(33,505)
Miscellaneous	8	(54,869)	19,711	180	(34,977)
Total Variance to date		(427,461)	(535,715)	87,041	(876,135)

Note	Governance & Regulatory Services - Comments
1.	Underspend on premises expenditure (including Civic Centre); additional rental income received; shortfall in trading income.
2.	Additional income received from backdated rent reviews.
3.	Shortfall in rental income. Forecast loss of £305,000 by year end.
4.	Shortfall in income as a direct result of Covid-19 as changes to occupancy levels and the available provision have had to be made to ensure the health and wellbeing of residents and staff.
5.	Underspend on election costs as a result of the cancellation of the May 2020 elections due to Covid-19 restrictions.
6.	Underspend on employee related expenditure and grant expenditure.
7.	Underspends on supplies and services; Additional licence income and agency fee income received.
8.	Minor underspends and shortfalls in income across other services within the Directorate.

REVENUE BUDGET MONITORING 2020/21

CORPORATE MANAGEMENT	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 31 December 2020	£	£	£	£
Annual Budget	1,522,500	(1,681,900)	0	(159,400)
Budget to date	575,372	(1,215,502)	0	(640,130)
Total Actual	493,300	(1,215,771)	0	(722,471)
Variance	(82,072)	(269)	0	(82,341)
Carry Forwards/Reserves & Provisions				0
Adjusted Variance	(82,072)	(269)	0	(82,341)

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Other Financial Costs	1	(85,015)	(268)	0	(85,283)
Miscellaneous	2	2,943	(1)	0	2,942
Total Variance to date		(82,072)	(269)	0	(82,341)

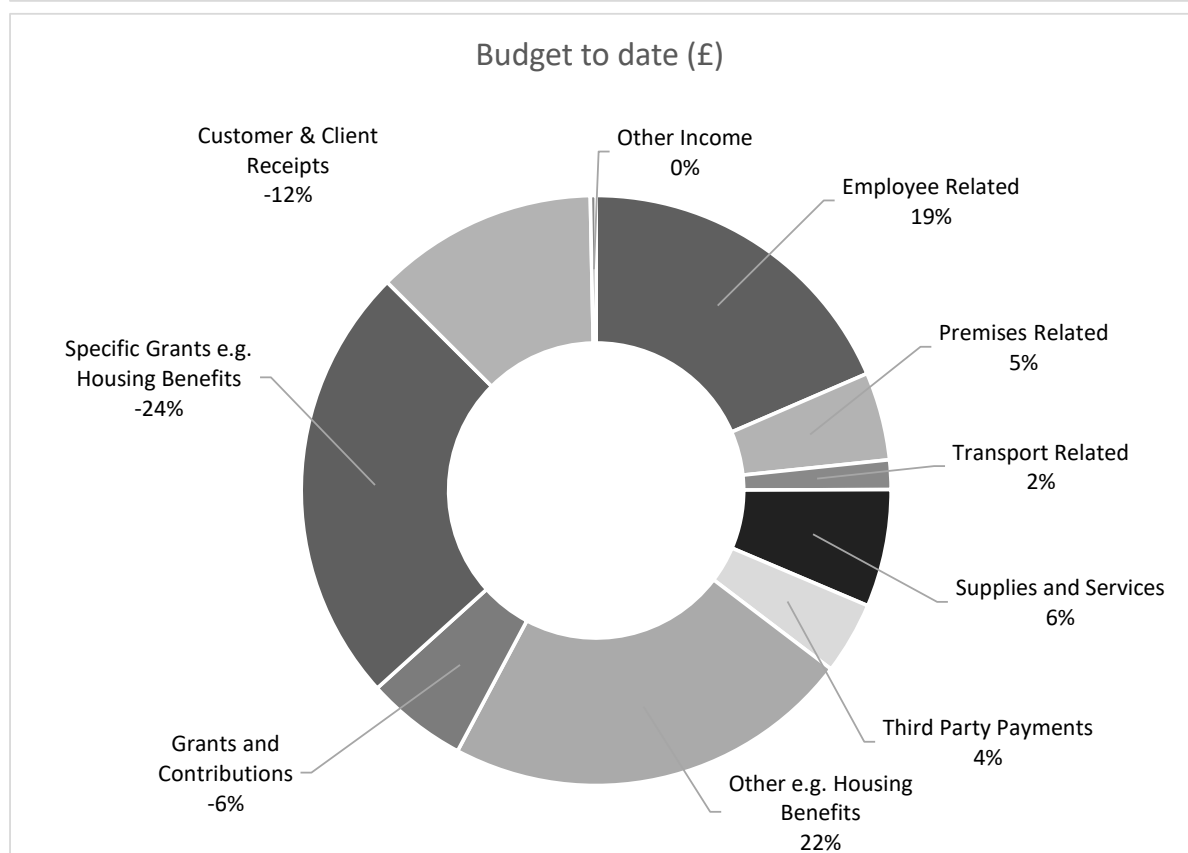
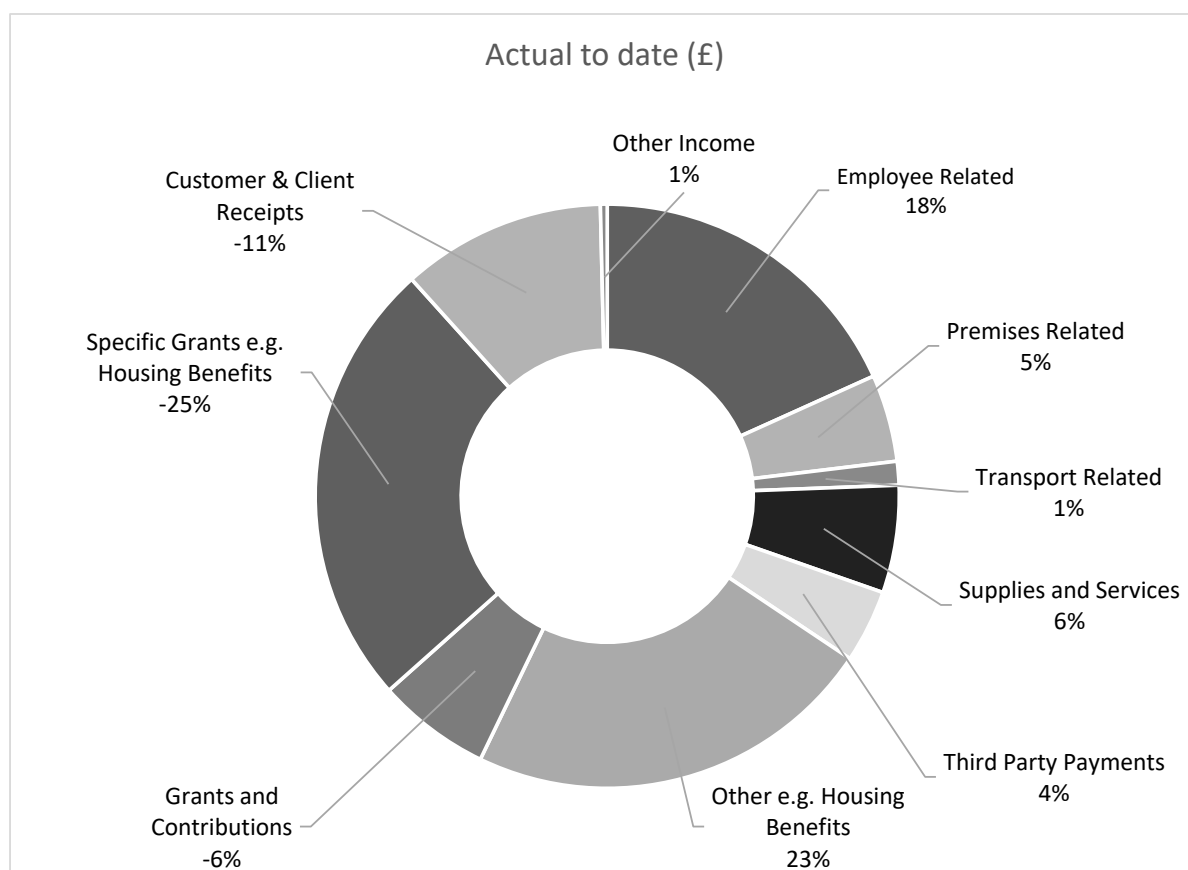
Note	Corporate Management - Comments
1.	Improvements in savings for Salary Turnover (£147,547) and shortfall in inflation savings to be found (£62,800).
2.	Minor overspends across other services within the Directorate.

REVENUE BUDGET MONITORING 2020/21

EXCEPTIONAL ITEMS	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 30 September 2020	£	£	£	£
Annual Budget	33,272,200	(32,744,200)	0	528,000
Budget to date	30,032,157	(32,744,200)	0	(2,712,043)
Total Actual	30,362,288	(34,915,884)	0	(4,553,596)
Variance	330,131	(2,171,684)	0	(1,841,553)
Carry Forwards/Reserves & Provisions				0
Adjusted Variance	330,131	(2,171,684)	0	(1,841,553)

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Corona Virus	1	261,668	(2,154,447)	0	(1,892,779)
Corona Virus - Grants	2	19,285	(17,237)	0	2,048
Flood Recovery	3	49,178	0	0	49,178
Total Variance to date		330,131	(2,171,684)	0	(1,841,553)

Note	Exceptional Items - Comments
1.	Overspend of expenditure to date against profiled budget; Government grant income received. Net underspend position but balance will be required to support other pressures/shortfalls in income as a result of Covid-19 that are currently reported against individual service areas e.g. car parking income.
2.	Various Government grant streams received against which grants are being paid from.
3.	Overspend in relation to uninsured and reinstatement costs as a result of flooding caused by Storm Ciara. Potential insurance settlements are still being negotiated.

SUBJECTIVE ANALYSIS

BUSINESS RATES INCOME

	2019/20 Outturn	2020/21 NNDR1	2020/21 NNDR1 (Updated)	2020/21 Q2
Local Share of Income (Per NNDR1)	(16,465,732)	(17,018,157)	(8,319,260)	(7,979,246)
Renewables (Per NNDR1)	(355,377)	(376,067)	(376,067)	(370,555)
Renewables Bfwd (NNDR3 Previous Year)	(54,492)	4,686	4,686	4,686
Enterprise Zone (Per NNDR1)	(163,714)	(297,594)	(297,594)	(297,594)
Tariff (Per Final Settlement)	12,367,342	12,568,847	12,568,847	12,568,847
Section 31 Grants (reimbursement of funded reliefs)	(1,898,342)	(1,986,378)	(11,209,834)	(10,861,401)
Section 31 Grants (Flooding)	15,318	0	0	0
Estimated Collection Fund Deficit per NNDR1	(180,188)	216,038	216,038	216,038
Levy Account Surplus	(11,118)	0	0	0
Levy Payable to Pool	1,043,367	1,346,178	1,287,081	1,365,000
Pool Redistribution	(616,000)	(732,000)	(732,000)	(771,000)
Total Income	(6,318,936)	(6,274,447)	(6,858,103)	(6,125,225)
Budget				
Baseline Funding	(3,388,600)	(3,468,900)	(3,468,900)	(3,468,900)
Additional Rates Income - Pooling/Growth	(2,484,300)	(2,400,000)	(2,400,000)	(2,400,000)
Total Budget	(5,872,900)	(5,868,900)	(5,868,900)	(5,868,900)
Additional Income retained	(446,036)	(405,547)	(989,203)	(256,325)

BAD DEBT PROVISION

TABLE 1		Write-Offs December 2020		
Type of Debt	No.	£	Comments	
NNDR (General)	8	124,378.31	01/10/20 to 31/12/20	
Council Tax	116	46,629.04	01/10/20 to 31/12/20	
Debtors:				
Private Tenants	0	0.00	01/10/20 to 31/12/20	
Housing Benefit Overpayments	14	1,672.64	01/10/20 to 31/12/20	
General Fund	19	1,958.55	01/10/20 to 31/12/20	
Penalty Charge Notices:				
On Street	0	0.00	01/10/20 to 31/12/20	
Off Street	0	0.00	01/10/20 to 31/12/20	
TOTAL	157	174,638.54		

TABLE 2		Write-Ons December 2020		
Type of Debt		£	Comments	
NNDR (General)	7	915.87	01/10/20 to 31/12/20	
Council Tax	15	3,994.55	01/10/20 to 31/12/20	
Debtors:				
Private Tenants	0	0.00	01/10/20 to 31/12/20	
Housing Benefit Overpayments	1	13.19	01/10/20 to 31/12/20	
General Fund	2	3.48	01/10/20 to 31/12/20	
TOTAL	25	4,927.09		

Report to Business & Transformation Scrutiny Panel

Agenda
Item:
A.3

Meeting Date: 18 February 2021
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework YES
Public / Private Public

Title: CAPITAL BUDGET OVERVIEW AND MONITORING REPORT:
APRIL TO DECEMBER 2020
Report of: CORPORATE DIRECTOR OF FINANCE AND RESOURCES
Report Number: RD 57/20

Purpose / Summary:

This report provides an overview of the budgetary position of the City Council's capital programme for the period April to December 2020 which was considered by the Executive on 8 February 2021.

Questions for / input required from Scrutiny:

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

Recommendations:

Members of the Business & Transformation Scrutiny Panel are asked to scrutinise the overall budgetary position for the period April to December 2020.

Tracking

Executive:	8 February 2021
Scrutiny:	18 February 2021
Council:	2 March 2021

Report to Executive

Agenda
Item:

Meeting Date: 8 February 2021
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework YES
Public / Private Public

Title: CAPITAL BUDGET OVERVIEW AND MONITORING REPORT:
APRIL TO DECEMBER 2020
Report of: CORPORATE DIRECTOR OF FINANCE AND RESOURCES
Report Number: RD 57/20

Purpose / Summary:

This report provides an overview of the budgetary position of the City Council's capital programme for the period April to December 2020.

Recommendations:

The Executive is asked to:

- (i) Note and comment on the budgetary position and performance aspects of the capital programme for the period April to December 2020;
- (ii) Note adjustments to the 2020/21 capital programme as detailed in paragraph 2.1;
- (iii) Make recommendations to Council to approve reprofiling of £3,031,500 as detailed in para 3.8 and Appendix A from 2020/21 into 2021/22.

Tracking

Executive:	8 February 2021
Scrutiny:	18 February 2021
Council:	2 March 2021

1. BACKGROUND

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

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

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

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

2. CAPITAL BUDGET OVERVIEW

- 2.1 The following statement shows the annual capital programme for 2020/21:

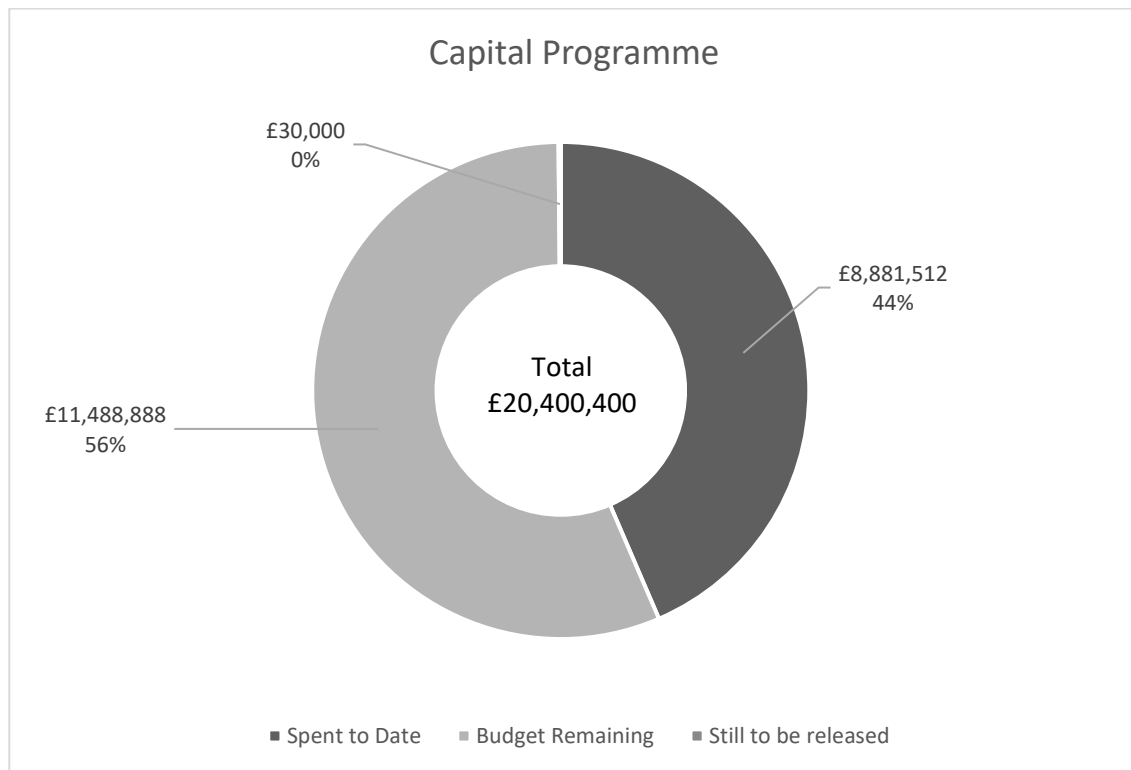
2020/21 Capital Budget	£
2020/21 Capital Programme (RD14/20 Council 14/07/20)	29,915,800
Virement from Planned Improvements of Council Properties to Civic	(20,000)
Grant received for Rough Sleeping Initiative (OD.65/20)	50,000
Reprofiling of Budget for Sands Centre (CS28/20 Council 13/10/2020)	(10,644,100)
S106 contribution towards Affordable Housing (OD.90/20)	50,700
S106 contribution towards Play Area Improvements (OD.84/20)	8,000
External Grant towards Play Area Improvements (OD.84/20)	30,000
Towns Deal Funding for Bitts Park and Caldeu Riverside (Executive 14/12/20)	1,000,000
Revenue contribution towards purchase of Waste Receptacles	10,000
Revised 2020/21 Capital Programme (at Dec 2020)	20,400,400
Less Capital Reserves to be released by Executive (see para 3.9)	(30,000)
Revised 2020/21 Capital Programme (released)	20,370,400

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

3. 2020/21 BUDGET MONITORING

3.1 The position statement as at December 2020 can be summarised as follows:

Directorate	Revised Annual Budget £	Budget to Date £	Spend to date £	Variance to date £	Para. Ref.
Community Services	10,631,200	3,688,306	3,687,229	(1,077)	3.3
Corporate Support	311,000	80,513	80,516	3	3.4
Economic Development	1,063,000	158,902	86,510	(72,392)	3.5
Governance & Regulatory Services	8,343,300	5,893,679	5,015,137	(878,542)	3.6
Total	20,348,500	9,821,400	8,869,392	(952,008)	
Exceptional Items	21,900	16,500	12,120	(4,380)	3.7
Total	20,370,400	9,837,900	8,881,512	(956,388)	
Reserves to be released	30,000	0	0	0	3.9
Total	20,400,400	9,837,900	8,881,512	(956,388)	



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

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

- 3.2 As at the end of December, expenditure of £8,881,512 has been incurred on the Council's core capital programme. When considered against the profiled budget of £9,837,900 this equates to an underspend of £965,388.
- 3.3 There are no significant variances to report in Community Services.
- 3.4 There are no significant variances to report in Corporate Support.
- 3.5 The variance in Economic Development is attributable to an underspend of £75,030 on Planning Software. This project had been delayed and has subsequently been put on hold until the impact of further changes required as a result of the Government's White Paper on the Future of Planning can be assessed. Progress has also been delayed due to limited number of market providers who are able to deliver the required product and the project will not commence now until 2021/22.

- 3.6 The variance in Governance & Regulatory Services is attributable to an underspend of £842,861 on Disabled Facilities Grants. Spend to the end of the third quarter of 2020/21 was £1,305,880 which is less than the expenditure for the same period in 2019/20 (£1,478,175). The expenditure is less due to only essential grants being offered over the lock down period and contractors being furloughed at this time. Grant work is now picking up and the DFG teams in Housing and Pollution and Homelife are very busy. The position is being closely monitored.
- 3.7 There are no significant variances to report in Exceptional Items (Flood Recovery capital expenditure).
- 3.8 The unspent balance remaining of the revised annual budget of £20,370,400 is £11,488,888. Therefore, an initial review of the 2020/21 capital programme has been undertaken to identify accurate project profiles and **the Executive are asked to recommend to Council the reprofiling of £3,031,500 from 2020/21 into future years as follows:**

Directorate	Annual Budget £	Carry Forwards 2021/22 £	Revised Annual Budget £	Spend to Date £	Budget Remaining £
Community Services	10,631,200	(2,085,700)	8,545,500	3,687,229	4,858,271
Corporate Support	311,000	(150,000)	161,000	80,516	80,484
Economic Development	1,063,000	(150,000)	913,000	86,510	826,490
Governance & Regulatory	8,343,300	(645,800)	7,697,500	5,015,137	2,682,363
Exceptional Items	21,900	0	21,900	12,120	9,780
Total	20,370,400	(3,031,500)	17,338,900	8,881,512	8,457,388
Reserves to be released	30,000	0	30,000	0	30,000
Total	20,400,400	(3,031,500)	17,368,900	8,881,512	8,487,388

The unspent balance remaining of the revised annual budget of £17,368,900 is £8,487,388 as at December 2020.

- 3.9 The impact of the Covid-19 pandemic on the capital programme is still being fully assessed in terms of costs and progress. There is likely to be additional costs incurred on the Sands Project (as previously reported to Executive, BTSP and Council) of £750,000 for this year. This is now provided for in the revised capital budget for the Sands Project; however, it is hoped emergency government funding can be utilised to cover this.

- 3.10 One scheme is included in the capital programme for 2020/21 that requires a report to be presented to the Executive for the release of funding before the project can go ahead.

Scheme	Budget £
Cemetery Infrastructure	30,000
Total	30,000

4. FINANCING

- 4.1 The 2020/21 capital programme can be financed as follows:

	Annual Budget £	Revised Budget
Total Programme to be financed (para 2.1)	20,400,400	17,368,900
<u>Financed by:</u>		
Capital Receipts / Borrowing	11,727,200	9,607,600
Capital Grants		
• Disabled Facilities Grant	1,899,800	1,899,800
• Towns Deal	1,000,000	875,000
• General	2,336,900	2,306,900
Direct Revenue Financing	3,233,100	2,482,700
Other Contributions	203,400	196,900
Earmarked Reserves	0	0
Total Financing	20,400,400	17,368,900

5. CAPITAL RESOURCES

- 5.1 The following table shows the position as at December 2020 of the capital resources due to be received during 2020/21:

	2020/21 Annual Budget £	2020/21 Revised Budget £	2020/21 Actual £	2020/21 Not yet received £	Note
Capital Receipts					
· General	(180,000)	(180,000)	(180,000)	0	1
· Asset Review	(1,898,000)	(1,208,000)	(845,000)	363,000	1
· Vehicle Sales	0	0	(39,300)	(39,300)	2
Capital Grants					3
· Disabled Facilities Grant	(1,899,800)	(1,899,800)	(1,899,764)	36	
· Sands Centre	(2,000,000)	(2,134,000)	0	2,134,000	
· On Street Charging	(203,700)	(203,700)	(7,747)	195,953	
· Towns Deal	(1,000,000)	(1,000,000)	(1,000,000)	0	
· General	(110,000)	(80,000)	(80,000)	0	
Capital Contributions					
· Section 106	(155,400)	(148,900)	(139,650)	9,250	4
· Disabled Facilities Grants	0	0	(10,989)	(10,989)	
· Sands Centre	(48,000)	(48,000)	(48,047)	(47)	
Total	(7,494,900)	(6,902,400)	(4,250,497)	2,651,903	

Notes:

1. Receipts for 2020/21 are anticipated to be received from asset review sales (£1,208,000) and general sales (£180,000). The asset review receipts have been revised downwards and reprofiled into future years in line with the current Asset Disposal Plan. This was considered by Council as part of the 2021/22 budget process on 2nd February 2021.
Included within the asset review sales are receipts of £5,000 that are below the de minimis for capital receipts and will be transferred to revenue.
2. Included within vehicle sales are receipts of £39,300 for individual vehicle sales that are below the de minimis for capital receipts. These will be transferred to revenue at the year end and will be used to fund the capital programme in line with the capital strategy.
3. Capital grants are usually received once associated capital expenditure has been incurred and the amounts then reclaimed from the sponsoring body. The anticipated grant for the Sands Centre has been updated based on the revised capital programme considered as part of the 2021/22 budget process. However, the Town Deals grant has been received in advance of spend and an element of this funding (£125,000) will be used to fund the expenditure expected to be incurred in 2021/22 (subject to a carry forward request).
4. Contributions from Section 106 agreements to Open Space Improvements (£80,700), Play Area Developments (£17,500) and Affordable Homes (£50,700).

6. BALANCE SHEET MANAGEMENT

- 6.1 In line with CIPFA guidance and best practice, information relating to significant capital items on the Council's balance sheet is provided in this section. The information concentrates on those items that may have a material impact on the Council if not reviewed on a regular basis and will ensure that the Council is using its resources effectively and that appropriate governance arrangements are in place around the use of Council assets and liabilities.
- 6.2 Fixed assets are revalued annually to ensure that an up to date value is held in the balance sheet. The revaluation programme is the responsibility of Property Services. It should be noted that some expenditure will be incurred during the course of the year which can be correctly classified as capital expenditure, but which will not increase the value of any of the Council's assets. This expenditure is written off to the revaluation reserve or through the Comprehensive Income and Expenditure Account as appropriate.
- 6.3 The value of fixed assets is a significant part of the balance sheet. In the 2019/20 accounts, fixed assets totalled £156million (2018/19 £157million). This represents 94% of the net current assets of the City Council.
- 6.4 Debtors
This relates to the amount of income due to the Council that has not yet been received. For capital items, this mainly relates to grants and contributions that the Council is able to claim towards funding capital expenditure. Generally capital debtors arise due to timing differences where a cut off point occurs (e.g. the financial year-end) and/or expenditure has been incurred in advance of making the grant claim. As at December 2020 debtors of £180,000 (£2,013,685 at 31 March 2020) were outstanding for capital grants, contributions and receipts.
- 6.5 Creditors
This is the amount of money due to be paid by the Council for goods and services received from its external customers and contractors. For capital schemes this also includes retentions i.e. the amount due to the contractor after a specified period (normally one year) following the completion of a project; this time is used to assess and correct any defects outstanding on the scheme. Amounts earmarked for retention as at December 2020 totalled £157,941.93 (£1,054,384 at 31 March 2020).

7. PERFORMANCE

- 7.1 The 2020/21 programme has been kept to a level that takes account of the Council's ability to deliver schemes with regard to capacity and available resources. Work is ongoing to continue to monitor the profiling of budgets, and these are adjusted to reflect progress in current capital schemes. It is likely that there will still be a requirement for some further carry forwards at the year end due to further slippage and delays on projects. Members are reminded that budgets now totalling £30,000 are being held in reserves until approved by Executive for release.
- 7.2 The Senior Management Team will provide strategic overview and monitor the effectiveness of the overall programme of work in delivering the Council's priorities and objectives. Technical project support and quality assurance of business cases and associated project management activities will be managed by a Transformation Sub-Group chaired by the Chief Executive. Decisions to proceed or otherwise with proposed projects will be made in the usual way in accordance with the Council decision making framework.
- 7.3 A review of all capital expenditure incurred is ongoing to ensure that the expenditure has been correctly allocated between revenue and capital schemes. This will facilitate the year end classification of assets.

8. RISKS

- 8.1 Individual capital schemes have different risks involved. A risk assessment of the overall capital programme is included in **Appendix G**.

9. CONSULTATION

- 9.1 Consultation to Date
SMT & JMT have considered the issues raised in this report.
- 9.2 Consultation Proposed
Business & Transformation Scrutiny Panel will consider the report on 18 February 2021.

10. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 10.1 The Executive is asked to:
- (i) Note and comment on the budgetary position and performance aspects of the capital programme for the period April to December 2020;
 - (ii) Note adjustments to the 2020/21 capital programme as detailed in paragraph 2.1;

- (iii) Make recommendations to Council to approve reprofiling of £3,031,500 as detailed in para 3.8 and Appendix A from 2020/21 into 2021/22.

11. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

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

Contact Officer: Emma Gillespie

Ext: 7289

**Appendices A to G
attached to report:**

Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers:

- None

CORPORATE IMPLICATIONS:

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

PROPERTY SERVICES – Property asset implications are contained in the main body of the report.

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

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

INFORMATION GOVERNANCE – There are no information governance implications.

Scheme	Original Capital Programme 2020/21 £	Other Adjustments £	Updated Capital Programme 2020/21 £	Proposed Carry Forwards £	Revised Capital Programme 2020/21 £
<u>Current non-recurring commitments</u>					
Sands Centre Redevelopment	16,679,300	(10,644,100)	6,035,200	(700,000)	5,335,200
On Street Charging Points Infrastructure	203,700	0	203,700	0	203,700
Gateway 44	4,621,900	0	4,621,900	0	4,621,900
Civic Centre Development	2,581,400	0	2,581,400	(1,150,000)	1,431,400
Play Area Improvements	47,800	73,000	120,800	(36,500)	84,300
Open Space Improvements	80,700	0	80,700	0	80,700
Cemetery Infrastructure	5,700	0	5,700	(5,700)	0
Central Plaza	12,300	0	12,300	0	12,300
Planning Software	150,000	0	150,000	(150,000)	0
Bitts Park Flood Reinstatement	21,900	0	21,900	0	21,900
LED Footway Lighting Installation	203,100	11,700	214,800	0	214,800
Skew Bridge Deck	0	70,000	70,000	(68,500)	1,500
Rough Sleeping Initiative	0	50,000	50,000	0	50,000
Affordable Housing	0	50,700	50,700	0	50,700
Towns Deal - Bitts Park Improvements	0	150,000	150,000	(125,000)	25,000
Towns Deal - Caldey Riverside Remediation	0	850,000	850,000	0	850,000
	24,607,800	(9,388,700)	15,219,100	(2,235,700)	12,983,400
<u>Recurring commitments</u>					
Planned Enhancements to Council Property	396,800	(31,700)	365,100	(145,800)	219,300
Vehicles, Plant & Equipment	1,532,400	0	1,532,400	0	1,532,400
Recycling Containers	45,000	10,000	55,000	0	55,000
ICT Infrastructure	311,000	0	311,000	(150,000)	161,000
	2,285,200	(21,700)	2,263,500	(295,800)	1,967,700
<u>Disabled Facilities Grants</u>					
Private Sector Grants	2,864,600	0	2,864,600	(500,000)	2,364,600
Empty Property Grants	23,200	0	23,200	0	23,200
	2,887,800	0	2,887,800	(500,000)	2,387,800
TOTAL	29,780,800	(9,410,400)	20,370,400	(3,031,500)	17,338,900
<u>Capital Reserves to be released</u>					
Cemetery Infrastructure	30,000	0	30,000	0	30,000
Skew Bridge Deck	70,000	(70,000)	0	0	0
Play Area Improvements	35,000	(35,000)	0	0	0
	135,000	(105,000)	30,000	0	30,000
REVISED TOTAL	29,915,800	(9,515,400)	20,400,400	(3,031,500)	17,368,900

COMMUNITY SERVICES

Scheme	Annual Budget £	Proposed Carry Forwards £	Revised Annual Budget £	Budget to date £	Expenditure to date £	Variance to date £	Details of major variance
Vehicles & Plant	1,532,400	0	1,532,400	359,400	363,283	3,883	Replacement of vehicles to date is within the allocated budgets.
Cemetery Infrastructure	5,700	(5,700)	0	3,801	0	(3,801)	Further improvements to Fairy Beck due to be carried out in 2020/21.
Civic Centre Development	2,581,400	(1,150,000)	1,431,400	383,720	378,097	(5,623)	Project progressing as planned with works currently underway.
Play Area Developments	120,800	(36,500)	84,300	84,024	84,004	(20)	Works complete at Carliol Drive Play Area which were delayed due to Covid-19 restrictions. Work still ongoing at Carleton Farm.
Open Space Improvements	80,700	0	80,700	77,976	71,774	(6,202)	Fully funded by Section 106 monies.
Sands Centre Redevelopment	6,035,200	(700,000)	5,335,200	2,720,628	2,720,825	197	Capital expenditure for the enhancement work to Leisure Facilities. Progress is being monitored and a revised expenditure profile has been implemented to take account of delays as a result of Covid-19 restrictions.
Waste Minimisation	55,000	0	55,000	41,257	50,246	8,989	Purchase of waste receptacles are overspent against the profiled budget to date.
Skew Bridge Deck	70,000	(68,500)	1,500	0	1,500	1,500	Budget earmarked towards this scheme as part of the 2020/21 budget process. Released by Executive 13/01/2021.
Towns Deal - Bitts Park Improvements	150,000	(125,000)	25,000	17,500	17,500	0	Funding received from the Town Deal Capital Accelerated Fund and presented and approved by Executive 14/12/2020.
Grand Total	10,631,200	(2,085,700)	8,545,500	3,688,306	3,687,229	(1,077)	

DECEMBER 2020 - CAPITAL BUDGET MONITORING**APPENDIX C****CORPORATE SUPPORT**

Scheme	Annual Budget £	Proposed Carry Forwards £	Revised Annual Budget £	Budget to date £	Expenditure to date £	Variance to date £	Details of major variance
ICT Infrastructure	311,000	(150,000)	161,000	80,513	80,516	3	Part of ICT Strategy Business Case.
Grand Total	311,000	(150,000)	161,000	80,513	80,516	3	

DECEMBER 2020 - CAPITAL BUDGET MONITORING**APPENDIX D****ECONOMIC DEVELOPMENT**

Scheme	Annual Budget £	Proposed Carry Forwards £	Revised Annual Budget £	Budget to date £	Expenditure to date £	Variance to date £	Details of major variance
Central Plaza	12,300	0	12,300	12,300	14,940	2,640	Costs of emergency works at Central Plaza.
Planning Software	150,000	(150,000)	0	75,030	0	(75,030)	Project on hold.
Affordable Housing	50,700	0	50,700	50,700	50,700	0	S106 funding towards provision of Affordable Homes.
Towns Deal - Caldeu Riverside Remediation	850,000	0	850,000	20,872	20,870	(2)	Funding received from the Town Deal Capital Accelerated Fund and presented and approved by Executive 14/12/2020.
Grand Total	1,063,000	(150,000)	913,000	158,902	86,510	(72,392)	

GOVERNANCE & REGULATORY SERVICES


Scheme	Annual Budget £	Proposed Carry Forwards £	Revised Annual Budget £	Budget to date £	Expenditure to date £	Variance to date £	Details of major variance
Planned Enhancements to Council Property	365,100	(145,800)	219,300	80,944	84,733	3,789	Individual projects progressing as planned.
Rough Sleeping Initiative	50,000	0	50,000	15,000	15,000	0	Capital grant received from MHCLG for the development of the Rough Sleeping Initiative.
Gateway 44	4,621,900	0	4,621,900	3,568,568	3,569,457	889	Development and Improvement costs associated with the Junction 44 development. Initial project nearing completion.
Disabled Facilities Grants	2,864,600	(500,000)	2,364,600	2,148,741	1,305,880	(842,861)	Mandatory Grants. Only essential grants were offered over the lock down period. Grant work is now picking up and the position is being closely monitored.
Empty Property Grants	23,200	0	23,200	20,200	20,200	0	Discretionary grants to assist getting empty properties back in to use.
On Street Charging Infrastructure	203,700	0	203,700	50,925	10,561	(40,364)	To install Electric Vehicle charge points at locations within Carlisle where residents have no access to off-street parking to encourage the uptake of electric vehicles. This project is fully funded by external grant.
LED Footway Lighting Installation	214,800	0	214,800	9,301	9,306	5	To upgrade Footway Lights to LED lanterns throughout the District resulting in energy savings and increased reliability of the lights which should reduce future maintenance costs.
Grand Total	8,343,300	(645,800)	7,697,500	5,893,679	5,015,137	(878,542)	

EXCEPTIONAL ITEMS CAPITAL EXPENDITURE

Scheme	Annual Budget £	Proposed Carry Forwards £	Revised Annual Budget £	Budget to date £	Expenditure to date £	Variance to date £	Details of major variance
IC Buildings Flood Capital	21,900	0	21,900	16,500	12,120	(4,380)	Budget in relation to approved expenditure on the reinstatement of Bitts Park.
Grand Total	21,900	0	21,900	16,500	12,120	(4,380)	

Capital Programme – Risk Assessment

Risk	Likelihood	Impact	Mitigation
Capital projects are approved without a full appraisal of the project and associated business case.	Remote	High	Strengthen the role of Transformation Sub-Group when considering capital project appraisals, to include consideration of business cases
Full capital and revenue costs of a project not identified.	Remote	High	Capital spending must meet statutory definitions. Financial Services to regularly review spending charged to capital. Appraisals to identify revenue costs, including whole life costs to improve financial planning.
VAT partial exemption rules are not considered.	Remote	High	Reduced impact following the decision to elect to tax land and property. To be considered as part of Project Appraisals and assessed by Financial Services.
Capital projects are not monitored nor reviewed (post contract) to ensure that the original business case assumptions have been achieved	Reasonably probable	Marginal	Better project management skills (including contract monitoring) have been introduced through PRINCE 2. Project managers to take more ownership and responsibility for the delivery of projects, including post contract reviews.
Capital projects are not delivered to time	Reasonably Probable	High	Significant slippage in the current capital programme. Better project management skills to be introduced through PRINCE 2. Project managers to take more ownership and responsibility for the delivery of projects. The review of the capital programme currently underway will address some of these issues.
Capital projects are not delivered to budget. Major variations in spending impact on the resources of the Council.	Reasonably Probable	High	Improved capital programme monitoring through PRINCE 2 and monthly financial monitoring. Corrective action to be put in place where necessary.
Assumptions on external funding for capital projects are unrealistic	Remote	High	Potential shortfalls arising from changes to external funding have to be met from other Council resources, so assumptions need to be backed by firm offers of funding before projects are submitted for appraisal. Risk increased due to uncertainty around funding, e.g. MHCLG grants
Spending subject to specific grant approvals e.g. housing improvement grants, disabled persons adaptations varies from budget	Remote	Marginal	Specific grants are generally cash limited so variations in projects supported by funding of this nature will be monitored closely to ensure target spend is achieved to avoid loss of grant or restrictions on subsequent years grant funding.
Shortfall in level of capital resources generated from Capital Receipts	Probable	High	Economic downturn will impact - early warning so as not to over commit capital resources.

 <p>CARLISLE CITY COUNCIL</p> <p>www.carlisle.gov.uk</p>	<h1>Business & Transformation Scrutiny Panel</h1>	<p>Agenda Item:</p> <h2>A.4</h2>
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Meeting Date: 18th February 2021
Portfolio: Leader, cross cutting
Key Decision: No
Within Policy and Budget Framework: Yes
Public / Private: Public

Title: The Sands Centre Redevelopment Project
Report of: The Deputy Chief Executive
Report Number: CS 06/21

Purpose / Summary:

The Purpose of this report is to update the Business and Transformation Scrutiny Panel on the current progress of the redevelopment of the Sands Centre site, and to consider any feedback / questions from the Panel.

The report also provides an update of the measures undertaken to manage or adapt the existing project proposals to deal with:

- a) Progress with the main contract works
- b) provision of temporary accommodation for GLL's leisure offering and the NHS physiotherapy unit
- c) a requirement to update existing infrastructure in the events space to manage public safety systems to meet with current legislation.
- d) working practices evolving from the management of the risks associated with the COVID -19 pandemic
- e) working practices evolving from the management of the Brexit Agreement arrangements

Recommendations:

That Business and Transformation Scrutiny Panel review the report, note the progress made and respond with any feedback and / or questions.

Tracking

Executive:	-
Scrutiny:	-
Council:	-

1. BACKGROUND

- 1.1** The replacement of James Street Pools and the redevelopment of The Sands Centre site to improve wet and dry side sporting provision has been a long-term aspiration for the Council. Previous Council reports (6th March 2018, CS 16/18 and 25th June 2019, CS 17/19, and 17th September 2020 CS 22/20) provide detailed background commentary on the development of the project and its progress via Scrutiny and Executive committees.
- 1.2** At its meeting 25th June 2019 Council approved the redevelopment of the Sands Centre (including the delivery of temporary facilities) and agreed to re-profile the capital budget to deliver the £25.5 M scheme.
- 1.3** At the special council meeting (17th September 2020 covered by report CS 22/20) additional funding was agreed to cover the impact on the construction contracts in terms of delay and cost incurred in managing the impact of COVID-19 to date and the anticipated costs associated with managing the sites for the duration of the contract within these constraints. The reprofiled budget including the costs associate with COVID and provision for management of COVID-19 for the duration of the main works is £27.3 m

2. PROPOSALS UPDATE

2.1 Main Works Contract – progress update:

Since 17th September 2020 report the following progress has been made on the project:

- The main contract issues identified in the last report have been concluded or resolved in sufficient detail for the contract to be entered with Wates Construction Ltd (WCL) and for work commence on site on 23 November 2020.
- Work has taken place on site to complete the enabling works diversion of services, to allow the two halves of the building to be separated and for the Events space to remain operational. This was done in enough time to allow the Christmas pantomime to take place in carefully controlled conditions.
- The site establishment and welfare arrangements have been upgraded to accommodate an increase in the workforce whilst providing sufficient working space, ablution facilities and cleaning regimes to managed the risk of the transmission of COVID-19 within the site workforce, deliveries and visitors to site.

- The asbestos removal has been completed within the demolition zone, and the site cleaned and handed back to the main works contractor.
- The remaining activities associated with the removal or reinstatement of the “back of house” services adaptation for use as part of the temporary COVID recovery hospital have been completed.
- Soft strip work was completed before the Christmas shut down (i.e. removal of fixtures and fittings, ceiling grids and surface mounted services).
- The Environment Agency work to the wall at the north elevation and tarmac ramp was also completed in time for the Pantomime. There is further work scheduled for early April to replace the pedestrian flood gate in this area and the vehicle gate at the entry to Swifts Car Park.
- The roof slates within the demolition zone were salvaged and put into storage for use in future repair work on the events roof and, if required, other Council property.
- There has been further localised investigation work carried out once part of the superstructure had been removed to be able to determine how the building frame could be disconnected above ground and to see if any further work needed to be done to the existing party wall foundations to support the temporary external wall.
- The demolition of the superstructure, ground slab and leisure facility foundations has now been completed and the waste has either been segregated and removed from site to suitable recycling facilities or retained on site and crushed for re-use in the foundations for the new building work.
- The exposed party wall has been weather-proofed but further work will be needed in this area once the ground stabilisation work has been completed, to give durability to the wall covering used to close the exposed openings in the wall.
- Work has also taken place to connect the new sewer connections from the back of the Sands building into the existing UU main in the east car park, and re-routing of the disabled WC pipework inside the building to maintain the availability of the facility to the public attending performances within the building.

- Laying of a temporary piling mat to use as a platform for the vibro-compaction piling equipment due on site within the next two weeks. (This is a ground stabilisation technique which consolidated non-cohesive or weak soils by installing densely compacted columns of stone or gravel in the ground which in turn displaces and densifies the surrounding granular soils to give a firm surface to build on).
- Progress to the stage 5 specialist design elements to coordinate with the main work designs, and to allow the instruction of the associated provisional cost elements e.g. mechanical, electrical and plumbing (MEP) services and operational facilities which have a first fix element.
- Updated the COVID site risk assessment in line with the latest government and trade body guidance.
- Update the site Flood plan for the current site works.
- Update the site Brexit plan for the current site works.
- Assist WCL in obtaining permits from the Environment Agency (EA) for site work adjacent to the flood retaining wall structures.
- Assist WCL in managing the discharge of planning, building control and statutory undertaker conditions. This includes the development of the Consequential improvement strategy to comply with Part L of the Building Regulations. As explained in previous Sands Centre reports to Council, the development of the new facilities alongside the existing Events Hall places a responsibility on the Council to improve the energy efficiency (and CO2 footprint) of the existing building as part of a redevelopment project. This includes measures which improve the thermal insulation of the building or reduce energy consumption.
- Further survey work is currently being undertaken to establish the condition of existing life safety systems, post demolition, to review the longevity and obsolescence of the system components to maintain service during the construction works and their suitability for re-connection to the new systems on completion of the leisure works e.g. CCTV cameras and RAAC plank roof.
- The temporary accommodation provided for GLL and the NHS Musculoskeletal (MSK) treatment service in the ground floor Blessed Christopher Robinson House (the former Newman Catholic High School property at Lismore Place) has been well received by the users and has generated investment in the first floor accommodation by partner organisations. The leisure facility is not

currently open for public use due to the current COVID-19 restrictions. The NHS facility is fully operational.

- At the Sands Centre site, a fully accessible temporary events centre reception, bar and catering facility has been completed and has been put into use for the Christmas pantomime. Unfortunately, the facility is not currently in use and will not be re-opened to the public for use until COVID-19 restrictions are sufficiently reduced and a safe environment can be secured.

2.2 COVID-19 implications on the Main Contract

- Since March 2020 it has become clear that the COVID-19 pandemic has brought about serious implications for all economic sectors. The construction sector has needed to pay attention to areas of work such as material supply, travel to and from site, on site risks and working practice and the provision of enough, clean welfare facilities.
- Wates have responded to the pandemic by developing additional management and staff guidance to provide up to date information for all levels of the business. During the development of the Council's temporary facilities at Lismore Place and at the Sands Centre these new working arrangements were tested and monitored by Wates and the Council.
- The working arrangements developed by Wates during this period have followed the benchmarks laid out by the Construction Leadership Council (CLC). These CLC safe working procedures have been developed and updated to reflect the latest government guidance. The CLC has now produced Version 7 of this guidance and Wates have developed their onsite plans to reflect this.
- Provision has been made with the contract documents to building in an element of shared risk management for quantifiable risks in terms of cost and programme constraints.
- If further significant local or national or international restrictions are imposed which restrict the flow of the workforce to the site and/or materials to site, Wates are entitled to review the impact of such restrictions on the costs and programme. If a proven cost can be shown, Wates can make a claim for compensation under the terms of the Contract. This is an unquantifiable risk but through proper contract administration the mechanisms exist within the Contract to allow the Council to make representations as part of that process. This has already been demonstrated and used effectively on the provision of the facilities

at Newman School and the temporary accommodation on site for GLL's operations.

- WCL, CCC and the project team review the guidance and COVID management plan periodically to ensure that it remains up to date and relevant for the management of the risks as far as reasonably practicable.

2.3 Brexit Agreement implications on the Main Contract

- A Brexit plan had been developed with WCL prior to entering into Contract, to try and quantify the risk and manage the impact of a "No deal" Brexit or a restricted Brexit trade agreement, on time or cost, for something which was not published at the time of entering into the contract and is currently evolving. The plan was based on a review of the availability of key areas of the workforce, the location of the designers for some of the specialist design work, the ownership, source of the raw materials and finished products likely to be used to build and operate the project.
- The review of the Brexit plan, like the COVID and Flood plans, is an ongoing process to reflect the construction activities and programme. The plan is updated periodically to identify any emerging risks and mitigate them where possible.

2.4 Main contract - Programme

- The main works contract is currently in week 11 of 98. (w.c./1/21).
- The project is currently on programme.

2.5 Main contract - Budget

- The main contract work element of the project is valued at circa £21 m.
- The remainder of the budget is allocated to other costs associated with the delivery of the project.
- The contract has been let using an NEC form of contract. A key feature of this form of contract is the collaborative approach to identifying construction issues as they arise and agree a solution. Part of this process is issuing Early Warning Notices which is then followed by an administrative process which works

through potential solutions including any time or cost implications. There have been 17 Early Warning Notices, 11 Compensation Event Notices and 11 Project Manager instructions issued to date.

- The main contract and delivery costs are currently on target to stay within budget.

3. RISKS

- 3.1** Throughout the design process the project team have been working together to identify and eliminate or reduce budget, construction, project, and safety risks for all the stakeholders, wherever possible.

This is an ongoing process which is managed through the NEC 3 form of contract using an Early Warning Notice system – where all parties to the contract have an opportunity to provide an input into the identification and management of risk in a collaborative setting. The Early Warning Notice is reviewed to confirm the merit of its content and the likely impact on the project. The result of this review will then determine what action should be undertaken to reduce, mitigate or remove the risk.

Appendix E contains the most up to date strategic risk register for the project.

4. CONSULTATION / PARTNERS - OTHER CONSIDERATIONS RELATED TO THIS PROJECT

- 4.1** Sport England funding award

The Council has worked progressively with Sport England throughout the life of this project (since 2015) and has greatly appreciated the support grant funding, technical and sports planning guidance received from their officers and consultants.

Having produced a Strategic Delivery Model for the Sands Centre in August 2018, the Council submitted this document as part of an Expression of Interest to the Sport England Investment Committee in October 2018.

On 6th March 2019 the Sport England Investment Committee approved the award of an investment of £2M subject to the completion of a standard funding agreement. Further to this Sport England approved an additional £200k of funding support prior

to the Council report in September 2020. Officers have now executed the funding agreement and are ready to draw down the funds.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 5.1** This project makes a significant contribution to the priority to *“Further develop sports, arts and cultural facilities to support the health and wellbeing of our residents”*.

In addition, project also contributes to the following other priorities:

“Support business growth and skills development to improve opportunities and economic prospects for the people of Carlisle.”

“Promote Carlisle regionally, nationally and internationally as a place with much to offer - full of opportunities and potential.”

Contact Officer: Darren Crossley

Ext: 7004

Appendices attached to report:

- Appendix A – Site Boundary Plan**
- Appendix B – Ground Floor Plan**
- Appendix C – First Floor Plan**
- Appendix D – Site Progress Photos**
- Appendix E – Project Risk Register**

Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers:

- **None**

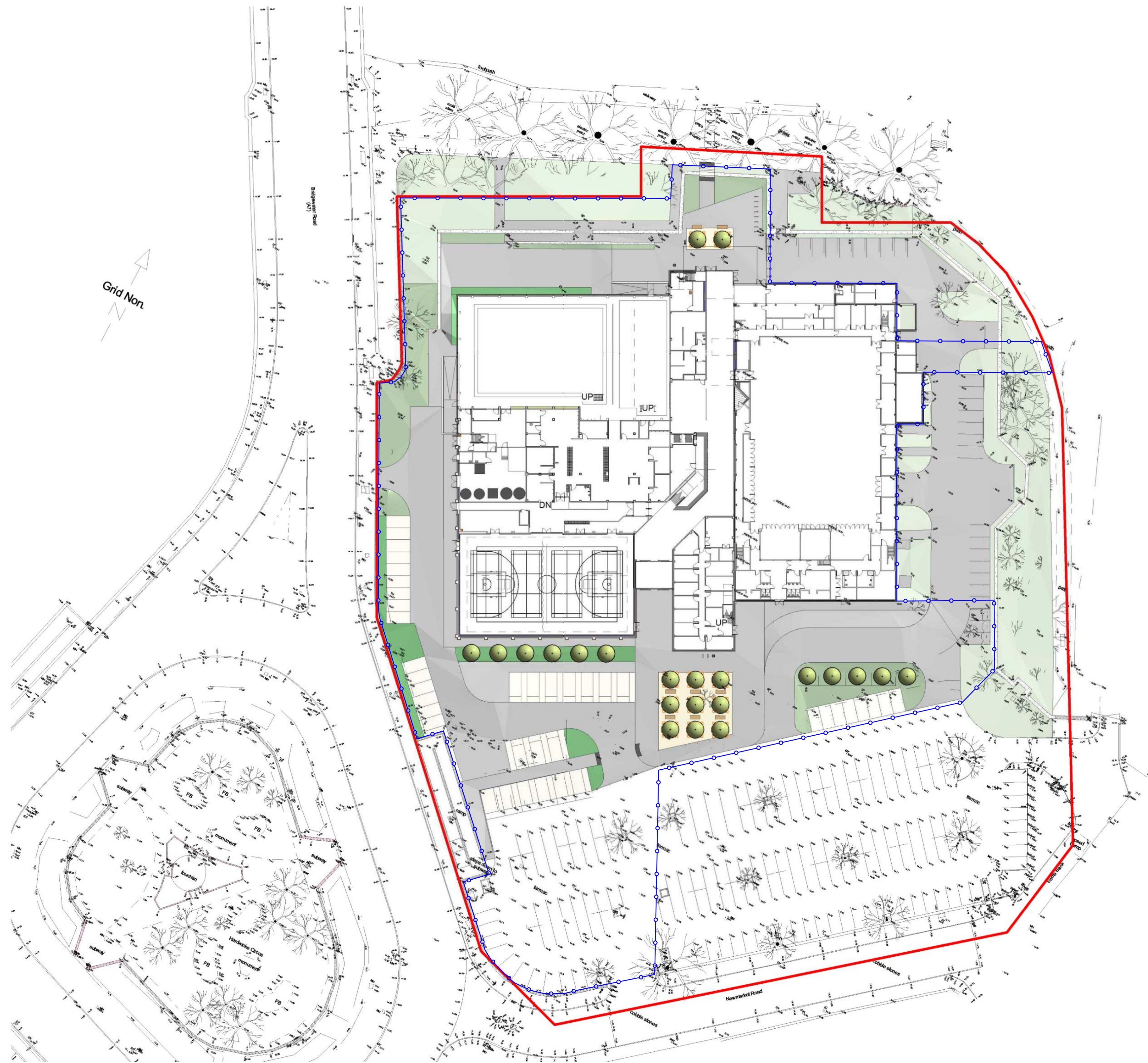
CORPORATE IMPLICATIONS:

LEGAL –

FINANCE – The project is part of the Council's capital programme and is monitored on a monthly basis with the Project Manager and key internal stakeholders through internal project meetings that ensure any financial implications of the project are brought to light as early as possible.

EQUALITY –

INFORMATION GOVERNANCE –



Proposed Site Plan
Scale:- 1:500

KEY

— PLANNING SITE BOUNDARY

— CONSTRUCTION SITE BOUNDARY

18009-SLC-WCL-ZZ-ZZ-W-0002 rev 01

CONSTRUCTION SITE BOUNDARY
PLAN

Rev	Date	Revision notes
00	13.03.2019	First issue
01	23.03.2020	Boundary extended to incorporate HV connections and hoardings



B	Issued For Contract	14/09/2020	S\$e
	Updated For Construction	15/04/2021	S\$e
P08	Updated To Reflect BCO Comments	25/02/2021	JMf
P07	Updated To Reflect BCO Comments	20/02/2021	S\$e
P06	Employers Requirements	08/02/19	MPe
P05	Stage 4A Issue - For Tender	18/01/19	S\$e
P04	Stage 4A Issue	13/12/18	S\$e
P03	Updated Stage 03 Following RTA & Client Comments	28/11/18	S\$e
P02	Revised Stage 3 Design	25/10/18	S\$e
P01	Stage 3 Issue	10/07/18	S\$e
Rev	Description	Date	Rev. By

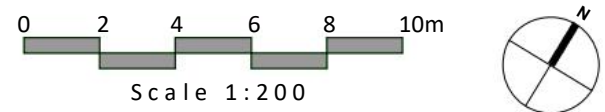
GT3
ARCHITECTS

2nd Floor, TWO
Diamond Three City
Newcastle Upon Tyne
NE2 1DB

0191 2817700
info@g3architects.com

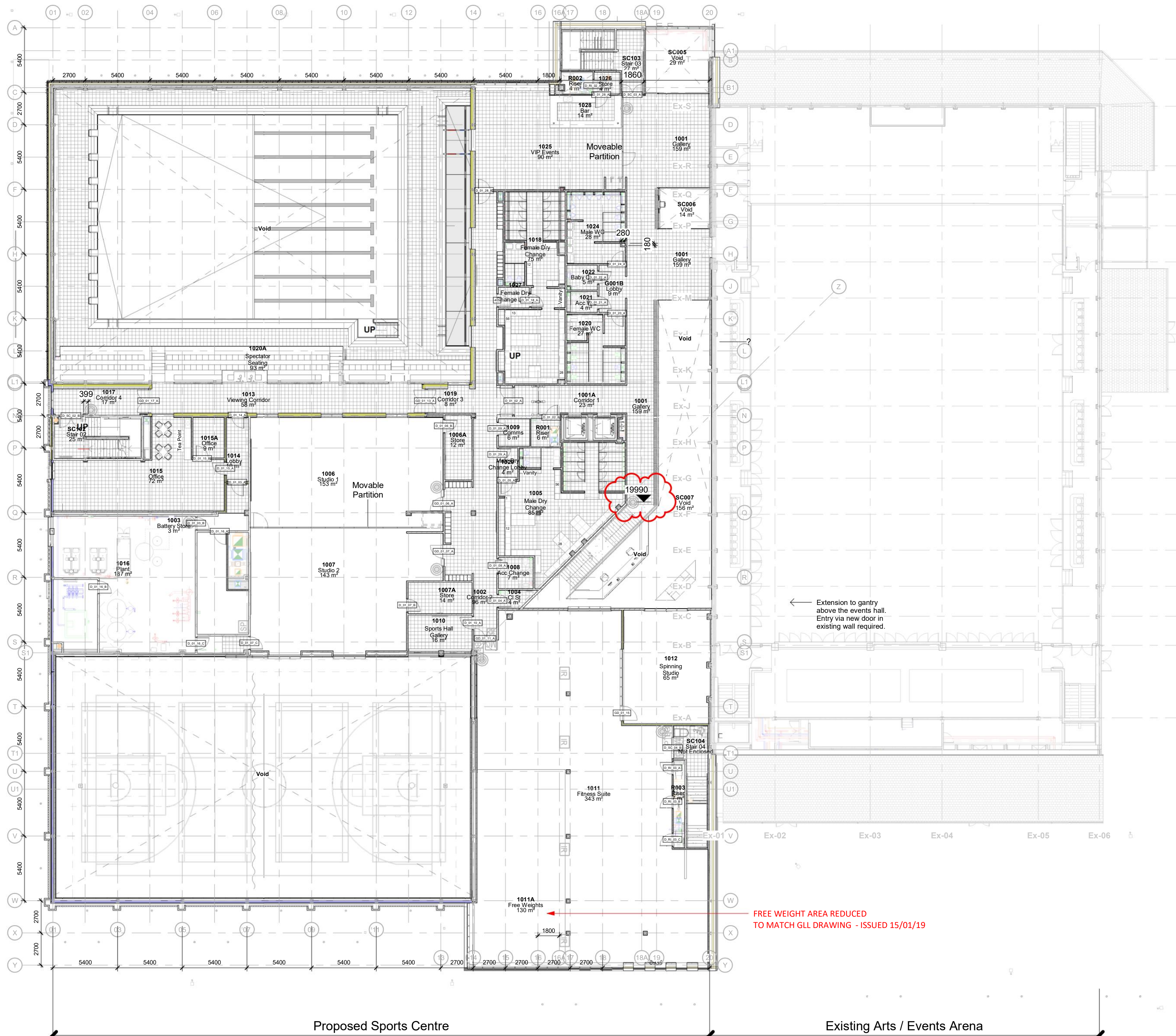
Stanford House
19 Castle Gate
Nottingham
NG1 1AQ

t 0115 9470800
www.g3architects.com



Linked Revit Model - Names / Version	
Discipline	Model Name
Existing Building	12292-Existing-The Sands 2018-SI-ZZ-M3
MEP	17024-BHE-XX-ZZ-M3-MEP-0001_WIP_P01.19
Structural	17024-BHE-XX-ZZ-M3-S-0001-P03.7-17.07.2020
Context	17024-GT3-00-ZZ-M3-A-LANDSCAPE- CENTRAL-2018
Landscape	GT1385-00B-SI-ZZ-M3-L-0001_P13

Denotes Environment Wall line from wet to dry Environments



C	Issued For Contract	14/09/2020	SSE
B	Updated to Reflect WCL comments	18/05/2020	SSE
A	Issued For Construction	15/04/20	SSE
P08	Updated to suit WCL W1 set comments	27/03/20	SSE
P07	Employers Requirements	08/02/19	MPE
P06	Stage 4A Issue - For Tender	18/01/19	SSE
P05	Stage 4A Issue	13/12/18	SSE
P04	Updated Stage 03 Following RTA & Client Comments	26/11/18	SSE
P03	Stage 03 Following RTA	12/11/18	SSE
P02	Revised Stage 3 Design	25/10/18	SSE
P01	Stage 3 Issue	19/07/18	SSE

STAGE 5

Carlisle City Council
The Sands Leisure Centre
Newmarket Rd, Carlisle CA1 1JQ

Level 01 Proposed GA
GT3 JOB NO: 17024

DWG NO: 17024-GT3-00-01-DR-A-20-1001-S2-C
SCALE: As indicated @A1
DRAWN BY: SSE
CHECKED BY: PRe

DO NOT SCALE
ALL DIMENSIONS TO BE VERIFIED ON SITE



APPENDIX D – SANDS CENTRE REDEVELOPMENT progress photos

1) Work on the flood retaining wall on the north elevation of the site



2) Additional COVID ablutions



3) Investigating the existing building foundations:



4) Demolition work – gym area



5) Demolition – front entrance area



6) Recycling demolition materials



7) Demolition - secondary sports halls



8) Forming the sacrificial piling mat layer



9) Recycling the demolition arisings

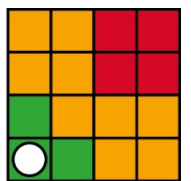
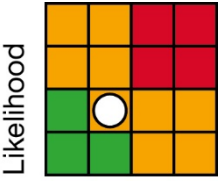


10) Forming the pile mat



APPENDIX E - Sand Project Risk Register – 31st December 2020

SECTION 1 – ENABLING WORKS

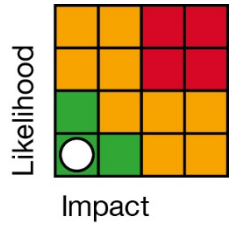
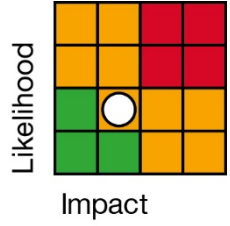
Delivering the enabling works at the Sands and former Newman School site – CONTRACTUAL (COVID 19)				
There is a risk that (TIART) the terms of the enabling works contract at the Sands and former Newman School cannot be adhered to and this leads to additional work and cost related to compensation and early warning events and / or contractor or client relying on verbal exchanges as instruction.				
Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	31 March 2020 3 rd June 2020 31st December 2020	9 4 1	<ul style="list-style-type: none"> - Identified key persons for client (including Pick Everard) and contractor are nominated and agreed as project leads (decision makers) DONE - Client and contractor identify and agree key clauses to be used for the management of this enabling works contract under ‘force majeure’ or a similar clause. NOT REQUIRED - A schedule of meetings arranged to provide early warning of potential deviations from the enabling works contract. DONE <p>Both sites are now complete with minor snags being attended to. Newman S is in use by GLL and NHS.</p> <p>RISK CLOSED</p>	

Impact Score	1		Target Risk Date	April 2020
Likelihood Score	1		Target Risk Score	4
Risk Score	1			
			Lead Officer	Darren Crossley

Delivering the enabling works at the Sands and former Newman School site – CONSTRUCTION PROGRAMME (COVID 19)				
TIART the lead contractor and their subcontractors cannot provide enough labour and materials to complete the enabling works to the required programme date.				
Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
<div> <div>Likelihood</div> <div>Impact</div> </div>	March 2020 3rd June 2020 August 2020 31 December 2020	9 4 4 1	<ul style="list-style-type: none"> - The lead contractor and sub-contractors provide the client with an assessment of labour and materials supply and indicate any significant deviations from the project plans WAS ONGOING - DONE - The lead contractor and sub-contractors identify and communicate any proposed variations to the contract duration or methods. DONE - The client reviews any proposals in a timely manner and responds to the lead contractor. DONE - The client reviews the impact on programme regarding the impact on current hire agreements (Portacabin) and rent-free period (Newman School) <p>As at 3rd June Newman School site and Sands (portacabin) works are almost complete (target 2nd week in June). Still some risk relating to the rent-free period of occupation should the main contract be delayed.</p> <p>Both sites are now complete, with Covid delay impacts being handled via the compensation events processes.</p> <p>The Contract completion certificates have been issued. RISK CLOSED.</p>	<div> <div>Likelihood</div> <div>Impact</div> </div>

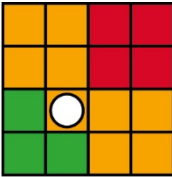

Impact score	1
Likelihood score	1
Risk Score	1

Target Risk Date	April 2020
Target Risk Score	4

Delivering the enabling works at the Sands and former Newman School site – FINANCIAL (COVID 19)				
TIART the impact of Covid 19 on the enabling works contract causes the projected costs to exceed the identified budget for this part of the project.				
Present Matrix	Assessment Date	Present Risk Scores	Control Strategy/Mitigating Actions	Target Risk Matrix
	March 2020 3 rd June 2020 August 2020 31 December 2020	9 4 4 1	<ul style="list-style-type: none"> - Pick Everard ongoing assessment responsibilities of cash flow and projected costs are circulated to the client team in a timely manner with enough detail to identify key areas of risk. SOME ISSUES WITH PERFORMANCE TO BE DETERMINED WITH PE. - All supply and financial concerns arising from Covid 19 impacts are reported to the client in a timely manner to allow for potential mitigating actions / decisions. A more specific register of ‘at risk’ suppliers of materials and / or labour should be developed and monitored. COVERED VIA ONSITE MGMT ARRANGEMENTS. - The client should work with the lead contractor to try to establish if improvements can be made to cash flow arrangements to support contractors in the supply chain. DONE - The contractor should explore any government grant funding programmes that may assist contractors in the supply chain. <p>As at 3rd June still some minor risks on budget related to asbestos removal and COVID-19 related time extension.</p> <p>Final costs for both sites are now being attended to with COVID-19, asbestos, portacabin relocation (due to EA) and NHS recovery site being assessed.</p> <p>The final accounts have been settled with the contractors and consultants. RISK CLOSED.</p>	

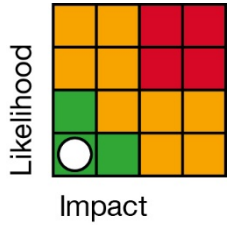
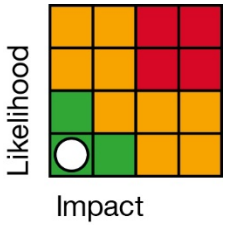
Impact score	1
Likelihood score	1
Risk Score	1

Target Risk Date	April 2020
Target Risk Score	4

Delivering the enabling works at the Sands and former Newman School site – LEISURE CONTRACT (COVID 19)				
TIART the impact of Covid-19 (or other project delivery issues) may place additional cost strain on the Carlisle CC and GLL leisure contract				
Present Matrix	Assessment Dates	Present Risk Score	Control Strategy/ Mitigating Actions	Target Risk Matrix
<div>Likelihood</div> <div></div> <div>Impact</div>	March 2020	9	<ul style="list-style-type: none">- A client / contractor meeting should be arranged to establish the key service delivery, financial and other issues. (First meeting Wednesday 1st April – TR to follow up with GLL position)Decision taken to manage the Covid impact until end of June with an open book approach to establish actual costs to GLL.- This work should include monitoring of the current government requirement for leisure facilities to remain closed. DONE and ongoing (4th July new arrangements for leisure centres are to come into place)- The client should assist the contractor with timely advice regarding any locally delivered business grants available to offset the ongoing costs of remaining closed. N/A	<div>Likelihood</div> <div></div> <div>Impact</div>
	3 rd June 2020	9		
	August 2020	4		
	31 December 2020	4		
			<p>As at 3rd June the Council, KKP (Sport England consultants) and GLL are working on the impacts of the ‘recovery’ period and any opportunities to improve our contract position.</p> <p>As documented in the Council’s Portfolio Holders Decision Notice and report to Executive the impact of Covid 19 has been assessed for April, May, June, July and August 2020. Agreement has been reached with GLL for this period. Further discussions will be required for the remaining periods of 2020 and into 2021.</p> <p>As at 31st December 2020 the Council and GLL continue to work together to monitor the effect of Government restrictions and ‘lockdowns’. GLL continue to make use of the Government ‘furlough’ scheme and the Council has made an application for further Government revenue support for leisure facilities. A decision on this application has not yet been communicated.</p>	

Impact score	2
Likelihood score	2
Risk Score	4

Target Risk Date	April 2020
Target Risk Score	4

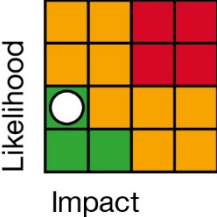
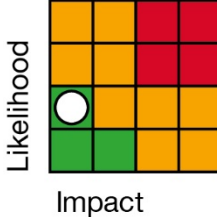
Delivering the enabling works at the Sands and former Newman School site – HEALTH & SAFETY				
TIART the requirement to continue delivering the enabling works contract at the Sands and former Newman School compromises the health and safety of contractors, client employees and / or other parties (i.e. GLL staff, NHS workers)				
Present Matrix	Assessment Dates	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	March 2020 3rd June 2002 August 2020 December 2020	12 1 1 1	<ul style="list-style-type: none"> - Lead contractor and Pick Everard work with the Client Project Manager to review and monitor all health and safety risks assessments, particularly those related to the Covid 19 pandemic. (Heath and Safety RA's received from Wates and reviewed) DONE - All parties to the contract work ensure compliance with these RA's and mitigating actions, notifying the named individuals from each party of any breaches and / or practise that deviates from the new arrangements. DONE <p>As at 3rd June Wates and their sub-contractors have largely completed the project under new Covid-19 Health and Safety procedures. These have worked well and protected on site staff and visitors.</p> <p>Both temporary works projects are now complete. RISK CLOSED.</p>	

Impact score	1
Likelihood score	1
Risk Score	1

Target Risk Date	April 2020
Target Risk Score	1

Delivering the enabling works at the Sands and former Newman School site - REPUTATIONAL

TIART parties engaged in this enabling works contract fail to communicate between each other and consequently risk reputational damage due to poor management of public messages regarding the project.

Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	March 2020 June 2020 August 2020	4 2 2	<ul style="list-style-type: none">- An assessment should be undertaken of the key cross partner and external communication requirements during this period DONE- Agreement should be reached on the key project communications and who and when will be responsible for managing these communications DONE <p>As at 3rd June 2020, this risk has not materialised as good communication has been maintained between all parties.</p> <p>Both projects are now complete, and this risk has been closed.</p>	

Impact score	1
Likelihood score	2
Risk Score	2

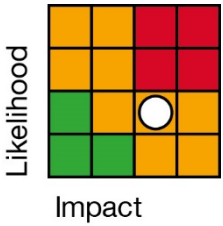
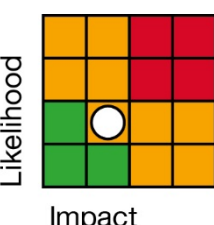
Target Risk Date	October 2020
Target Risk Score	2

Delivering the enabling works at the Sands and former Newman School site – NHS REQUIREMENT (RECOVERY CENTRE)				
TIART the requirement to support the NHS locally and provide ‘bed space’ at the Sands will significantly impact on the delivery of the agreed enabling works project.				
Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
<div> <div>Likelihood</div> <div> <div> <div></div> <div></div> <div></div> <div></div> </div> <div> <div></div> <div></div> <div></div> <div></div> </div> <div> <div></div> <div></div> <div></div> <div></div> </div> </div> <div>Impact</div> </div>	<div>March 2020</div> <div>June 2020</div> <div>August 2020</div>	<div>9</div> <div>2</div> <div>1</div>	<div> <ul style="list-style-type: none"> - Liaison with the military planners and NHS (including GLL, Wates, Council) needs to clarify the extent of the planned operation (scale and duration). (Completed except for duration) DONE - Clarity is required on the management of the site (City Council, GLL and / or NHS) and any implications for Wates. (Work ongoing to ensure enough clarity for all parties) DONE - Clarity is required on the extent that on-site works can continue as required under the enabling works contract. DONE <p>As at 3rd June, the Recovery Centre is now to be removed for site, a minor risk remains regarding any additional works required to ‘make good’ after removal and any time delay impact on the main contract works.</p> <p>All issues related to the removal of the recovery site have now been addressed. RISK CLOSED.</p> </div>	<div> <div>Likelihood</div> <div> <div> <div></div> <div></div> <div></div> <div></div> </div> <div> <div></div> <div></div> <div></div> <div></div> </div> <div> <div></div> <div></div> <div></div> <div></div> </div> </div> <div>Impact</div> </div>

Impact score	1
Likelihood score	1
Risk Score	1

Target Risk Date	April 2020
Target Risk Score	6

SECTION 2 – MAIN CONTRACT WORKS

Delivering the main works at the Sands Centre – <i>NON COVID-19 REQUIREMENTS</i> / CONTRACTUAL				
TIART the main contract works at the Sands Centre will be delayed causing significant operational and financial impact on the Council and partners (GLL and Wates)				
Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	March 2020	12	<ul style="list-style-type: none"> - Project team to meet and itemise all delay issues before determining a priority order for resolution. DONE - Project team to sign off all currently agreed clauses in the main works contract (therefore leaving more contentious items for final discussion) DONE - Project team to review all documents required as appendix to the main contract and sign off those completed. Still to complete 3rd June 2020. Still to be completed. DONE - Project team to sign off (ready for novation) agreed RIBA Stage 4a drawings and works requirements. Still to complete 3rd June 2020. Still to be completed. DONE - Project team to agree any other design and architecture items still not at RIBA 4a and approve a way forward to achieve client and novation position pre-contract signing. Still to complete 3rd June 2020. Still to be completed. DONE - Project team to review and agree specific additional clauses e.g. flood, Covid-19. Still to complete 3rd June 2020, flood clause agreed, Covid-19 to be agreed. Covid clause still to be agreed (along with cost implications) DONE - Project team to review and take steps to resolve all 'significant' provisional sums in the contract. Still to complete 3rd June 2020. Resolved. Itemised sums have been refined pending subcontract design work (RIBA stage 4B and 5) and added to the Contract documents and included in the contract programme as key dates or milestone - Project team to resolve contractual position on the event centre roof replacement. Still to complete 3rd June 2020. See separate risk tables below. Removed from the contract pending further investigation, design, and programming. Further consideration to be given to the provisional sums set aside for the renewal or replacement of plant and equipment affected by suspension of work on the RAAC plank roof. 	
	June 2020	9		
	August 2020	9		
	31 December 2020	6		

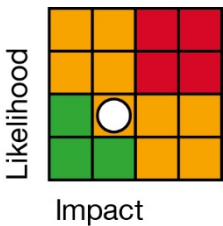
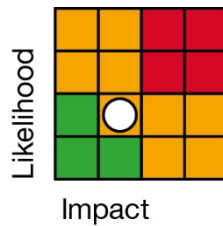
Impact score	3
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Target Risk Date	
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Likelihood score	2		Target Risk Score	4
Risk Score	6			

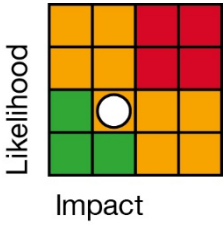
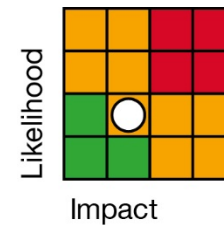
Delivering the main works at the Sands Centre – COVID-19 REQUIREMENTS / CONTRACTUAL

TIART the impact of the COVID-19 virus is not fully understood and accounted for in the Sands Centre main works contract

Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	<p>March 2020</p> <p>June 2020</p> <p>August 2020</p> <p>31 December 2020</p>	<p>12</p> <p>9</p> <p>4</p> <p>4</p>	<ul style="list-style-type: none"> - Project team and legal advisors should meet to identify the specific concerns arising from COVID-19 impact and assess these considering the current contract draft DONE - Project team should detail potential contract drafting issues arising from this exercise e.g. supply chain, payments, insolvency, variations, etc...DONE <p>As at 3rd June, the project team and legal advisors have considered the actions above and reviewed the NEC contract terms and Scape procurement position. The clauses within the NEC contract do allow for such eventualities as a pandemic to be reviewed as contract variations. However, the contractor wishes to insert an additional 'z' clause to cover this pandemic. This proposal is being considered.</p> <p>A final position on the proposals for dealing with Covid potential extra costs is now ready for Executive and Council consideration.</p> <p>Additional accommodation and procedures have been put in place on site to manage the risk of the transmission of COVID 19 associated with a mobile work force. CLC SOP Version 7 of the industry guidance is currently in place and has been adopted by the Main Contractor</p>	

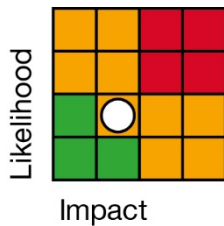
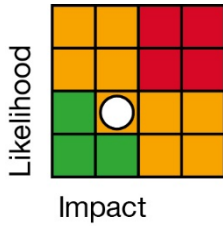
Impact score	2
Likelihood score	2
Risk Score	4

Target Risk Date	
Target Risk Score	4

Delivering the main works at the Sands Centre – COVID-19 REQUIREMENTS / CONSTRUCTION				
TIART COVID-19 impact on the construction sector effects and / or delays the delivery date of the Sands project				
Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	<p>March 2020</p> <p>June 2020</p> <p>August 2020</p> <p>31 December 2020</p>	<p>12</p> <p>9</p> <p>4</p> <p>4</p>	<ul style="list-style-type: none"> - Project team seek clarity from Wates and sub-contractors / supply chain on the following areas: material, labour, utilities, technical support during and post COVID-19 crisis with a view to clearly (via open book) establishing project impact. PART DONE but without the clarity required yet - Project team consider any options arising regarding procurement, storage and transport of critical materials for the project, those that may be secured from outside of the UK e.g. pool tiles. Considered, but without resolution at present. - Project team explore issues relating to the loss of key personnel to other projects, to ensure that staff turnover does not affect delivery timelines, or the quality of the project DONE - Project team consider the delay timescales and any impact on seasonal construction challenges already highlighted e.g. winter foundations work DONE - Project team to determine the most appropriate means to identify roof RAAC panel replacement design, costs and programme impact DONE but the results are not yet known / clear. <p>As at 3rd June 2020 the Project Team still require more clarity from the contractor regarding the project delivery under current and anticipated Covid-19 restrictions. The contractor has suggested a 10% productivity loss due the restrictions (equating to an 8-week extension) however this is not accepted as a clear enough guide to impact.</p> <p>See above – the Covid clause proposals are designed to deal with these likely additional costs.</p> <p>See above note regarding the adoption of the CLC SOP version 7 guidance</p>	

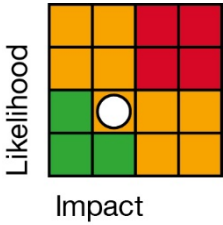
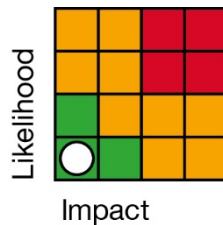
Impact score	2
Likelihood score	2
Risk Score	4

Target Risk Date	September 2020
Target Risk Score	4

Delivering the main works at the Sands Centre – COVID-19 REQUIREMENTS / FINANCIAL				
TIART the delayed start to the Sands Centre main contract and the additional pressures arising from Covid-19 virus cause the projected costs of the project to exceed Council budget approvals.				
Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	March 2020	12	<ul style="list-style-type: none"> - Agree with PE the current spend position regarding PCSA and enabling works contract DONE - Assess the financial impact of a delayed enabling works contract (on the main contract costs) and map this to the contractual and construction risks identified above DONE but still to receive further evidence required. - Form a final view of total project spend and main works sum (including the design issues covered above and the RAAC panel replacements) Underway - Ensure ongoing clear tracking of the project and reporting of current and projected costs Measured being put in place to adapt Council cost reporting systems to suit Capital works projects. A board has been set up for the Sands project to manage this and the development of other Council processes to provide appropriate information for all significant elements of larger capital works projects <p>As at 3rd June the Council is in receipt of proposal to extend the PCSDA to cover preparatory works in the main contract. This will allow further time to appraise the RAAC roof replacement costs and agree a way forward on Covid-19 proposals.</p> <p>Project costs will exceed Council budget approval and a further report is under development to address this issue.</p> <p>The costs associate with the proposals tabled for managing the risk associated by COVID-19 have been adopted and put in place.</p>	
	June 2020	9		
	August 2020	9		
	31 December 2020	4		


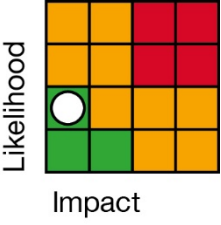
Impact score	2
Likelihood score	2
Risk Score	4

Target Risk Date	September 2020
Target Risk Score	4

Delivering the main works at the Sands Centre – COVID-19 REQUIREMENTS / HEALTH AND SAFETY				
TIART the requirement to deliver the main works contract at the Sands compromises the health and safety of contractors, client employees and / or other parties (i.e. GLL staff, NHS workers)				
Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	March 2020 June 2020 August 2020 31 December 2020	12 6 4 4	<ul style="list-style-type: none"> Lead contractor and Pick Everard work with the Client Project Manager to review and monitor all health and safety risks assessments, particularly those related to the Covid 19 pandemic. All parties to the contract work ensure compliance with these RA's and mitigating actions, notifying the named individuals from each party of any breaches and / or practise that deviates from the new arrangements. <p>As at 3rd June the risk assessments and mitigating actions for the main contract are still to be reviewed. However, these are under development and will closely follow the enabling works arrangements.</p> <p>Risk assessments and methods of working continue to be reviewed and assessed against industry guidelines.</p> <p>Risk assessment and methods of working have been updated to reflect more recent government and industry guidance. Further work is needed to modify or adapt existing Council Health and Safety policy and procedures to manage construction specific health and safety legislation.</p>	

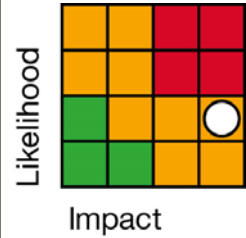
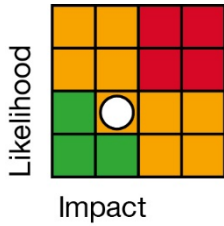
Impact score	2
Likelihood score	2
Risk Score	4

Target Risk Date	September 2020
Target Risk Score	1

Delivering the main works at the Sands Centre – COVID-19 REQUIREMENTS / REPUTATIONAL				
TIART parties engaged in the main works contract fail to communicate between each other and consequently risk reputational damage due to poor management of public messages regarding the project.				
Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	March 2020 June 2020 August 2020 31 December 2020	4 4 4 4	<ul style="list-style-type: none"> - An assessment should be undertaken of the key cross partner and external communication requirements during this period - Agreement should be reached on the key project communications and who and when will be responsible for managing these communications <p>As at 3rd June this exercise is still to be undertaken to establish key communication issues relating to the pandemic and other significant risk issues e.g. roof replacement.</p> <p>The Council report under development will seek to address this risk area.</p> <p>The first stages of the development of a communication strategy is now in place.</p>	

Impact score	2
Likelihood score	2
Risk Score	4

Target Risk Date	September 2020
Target Risk Score	2

Delivering the main works at the Sands Centre – RAAC Roof Panels report				
TIART the status of the RAAC roof panels in the Sands Centre Events Hall roof is not fully understood and unseen deterioration leads to a cracking or more serious failure of these structural elements leading to a potential partial or collapse. [This could lead to an unplanned closure of the hall or a more serious evacuation post collapse]				
Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	<p>August 2020</p> <p>31 December 2020</p>	<p>8</p> <p>8</p>	<ul style="list-style-type: none"> - Three structural reports have now been conducted (two for the spanning panels and one focused on the mansard elevation supporting panels) these have been visual inspections, limited to only a small element of each panels surface. However, each inspection has reported no signs of deterioration, bowing, deflection or cracking. - The first two reports (concerning the spanning panels) also noted the age of this structure and informed the Council that these elements had reached the end of their design life (35 years). - Further investigations have shown that the Events Hall roof was recovered approximately 20 years ago. Water ingress onto the internal panels is thought to have the greatest impact on structural integrity. - A continued timetable of visual inspections is planned, together with further assessment of the condition and durability of these structures. - A further visual inspection is planned for February 2021 on completion of the demolition and vibro-compaction work to check the condition. 	

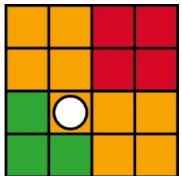
Impact score	4
Likelihood score	2
Risk Score	8

Target Risk Date	October 2020
Target Risk Score	4

APPENDIX F

Carlisle City Council - Sands Centre Risk Register May 2019 (updated from February 2019) - Developed via a team workshop facilitated by Zurich Municipal

Description of risk
<p>1. Risk of delays to project delivery or increase in costs caused by one or more of: delays to start date, delays in Council decisions, 3rd party failures, design not keeping pace, or mission / scope creep, under estimating the scope of work, variations in costs of raw materials, supplies or workforce, or supplier insolvency.</p> <p>This could result in increased costs, impact on business case, impact on funding model, project becoming unaffordable, loss of stakeholder confidence, & reputational damage.</p>

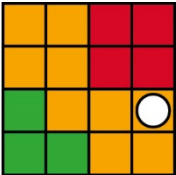
Present Matrix	Assessment Dates	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Score
<p>Likelihood</p>  <p>Impact</p>	May 2019	4	<p>The Project Team and City Council officers have (since December 2018) been focused on the issues identified above. Delays to the decision and consequently the works commencement have been managed with all parties and costs associated with any delays are understood and factored into the Business Case section of this report.</p> <p>The current risk score reflects the still urgent need to take a decision (post City Council elections) on the way forward.</p>	4

Impact score	2
Likelihood score	2
Risk Score	4

Target Risk Date	June 2019
Target Risk Score	4

Lead Officer	Deputy CEO & Project Man.
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Description of risk
2. Risk of site flooding during construction. Flood defences will temporarily be changed during the construction phase, therefore any flood event during construction could result in damage to site & equipment, delays to works, disruption to centre users, & reputational damage.

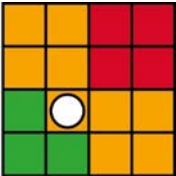
Present Matrix	Assessment Dates	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
<div> <div>Likelihood</div>  <div>Impact</div> </div>	February 2019	8	<p>Control arrangements for this risk are currently being developed with Wates construction, Environment Agency (EA), City Council, Zurich Municipal via the Project Team.</p> <p>These include:</p> <ul style="list-style-type: none"> - Achieving clarity on insurance coverage and division of liabilities (via NEC Contract) - Clarity between EA and Wates on construction programmes, intermediate works and flood mitigation measures. 	4

Impact score	4
Likelihood score	2
Risk Score	8

Target Risk Date	July 2019
Target Risk Score	4
Lead Officer	Project Man.

Description of risk

3. Risk of delay in agreeing or implementing temporary facilities during construction phase. This could be caused by delays in sourcing a bespoke solution, negotiations with 3rd parties (e.g. school), or the Council making a decision. This could result in reputational damage, loss of revenue for GLL, increased costs for Council, and impact on Wates project plan.

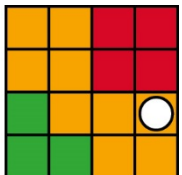
Present Matrix	Assessment Dates	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
<div style="display: flex; flex-direction: column; align-items: center;"> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</div>  </div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</div> </div>	May 2019	4	<p>Events temporary facilities are now procured. Building control requirements and a variation to the planning agreement continue to be monitored and progressed. Orders for the temporary solution will be placed post 25th June, should Council agree to proceed.</p> <p>Leisure temporary facilities are now designed and costed. The project will be managed by Wates under an enabling works contract and progress is being made with this agreement. Lease arrangements with the Diocese of Lancaster are underway with Heads of Terms being agreed.</p>	4

Impact score	2
Likelihood score	2
Risk Score	4

Target Risk Date	July 2019
Target Risk Score	4

Lead Officer	Deputy CEO & Project Man.
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Description of risk
4. Risk of a key contractor or the operator suffering an insolvency event. This could result in delays, increased costs.

Present Matrix	Assessment Dates	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
<div> <div>Likelihood</div>  <div>Impact</div> </div>	May 2019	8	<p>Throughout the project life financial assessments of the key contractors and operator (GLL) will be monitored on a regular basis.</p> <p>The Scape framework arrangements are also being monitored.</p> <p>To date no concerns have been raised.</p>	4

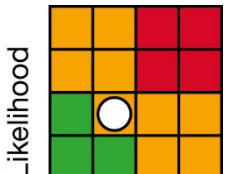
Impact score	4
Likelihood score	2
Risk Score	8

Target Risk Date	June 2019
Target Risk Score	4

Lead Officer	Financial Services
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Discription of risk

5. Risk NHS withdraw from their lease. This could be caused by lack of funding or changes to their service delivery model. This could result in a temporary loss of revenue, having to redesign space, and potential reputational damage to overall business case.

Present Matrix	Assessment Dates	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	February 2019	4	<p>Regular dialogue and the development of lease arrangements is ongoing with our MSK and NHS partners.</p> <p>North Cumbria University Hospitals NHS Trust Board support has been received for the project and Heads of Terms for a lease are developed.</p> <p>Should the NHS seek to withdraw from a future lease GLL are primed to review all commercial opportunities for this space.</p>	2

Impact score	2
Likelihood score	2
Risk Score	4

Target Risk Date	July 2019
Target Risk Score	2

Lead Officer	Deputy CEO
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Employers Agent key risks monitor:

Version:	Revision 4			
Date:	30.04.19			
Item	Cause	Risk Description	Effect	Notes / Action / Comment / Mitigation Plan
1.01	Design and installation of the Temporary accommodation	Design and procurement is not carried out in time to become operational in time for the decant of the existing centre	Delay to the start on site of the main construction works	Review the alternatives
1.02	Stage 4 Programme	Design team fail to maintain progress against the stage 4 design programme	Delay to project commencement or design is incomplete at contract award	Design team to provide a detailed design programme and deliverables list, aligned with WCL pre-construction programme. Monitor weekly and advise Employer's Agent immediately of any slippage.
1.03	Public interfaces around existing facilities, live environment	Injury to a member of the public	Delay in programme, increased cost and damage to reputation	Physical barriers put in place to segregate public from any construction activities. Any works to the existing events centre carried out during times when no access by the public is allowed.
1.04	Insufficient coordination of the proposed design solution with the	Demolition scope is inadequate	Missing's from price and programme.	Identify the requirements for additional surveys of the existing building, instruction required from client for these to be completed within stage 2. The results being integrated into the design solution. All

	existing events centre.			areas not available until demo takes place - residual risk remains
1.05	Re introduction of RTA items by the design team	Increased scope	Cost increases	Continual review and challenge of the design information exclude from final submission
1.06	Design Development creep	Additional scope requirements from detailed design solution	Cost increases	Continual review and challenge of the design information, adequate stage 4 design contingency allowance. Any additional items identified shown as a shopping list to allow CCC to decide if required
1.07	Stage 4 Programme	Design team fail to maintain progress against the stage 4 design programme	Delay to project commencement or design is incomplete at contract award	Design team to provide a detailed design programme and deliverables list, aligned with WCL pre-construction programme. Monitor weekly and advise Employer's Agent immediately of any slippage.
1.08	MEP stage 4a design only available in full after lump sum price required to be submitted to CCC	Unavailability of design detail to tender the M&E Packages accurately	Potential for additional risk being costed into the M&E packages to cover missing's/grey areas etc.	Develop a plan in conjunction with the MDDT to design key areas of the M&E design early in the 2nd stage process allowing accurate costing by supply chain.

1.09	Wayleaves and easements around existing services	Proposed building may be too close to existing retained utilities	Additional cost and delay for service diversions	Diversion plans to be marked up to identify zones for wayleaves to establish requirement for diversions. Early engagement with utility companies to agree requirements.
1.10	Vibro consolidation close to existing structure's and services	Vibration causing damage to existing services/structures	Damage to structures/services - delays, cost and reputation	Develop a ground treatment/foundation solution in conjunction with the subcontractor and BH that is suited to working next to the existing building
1.11	Stability of existing structure that remains after Demolition of existing Structure	Collapse of building	Delay and enforcement notice	Undertake structural check and ensure any demolition is in line with defined MS. Temporary works solution priced to support the structure in a temporary nature.
1.12	Existing Utility services on site	Service strikes	Cost increases, extended programme, negative reputation	GPR survey has been carried out. This discovered a 315mm water main and a drain that will need to be diverted. Quotations have been procured and adequate allowances to be made in cost and Programme
1.13	Deep excavations near flood defence wall	Instability of wall during flood even	collapse of wall	Design a temporary works solution to retain any area of wall that may be effected by the excavation works
1.14	Clients chosen site is situated on a flood plain.	Potential for flooding on site during construction due to	Project delay and increased costs	Pre-construction risk assessment required from contractor to mitigate issues, insurance covers financial losses but not potential time lost

		site being in flood plain.		
1.15	Unknown ground conditions under the existing building	Unexpected ground conditions encountered	Additional cost and programme to deal with obstructions, soft spots, contamination and further ground improvement	Pricing allowances to be made for unexpected - residual risk remains for under provision
1.16	Brexit	Changes in legislation; negative impact on the flow of goods and services from the EU	Increased cost and programme over and above that expected at tender stage	Implement a "Project Brexit Plan". Identify any potential materials, products, components or design sourced outside of the UK and seek UK based alternatives or procure early and store off site. Programme contingency may be required for potential delays around deliveries. Consider incentive schemes for securing site labour.
1.17	Condition of existing building	Additional works required to bring existing building up to current regs	Potential delay to programme and disruption to the operation of the events centre together with increased costs	Early detailed surveys to establish scope and requirements

Report to Business & Transformation Scrutiny Panel

Agenda
Item:
A.5

Meeting Date: 18th February 2021
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework: Yes
Public / Private: Public

Title: QUARTER 3 PERFORMANCE REPORT 2020/21
Report of: Policy and Communications Manager
Report Number: PC 14-21

Purpose / Summary:

This report contains the Quarter 3 2020/21 performance against the current Service Standards and a summary of the Carlisle Plan 2016-19 actions as defined in the 'plan on a page'. Performance against the Panel's 2020/21 Key Performance Indicators (KPIs) are also included.

Recommendations:

1. Scrutinise the performance of the City Council with a view to seeking continuous improvement in how the Council delivers its priorities.

Tracking

Executive:	08/03/21
Scrutiny:	Health and Wellbeing 25/02/21 Economic Growth 04/03/21 Business and Transformation 18/02/21
Council:	N/A

1. BACKGROUND

1.1 This report contains the 2020/21 Quarter 3 performance against the Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. The Panel's Key Performance Indicators (KPIs) are also included as an appendix.

1.2 Service Standards are the measures judged to be the most important to our customers and therefore the mostly likely to influence the overall satisfaction with how the Council performs. The following pages contain the Council's performance against the Service Standards for this Panel.

1.3 The measures are predominately lagging indicators (looking back at performance) and cover a range of services. Some indicators naturally lend themselves to having a specific target, or a national target, whilst with others the aim is to continually improve year-on-year compared to past performance. Regularly monitoring the Council's performance helps to drive continuous improvement and protects against any financial or organisational issues by flagging up indicators that are off target. The measures can also be used for a variety of other purposes including: to evaluate, control, budget, motivate, promote, celebrate and learn. Performance management in this form is just one aspect of the Council's wider performance framework.

1.4 The updates against the actions in the Carlisle Plan are presented in Section 3. Only actions within the remit of the Panel are included in this report. The intention is to give the Panel a brief overview of the current position without duplicating the more detailed reporting that takes place within the Scrutiny agendas and Portfolio Holder reports.

1.5 At their meetings of 28 August and 3 September 2020 respectively, Health and Wellbeing and Business and Transformation Scrutiny Panels both resolved that they would like to be involved in developing the content of future performance reports. It was agreed by all three Scrutiny Panels that this work should be carried forward by a Task and Finish Group that involved officers and Members from each Panel.

1.6 The aims of the aims of the Task and Finish Group are:

- Review existing reporting, seek advice from Policy and Communications Team on strengths and challenges of existing reporting
- Research examples of good practice
- Develop recommendations to share with the three Scrutiny Panels.

1.7 The group met for the first time on 15th January 2021 and the current performance report content and format were reviewed. It was agreed that members of the group would research areas of good practice in performance management reporting and feedback to the group with some options at the next meeting on 2nd February. A set of draft principles for future reporting were then broadly agreed at the 2nd February meeting and a draft report template will be discussed at the final meeting in April before being presented to the Panels for discussion later in the year.

1.8 Summary of KPIs and Service Standards:

Service Standards – 2 ‘red’, 0 ‘amber’ and 3 ‘green’

KPIs – 2 ‘red’, 1 ‘amber’, 10 ‘green’

Summary of Exceptions (RED)

Measure	Target	Performance
SS05: Proportion of corporate complaints dealt with on time	100%	91% Two late replies in Quarter 1 were due to resources reallocated to the Covid-19 response. One late complaint in Quarter 2 due to a complicated planning complaint that needed two stage 2 responses.
SS08: Proportion of official local authority searches completed on time	85%	31% Increased demand (by 55% in Quarters 2 and 3) and capacity issues brought on by the Covid-19 Pandemic have had a significant impact on the Service Standard.
CSe14: Actual car parking revenue as a percentage of car parking expenditure	151%	74% Revenue £573k under target
CSu05 Percentage of NNDR collected	82%	77%

2. PROPOSALS

None

3. RISKS

None

4. CONSULTATION

The report was reviewed by relevant senior management and will be considered at the other Scrutiny Panels.

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

The Panel are asked to scrutinise the Quarter 3 Performance Report prior to it being submitted to Executive.

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Detail in the report.

Contact Officer: Gary Oliver

Ext: 7430

Appendices attached to report:

Performance Dashboard

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

- None

CORPORATE IMPLICATIONS:

LEGAL - This report raises no explicit legal issues.

FINANCE – This report raises no explicit financial issues

EQUALITY – This report raises no explicit issues relating to the Public Sector Equality Duty.

INFORMATION GOVERNANCE – This report raises no explicit issues relating to Information Governance.

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Section 1: Service Standards 2020/21

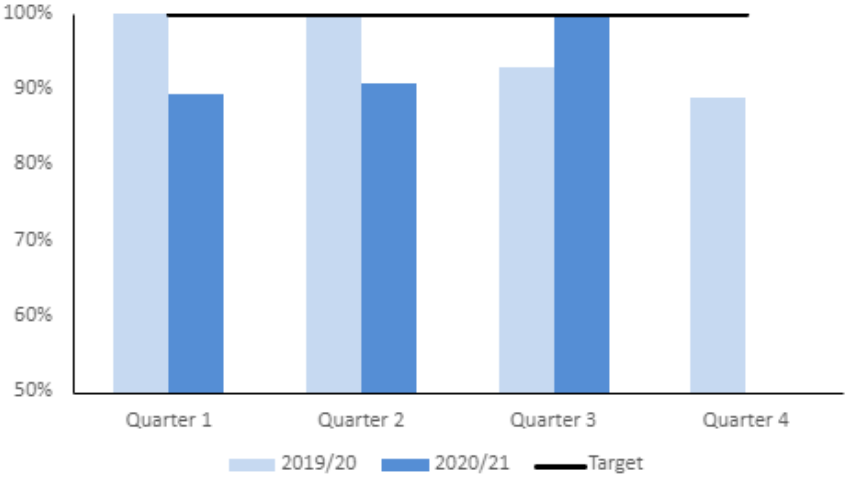
Service Standards were introduced in 2012 after consultation with Service Managers, DMTs, SMT and JMT. Five further measures were introduced from Quarter 2 2017/18 and all are reviewed during Quarter 3 each year as part of the service planning process. Service Standards are the measures judged to be the most important to our customers, therefore, the most likely to influence the overall satisfaction with how the Council performs.

The following pages contains the Council's performance against the Service Standards within the Panel's remit.

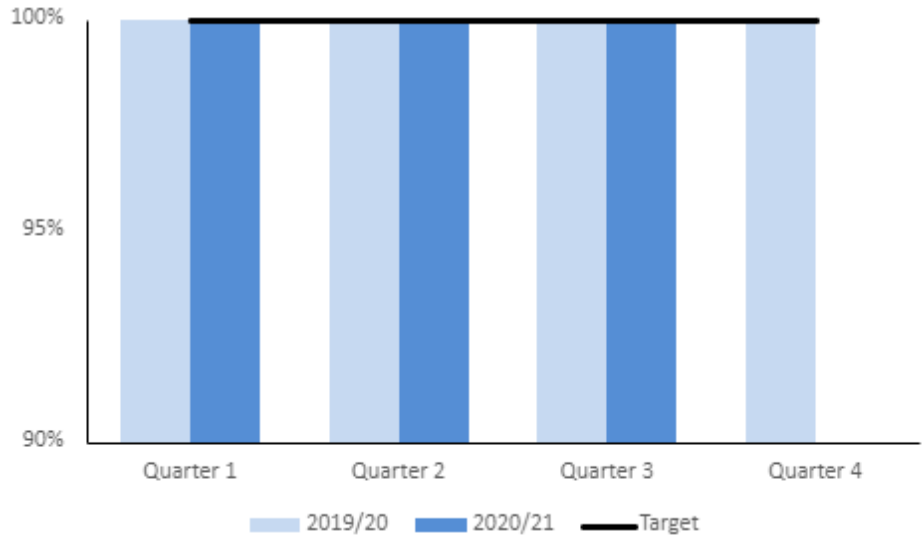
SS04: Average number of working days to process new benefits claims

Service Standard	To end of Quarter 3 2020/21	Performance by Month	Further Information																																							
New claims should be processed within 19 days to achieve top two quartiles compared to other local authorities	15.8 days (Q3 2019/20: 18.5 days)	<table><caption>Monthly Performance Data (Estimated)</caption><thead><tr><th>Month</th><th>2019/20 (Days)</th><th>2020/21 (Days)</th></tr></thead><tbody><tr><td>Apr</td><td>22</td><td>17</td></tr><tr><td>May</td><td>20</td><td>12</td></tr><tr><td>Jun</td><td>19</td><td>12</td></tr><tr><td>Jul</td><td>18</td><td>12</td></tr><tr><td>Aug</td><td>16</td><td>14</td></tr><tr><td>Sep</td><td>17</td><td>19</td></tr><tr><td>Oct</td><td>17</td><td>15</td></tr><tr><td>Nov</td><td>16</td><td>18</td></tr><tr><td>Dec</td><td>20</td><td>19</td></tr><tr><td>Jan</td><td>18</td><td>-</td></tr><tr><td>Feb</td><td>19</td><td>-</td></tr><tr><td>Mar</td><td>14</td><td>-</td></tr></tbody></table>	Month	2019/20 (Days)	2020/21 (Days)	Apr	22	17	May	20	12	Jun	19	12	Jul	18	12	Aug	16	14	Sep	17	19	Oct	17	15	Nov	16	18	Dec	20	19	Jan	18	-	Feb	19	-	Mar	14	-	34,867 new claims have been made in 2020/21 up to the end of December 2020. This is a 10% decrease on the same period last year.
	Month		2019/20 (Days)	2020/21 (Days)																																						
	Apr		22	17																																						
May	20	12																																								
Jun	19	12																																								
Jul	18	12																																								
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On target?																																										
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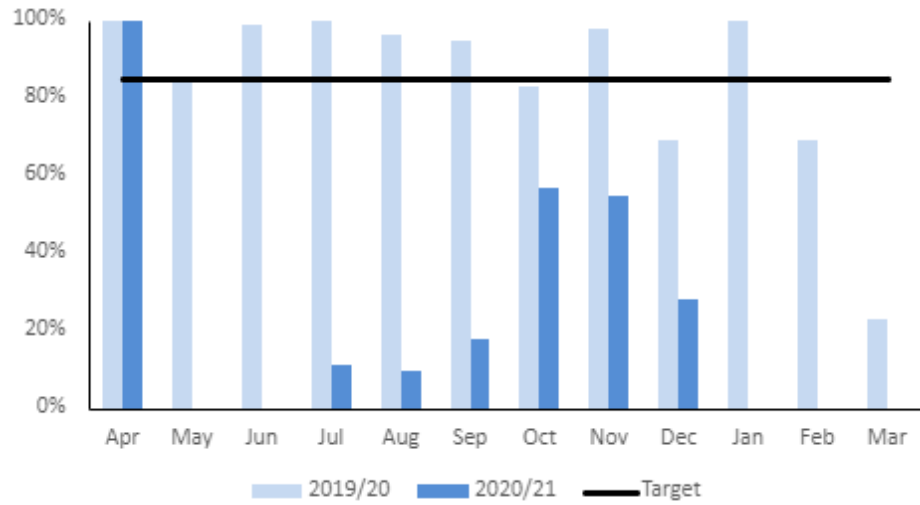
SS05: Proportion of corporate complaints dealt with on time

Service Standard	To end of Quarter 3 2020/21	Performance by Quarter	Further Information
Corporate complaints should be dealt with within 15 working days	91%	 <p>100% 90% 80% 70% 60% 50%</p> <p>Quarter 1 Quarter 2 Quarter 3 Quarter 4</p> <p>2019/20 2020/21 Target</p>	Two late replies in Quarter 1 were due to resources reallocated to the Covid-19 response. One late complaint in Quarter 2 due to a complicated planning complaint that needed two stage 2 responses.
	(Q3 2019/20: 96%)		
	On target?		
	✗		

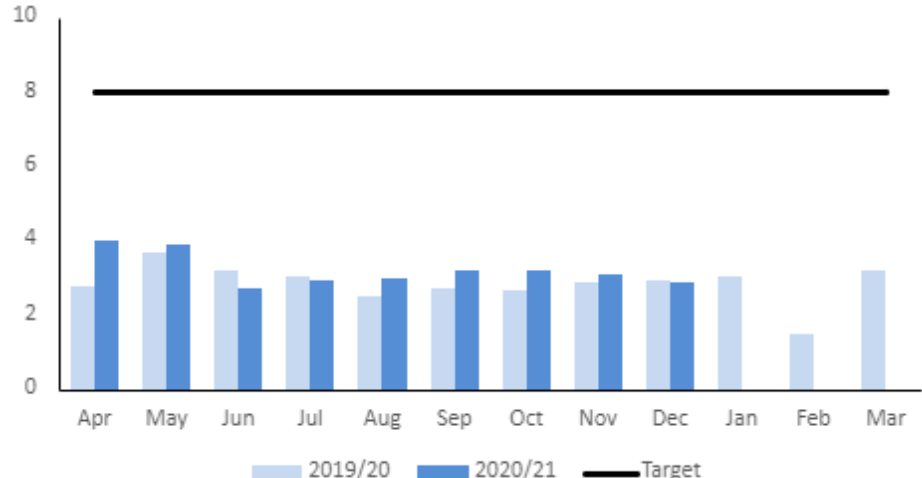
SS07: Proportion of non-contentious licence applications completed on time

Service Standard	To end of Quarter 3 2020/21	Performance by Quarter	Further Information
100% of non-contentious licence applications should be completed within 10 working days	100%	 <p>100%</p> <p>95%</p> <p>90%</p> <p>Quarter 1 Quarter 2 Quarter 3 Quarter 4</p> <p>2019/20 2020/21 Target</p>	469 out of 469 applications completed on time so far in 2020/21.
	(Q3 2019/20: 100%)		
	On target?		
	✓		

SS08: Proportion of official local authority searches completed on time

Service Standard	To end of Quarter 3 2020/21	Performance by Month	Further Information																																																				
85% of official local authority searches should be completed within 10 working days	31.3%	 <table><thead><tr><th>Month</th><th>2019/20 (%)</th><th>2020/21 (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Apr</td><td>100</td><td>100</td><td>85</td></tr><tr><td>May</td><td>85</td><td></td><td>85</td></tr><tr><td>Jun</td><td>98</td><td></td><td>85</td></tr><tr><td>Jul</td><td>98</td><td>10</td><td>85</td></tr><tr><td>Aug</td><td>95</td><td>8</td><td>85</td></tr><tr><td>Sep</td><td>95</td><td>18</td><td>85</td></tr><tr><td>Oct</td><td>82</td><td>55</td><td>85</td></tr><tr><td>Nov</td><td>98</td><td>55</td><td>85</td></tr><tr><td>Dec</td><td>70</td><td>28</td><td>85</td></tr><tr><td>Jan</td><td>100</td><td></td><td>85</td></tr><tr><td>Feb</td><td>70</td><td></td><td>85</td></tr><tr><td>Mar</td><td>22</td><td></td><td>85</td></tr></tbody></table>	Month	2019/20 (%)	2020/21 (%)	Target (%)	Apr	100	100	85	May	85		85	Jun	98		85	Jul	98	10	85	Aug	95	8	85	Sep	95	18	85	Oct	82	55	85	Nov	98	55	85	Dec	70	28	85	Jan	100		85	Feb	70		85	Mar	22		85	Increased demand (by 55% in Quarters 2 and 3) and capacity issues brought on by the Covid-19 pandemic have had a significant impact on the Service Standard.
	Month		2019/20 (%)	2020/21 (%)	Target (%)																																																		
	Apr		100	100	85																																																		
May	85		85																																																				
Jun	98		85																																																				
Jul	98	10	85																																																				
Aug	95	8	85																																																				
Sep	95	18	85																																																				
Oct	82	55	85																																																				
Nov	98	55	85																																																				
Dec	70	28	85																																																				
Jan	100		85																																																				
Feb	70		85																																																				
Mar	22		85																																																				
On target?																																																							
✗																																																							

SS10: Average number of working days to process benefit claimants' changes of personal details

Service Standard	To end of Quarter 3 2020/21	Performance by Month	Further Information																																							
Changes should be processed within 8 days	3.3 days (Q3 2019/20: 2.9 days)	 <table><thead><tr><th>Month</th><th>2019/20</th><th>2020/21</th></tr></thead><tbody><tr><td>Apr</td><td>2.8</td><td>4.0</td></tr><tr><td>May</td><td>3.6</td><td>3.8</td></tr><tr><td>Jun</td><td>3.2</td><td>2.8</td></tr><tr><td>Jul</td><td>3.0</td><td>2.9</td></tr><tr><td>Aug</td><td>2.5</td><td>3.0</td></tr><tr><td>Sep</td><td>2.8</td><td>3.2</td></tr><tr><td>Oct</td><td>2.7</td><td>3.2</td></tr><tr><td>Nov</td><td>2.9</td><td>3.1</td></tr><tr><td>Dec</td><td>2.9</td><td>2.9</td></tr><tr><td>Jan</td><td>3.0</td><td>0.0</td></tr><tr><td>Feb</td><td>1.5</td><td>0.0</td></tr><tr><td>Mar</td><td>3.2</td><td>0.0</td></tr></tbody></table>	Month	2019/20	2020/21	Apr	2.8	4.0	May	3.6	3.8	Jun	3.2	2.8	Jul	3.0	2.9	Aug	2.5	3.0	Sep	2.8	3.2	Oct	2.7	3.2	Nov	2.9	3.1	Dec	2.9	2.9	Jan	3.0	0.0	Feb	1.5	0.0	Mar	3.2	0.0	Over seventeen thousand changes have been processed in the 2020/21 year to date.
	Month		2019/20	2020/21																																						
	Apr		2.8	4.0																																						
May	3.6	3.8																																								
Jun	3.2	2.8																																								
Jul	3.0	2.9																																								
Aug	2.5	3.0																																								
Sep	2.8	3.2																																								
Oct	2.7	3.2																																								
Nov	2.9	3.1																																								
Dec	2.9	2.9																																								
Jan	3.0	0.0																																								
Feb	1.5	0.0																																								
Mar	3.2	0.0																																								
On target?																																										
✓																																										

Section 2: Key Performance Indicators (KPIs)

Service Standards are not the only set of measures used to interrogate the performance of the Council. Alongside the review of Service Standards, a set of Key Performance Indicators, derived from the links between the service plans and budget resolution were developed. The Panel's current KPIs are attached as a dashboard.

Section 3: [Carlisle Plan on a Page 2016–19](#) Delivery

The current [Carlisle Plan](#) covered the period 2016-19 and the majority of the key actions are now either delivered or considered business as usual and feature within existing service plans. Quarter 3 updates to the Panel's remaining key actions are contained within the following pages. Following Member feedback, the layout of the updates have also been simplified.

Priority: Support business growth and skills development to improve opportunities and economic prospects for the people of Carlisle

Business Property & Infrastructure:

Key Action 2: City Centre redevelopment projects (SMT Owner: J Meek, Scrutiny Panel: EG / B&T)

Project Description: The City of Carlisle is ambitious to grow, leading the way in unleashing the full economic potential of Cumbria and the wider Borderlands Area. As the business and population capital of the region, a university city and the strategically located Borderlands hub connecting Cumbria to the rest of the UK, Carlisle has the assets, strengths and potential to drive future prosperity and growth. Carlisle city centre regeneration programme will ensure that we provide the environment in which businesses can thrive, attract new jobs, provide a high quality environment in which to live, work or play and a well-connected flourishing visitor destination and attractive gateway to the wider Cumbrian and Borderlands region.

Timeline - Quarter 3 Update:

Carlisle Station Gateway – Business case approved and confirmation of £20m investment received from MHCLG in November 2020.

The outcome of the submitted business case for Future High Street Fund investment was that the City Council has been awarded nearly 70% of the funds requested. The programme will now be revised in order to fit the new allocated funds.

The Carlisle Town Investment Plan Town has been submitted. If successful, this will increase the vibrancy of the city centre which is a key objective within the Plan. Our Town Deal 'ask' of £25m will fund a number of city centre projects.

Emerging risks/issues:

None

Priority: Further develop sports, arts and cultural facilities to support the health and wellbeing of our residents

Service and Facilities Development:

Key Action 12: Develop and deliver the proposed new leisure contract to improve facilities at The Sands Centre in line with the City Sports Facilities Development Plan and enhance the leisure services across the city (SMT Owner: D Crossley, Scrutiny Panel: B&T / H&W)

Project Description: Remaining actions: Refurbishment of the leisure facilities and partial refurbishment of the events centre at the Sands Centre site including the addition of two swimming pools. Provision of temporary accommodation for GLL staff, resident NHS staff, and alternative leisure facilities, sports hall, temporary bar and WC's during the construction phase.

Timeline - Quarter 2 Update:

Demolition of the west side of the building commenced in the quarter as well as starting on the ground excavation for the foundations of the new pool.

Emerging risks/issues:

The impact of the on-going Covid situation will require attention particularly in relation to the availability of sub-contractor staff.

Business & Transformation Scrutiny Panel Performance Dashboard

Quarter 3 2020/21

Key	
↓	Performance is deteriorating (compared to same period last year)
↑	Performance is improving (compared to same period last year)
→	No change in performance (compared to same period last year)
✗	Off target
▲	Close to target (within 5%)
✓	On target

On Target?	New Code	Measure	Frequency	Performance Q3 2020/21	Performance Q3 2019/20	Trend	Target	Comments
✗	CSe14	Actual car parking revenue as a percentage of car parking expenditure (including recharges).	Quarterly	73.9%	138.4%	↓	151.2%	Revenue £573k under target
✓	CSu02	Proportion of customer "calls for service" logged in Salesforce completed on-line	Monthly	26.9%	16.4%	↑	16.4%	From calls logged in Salesforce CRM (8,514 out of 31,655 logs).
▲	CSu04	Percentage of Council Tax collected	Quarterly	83.1%	84.8%	↓	84.8%	
✗	CSu05	Percentage of NNDR collected	Quarterly	77.3%	82.4%	↓	82.4%	
✓	CSu06	Proportion of direct social media messages on Facebook and Twitter responded to within 24 hours (work days)	Monthly	100%	100%	→	100%	
✓	CSu07	Customer Services - Respond to customer emails within 48hrs	Quarterly	94.0%	97.4%	↓	90%	
N/A	CSu08	Customer Services - Calls answered within 1 minute	Quarterly	N/A	N/A	N/A	80%	New measure for 2020/21. Unable to measure currently due to temporary telephony system in place while staff work from home.
✓	CSu09	Customer Services - visitors served within 10 minutes	Quarterly	100%	N/A	N/A	90%	New measure for 2020/21. Contact Centre is currently closed and was operating by appointment only for most of 2020.
✓	FR01	Actual net spend as a percentage of annual net budget.	Quarterly	53.3%	64.9%	↑	59.8%	
✓	FR02	Percentage of all received invoices paid within 30 working days	Monthly	98.9%	99.5%	↓	98%	
✓	FR03	Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee.	Monthly	6.2	8.2	↑	8.2	
✓	FR04	Percentage of return to work interviews completed in five working days of returning to work.	Monthly	75.0%	75.0%	→	75%	
N/A	FR06	Proportion of debts recovered (sundry debtors)	Quarterly	94.6%	94.2%	↑	Info only	Rolling 12 months to end of Nov 2020
✓	GRS04	Proportion of contested licence applications decided on within 50 working days.	Quarterly	100%	N/A	N/A	95%	1 contested application
✓	GRS05	Proportion of Temporary Event Notices licences processed within 1 working day.	Quarterly	100%	100%	→	100%	24 applications

Report to Business & Transformation Scrutiny Panel

Agenda Item:

A.6

Meeting Date: 18th February 2021
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework: Yes
Public / Private: Public

Title: SICKNESS ABSENCE REPORT QUARTER 3 2020/21
Report of: The Deputy Chief Executive
Report Number: CS 13-21

Purpose / Summary:

This report sets out the authority's sickness absence levels for the period April 2020 to December 2020 and other sickness absence information.

Recommendations:

- 1) Scrutinise and comment on the information on sickness absence provided in the report.

Tracking

Executive:	Not applicable
Scrutiny: BTSP	18 th February 2021
Council:	Not applicable

1. BACKGROUND

1.1 The Council has an Attendance Management Policy which was written and implemented in 2004 (with changes incorporated since that date) and it has already been recognised that a fundamental review of said policy is required which will benefit from clearer, more transparent trigger points. Business and Transformation Scrutiny Panel met on 13th February 2020 and during a discussion on the Sickness Absence Report, it was resolved that a Task and Finish Group would be established to assist the HR Manager in reviewing the Attendance Management Policy which would enable Managers to more effectively manage absence. A new Improving Attendance Policy has been drafted as part of the work of this group. The draft policy is currently going through the necessary process of approval and is intended to support managers and employees with improving attendance at work.

1.2 Current sickness statistics are shown below, with the number of days lost per FTE equating to 6.2 (2019/20 8.2).

2. 2020/21 SICKNESS ABSENCE

2.1 The tables below show the 6.2 days lost per FTE split between long and short-term sickness (long term sickness is defined as any absence more than 4 consecutive working weeks):

2019/20	Days Lost	Days Lost per FTE
Long-term	2,121 (76%)	4.7 (76%)
Short-term	660 (24%)	1.5 (24%)
Total	2781	6.2

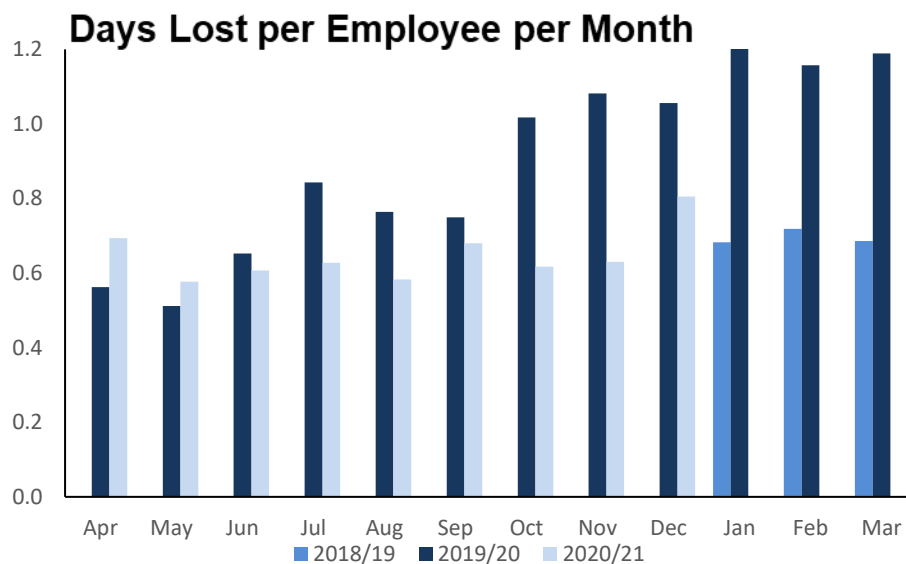
2.2 The tables below provide absence levels split by directorates for the period up to the end of Quarter 3 2020/21 and previous whole years. New staffing structures were in place with effect from 1 October 2016 and 1 October 2018.

All Directorates (472 head count/411 Full-Time Equivalents (FTE) as at 31/12/20)				
Indicator	2017/18	2018/19	2019/20	2020/21 Q3
Working days lost due to sickness absence per FTE	9.3	10.4	12.1	6.2
Number of working days lost due to sickness absence	3,875	4,260	5,065	2,781
Proportion of sickness absence that is long term (four working weeks or more)	58%	65%	69%	76%
Community Services (190 head count/178 FTE)				
Indicator	2017/18	2018/19	2019/20	2020/21 Q3
Working days lost due to sickness absence per FTE	12.6	13.1	12.8	7.4
Number of working days lost due to sickness absence	2,078	2,139	2,116	1,309
Proportion of sickness absence that is long term (four working weeks or more)	69%	68%	64%	75%
Economic Development (40 head count/37 FTE)				
Indicator	2017/18	2018/19	2019/20	2020/21 Q3
Working days lost due to sickness absence per FTE	3.6	4.4	5.4	1.9
Number of working days lost due to sickness absence	128	157	200	72
Proportion of sickness absence that is long term (four working weeks or more)	0%	33%	37%	88%
Governance and Regulatory Services (132 head count/108 FTE)				
Indicator	2017/18	2018/19	2019/20	2020/21 Q3
Working days lost due to sickness absence per FTE	8.6	11.3	11.7	6.1
Number of working days lost due to sickness absence	902	1,165	1,308	813
Proportion of sickness absence that is long term (four working weeks or more)	59%	78%	77%	85%
Corporate Support* (36 head count/28 FTE)				
Indicator	2017/18	2018/19	2019/20	2020/21 Q3
Working days lost due to sickness absence per FTE			11.3	8.9
Number of working days lost due to sickness absence			795	475
Proportion of sickness absence that is long term (four working weeks or more)			65%	75%
Finance and Resources* (74 head count/59 FTE)				
Indicator	2017/18	2018/19	2019/20	2020/21 Q3
Working days lost due to sickness absence per FTE			19	2.3
Number of working days lost due to sickness absence			647	113
Proportion of sickness absence that is long term (four working weeks or more)			82%	37%

*Corporate Support and Finance and Resources directorates restructures took effect from 1st October 2018, therefore reporting on new directorates has commenced from 2019/20.

2.3 So far in 2020/21 there has been a 24% decrease in overall days lost per employee when compared to the same period in the previous year. 47 employees have been absent long-term (those cases where the absence is 4 working weeks or more) throughout the year; only 2 less than the previous year. 11 long-term cases remained open as at 26th January 2021 and 19 of the instances were due to 'Stress, depression, mental health, fatigue syndromes'.

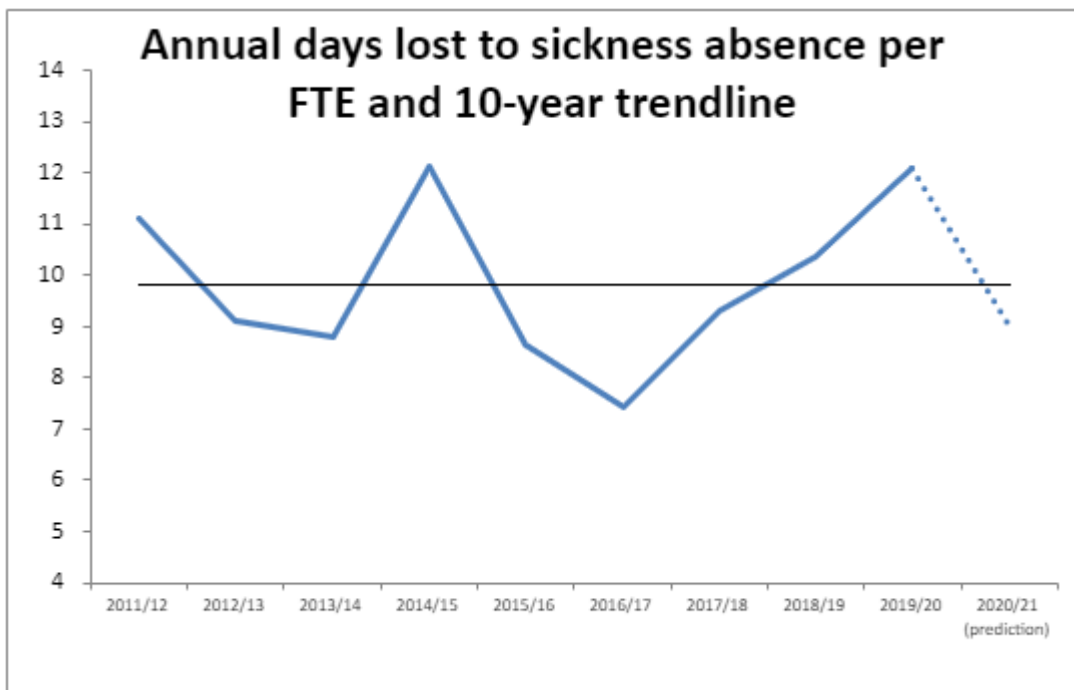
2.4 The following graph compares the latest twelve months with those of the previous year. The last six consecutive months has seen a reduction in days lost compared to the same months of the previous year. Much of this reduction can be attributed to a decline in short-term sickness cases.



3. TRENDS

3.1 As stated above, Authority-wide, compared to 2019/20, 2020/21 levels of sickness have decreased by 24%. The long-term trend based on a forecast for 2020/21 can be seen in the graph below. The first three quarters of 2020/21 have been similar to 2017/18 but the medium to long term direct and indirect impacts of the Covid-19 pandemic on the Authority's sickness absence level are difficult to predict. However, absences will continue to be proactively managed and the absence data monitored for any emerging issues.

The black line is the long-term trendline.



4. SICKNESS ABSENCE REASONS

4.1 The reasons for sickness absence in 2020/21 are shown in the table below. The table shows the FTE days lost due to each reason for the sickness absence and is split by directorate. 'Stress, depression, mental health, fatigue syndromes' currently represents the absence reason with the greatest days lost (1,174 days). 85% of these lost days were from 19 long term absentees. 3 of these cases were still open at the time of writing.

FTE Days lost by reason and directorate	Comm. Services	Corporate Support	Economic Dev't	Financial Services	Gov & Reg Services	Total
Back and neck problems	39		3	10	3	55 (2%)
Other musculo-skeletal problems	463		40	25	27	555 (20%)
Stress, depression, mental health, fatigue syndromes	503	162		48	462	1,174 (42%)
Infections (incl. colds and flu)	30	34		10	19	91 (3%)
Neurological (incl. headaches and migraine)	5	6			57	68 (2%)
Genito-urinary / gynaecological	6	22	23			51 (2%)
Pregnancy related (not maternity leave)			2		17	19 (1%)-
Stomach, liver, kidney & digestion (incl. gastroenteritis)	118	76	4		6	203 (7%)
Heart, blood pressure & circulation	35	66				101 (4%)
Chest & respiratory (incl. chest infections)	105					105 (4%)
Ear, eye, nose & mouth / dental (incl. sinusitis)	4	4		1		9 (0.3%)
Other	2	106		20	222	350 (13%)

4.2 'Stress, depression, mental health, fatigue syndromes' has continued to be the greatest contributor to sickness in the first quarter of 2020/21.

The top 4 reasons for sickness absence for **1 April 2020 to 31 December 2020** are:

Reason	Percentage
Stress, depression, mental health, fatigue syndromes	42%
Other musculo-skeletal problems	20%
Stomach, liver kidney and digestion (incl. gastroenteritis)	7%
Other	13%

5. RETURN TO WORK INTERVIEWS (RTW)

5.1 Research shows that carrying out a return to work interview is one of the most effective ways to manage attendance and reduce absence. There are many benefits to conducting return to work interviews. These can include:

- Making sure employees really are well enough to go back to work
- Updating employees on news that has occurred in their absence
- Identifying whether any workplace adjustments might be required

5.2 Up to the end of December 2020, 95% of return to work interviews were conducted (2019/20: 97%). The number of working days between the employees returning to work and interviews being conducted and the proportion completed within five working days has also been included in the table below:

Directorate	Proportion of RTWs conducted	Average time taken to complete RTW (working days)	Proportion of RTWs completed within 5 working days
Community Services	97%	4.6	84%
Corporate Support	97%	8.8	52%
Economic Development	100%	3.5	75%
Finance & Resources	80%	6.8	83%
Governance & Regulatory Services	90%	8.2	62%
All Directorates	95%	6.0	75%

6. KEY ACTIVITIES TO SUPPORT ATTENDANCE MANAGEMENT

6.1 HR, Organisational Development, Health & Safety and Occupational Health all continue to work closely to proactively manage sickness absence cases, attendance at work, and health surveillance and promotion.

6.2 The Council's Occupational Health provider has been supportive in terms of categorising higher risk staff throughout the Covid pandemic and advising on any appropriate measures to support them at work.

6.3 Stress remains the most common reason for sickness absence and although it cannot be claimed that the pandemic is the sole contributor to this, the HR team have observed increased anxiety amongst staff in relation to Covid. Managers and colleagues are consistently encouraged to check in with each other through virtual Teams meetings and are frequently reminded about the resources available through the Council's support channels e.g. Employee Assistance Programme, Occupational Health and physio.

6.4 In addition, the following initiatives were arranged from April 2020 to December 2020 to improve health and wellbeing, and reduce sickness absence:

- Flu vaccinations offered to staff
- Workplace surveys – sent to all staff
- Virtual Session - Working safely from home to reduce Musculo Skeletal stresses and strains on the body – December 2020
- A Virtual Health and Wellbeing Day was arranged in July 2020. Numerous presentations/activities - Science of Wellbeing, Stress and Resilience, Men's Health, Mood Food, Virtual Waistline Check, Meditation and Sleep
- Mental Health Awareness Week – help and links
- Mental Fitness & Resilience Resources provided by North West Employers
- Stress Awareness Day - Advice emailed to staff - November 2020
- Virtual Mood Monday Chat
- Virtual Workshop – Bio-Resilience During Winter Months - December 2020
- Women's Health – Virtual Chat
- Men's Health Week – Virtual Presentations and Chat
- Virtual Sessions - Coping Skills for Anxiety at Work – taking place January 2021
- Virtual Training Session – Coping Skills for Anxiety at Work
- Virtual Session: Drug, Alcohol and Sexual Health Awareness - December 2020
- Wellbeing pages on the intranet - which include support for mental health, carers and general wellbeing – ongoing
- Wellbeing newsletters emailed to staff – ongoing
- EAP - Employee / Employer Monthly Newsletters sent to staff and managers – ongoing.

7. PROPOSALS

None

8. RISKS

None

9. CONSULTATION

The report was reviewed by the Senior Management Team in February 2021.

10. CONCLUSION AND REASONS FOR RECOMMENDATIONS

The Panel are asked to scrutinise and comment on the sickness absence information with a view to driving continuous improvement.

11. 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: Gary Oliver Ext: 7430

**Appendices
attached to report:**

Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers:

- None

CORPORATE IMPLICATIONS:

LEGAL - This report raises no explicit legal issues.

FINANCE – This report raises no explicit financial issues

EQUALITY – This report highlights the positive interventions taken around mental health in the workplace. This work demonstrates our commitment to the Public Sector Equality Duty and is consistent with the Equality Policy and Action Plan.

INFORMATION GOVERNANCE – This report raises no explicit issues relating to Information Governance.

PROPERTY SERVICES - This report raises no explicit issues relating to Property Services

Business and Transformation Scrutiny Panel

Agenda
Item:

A.7

Meeting Date: 18 February 2021

Portfolio: Cross-cutting

Key Decision: No

Within Policy and
Budget Framework

Private/Public Public

Title: Overview Report

Report of: Overview and Scrutiny Officer

Report Number: OS.04/21

Purpose / Summary:

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

Recommendations:

Members are asked to:

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

Tracking

Executive:	Not applicable
Scrutiny:	BTSP 18/02/21
Council:	Not applicable

1. Notice of Key Decisions

1.1 The most recent Notice of Key Executive Decisions was published on 8 January 2021. This was circulated to all Members. The following items fall within the remit of this Panel:

Items which are included in the Panel's Work Programme:

- KD 01/21 – Carlisle Plan

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

- None

2. References from Executive

2.1 None

3. Progress on resolutions from previous meetings

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

	Meeting date	Minute reference	Action	Status
1	03/09/20 15/10/20	BTSP 47/20 BTSP 64/20	3) That a Task and Finish Group be established to support the development of the Commercialisation Strategy and the invitation to join the Task Group be circulated to all Members. 1) That a Commercialisation Strategy Task and Finish Group be set up in early 2021.	Pending
2	03/09/20	BTSP 51/20	2) That the Panel be involved in setting the future performance indicators and targets that would be reported to the Panel.	Complete
3	15/10/20	BTSP 64/20	3) That the Panel refer the issue of incorporating the number and composition of Scrutiny Panels as part of the Peer Challenge work to the Scrutiny Chairs Group.	Complete
4	15/10/20	BTSP 65/20	2) That an Informal Council Briefing on Section 106 Agreements be arranged.	Complete
5	15/10/20	BTSP 65/20	3) That the Development Manager consider ways to include information on applications that would	Pending

			be subject to a Section 106 Agreement in the List of Planning Applications circulated to Members.	
6	15/10/20	BTSP 65/20	4) That the Corporate Director of Economic Development consider a method for involving Ward Members in the early stages of dialogue for a Section 106 Agreement.	Pending
7	01/12/20	BTSP 73/20	2) That a private report providing an update on the Gateway 44 project, its income and the companies involved in the project be submitted to the Panel at its January meeting.	Complete
8	01/12/20	BTSP 73/20	2) That a report be submitted to a future meeting of the Panel setting out the comparison work that has been undertaken with other authorities in addressing their climate change targets.	Pending
9	01/12/20	BTSP 74/20	2) That the Corporate Director of Finance and Resources provide Panel Members with further information on the number of applications for the Council tax Reduction Scheme.	Complete
10	01/12/20	BTSP 77/20	2) That the Corporate Director of Economic Development circulate the links to the risk assessments of the Local Resilience Forum and the Local Enterprise Partnership.	Complete
11	07/01/21	BTSP 10/21	3) That the Corporate Director of Finance and Resources provide the Panel with written details of the 'Other Local Authorities' debt and how successful the Council had been in recovering the debt.	Complete

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

5.1 The overview and scrutiny of the Carlisle Plan items that match the panel remit contribute to ongoing policy development.

Contact Officer: Rowan Jones

Ext: rowan.jones@carlisle.gov.uk

Appendices
attached to report:

1. Draft Scrutiny Panel Work Programme 2020-21

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

- **None**

CORPORATE IMPLICATIONS:

LEGAL -

FINANCE –

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

INFORMATION GOVERNANCE –

APPENDIX 1: Draft Scrutiny Panel Work Programme 2020-21

Title	Type of Scrutiny	Lead Officer	BTSP Date
Scrutiny Annual Report 2019/20	Policy development	Rowan Jones	28/05/2020
End of Year Performance Report - for info report	For info	Gary Oliver	May 2020
Outturn Reports	For info	Steven Tickner	July 2020
Medium Term Financial Plan and Capital Strategy	Policy development	Alison Taylor	23/07/2020
Asset Management Plan and Annual Property Survey Report	Policy development	Mark Walshe	23/07/2020
Employee Opinion Survey	Monitoring	Gary Oliver	23/07/2020
End of year Performance Report	Monitoring	Gary Oliver	23/07/2020
Corporate projects	Policy update	Jason Gooding	23/07/2020
Asset Management of Kingstown Industrial Estate and Parkhouse Business Park - Update on Progress - Part B item	Policy update	Mark Walshe	23/07/2020
Sickness Absence EOY 19/20 and Q1 20/21	Monitoring	Sue Kaveney	03/09/2020
Performance Report Q1	Monitoring	Gary Oliver	03/09/2020
Corporate Risk Register	Monitoring	Darren Crossley	03/09/2020
Budget monitoring Q1 20/21	Monitoring	Steven Tickner	03/09/2020
Annual Equality Report & Action Plan - for info report	For info	Rebecca Tibbs	Sept 2020
Sands Centre Redevelopment Project - special meeting	Policy update	Darren Crossley	17/09/2020
Review of Attendance Management Policy - T&F Group Report	Policy development	Sue Kaveney/ T&F Group	15/10/2020
Corporate Peer Review	Policy development	Darren Crossley	15/10/2020
Allocation of S.106 funds	Policy update	Chris Hardman	15/10/2020
Planning for a no Deal Brexit	Policy development	Jane Meek	15/10/2020
Performance Report Q2	Monitoring	Gary Oliver	01/12/2020
Budget setting	Budget	Alison Taylor	01/12/2020
Budget monitoring Q2 20/21	Monitoring	Steven Tickner	01/12/2020
Brexit risk assessment	Policy update	Jason Gooding	01/12/2020
Sickness Absence Q2 20/21	For info	Sue Kaveney	December 2020
Civic centre reinstatement and development	Policy update	Darren Crossley	07/01/2021
Budget setting (including Treasury Management Strategy Statement)	Budget	Alison Taylor	07/01/2021
Covid/ Budget item		Alison Taylor	07/01/2021
Performance Report Q3	Monitoring	Gary Oliver	18/02/2021
Budget monitoring Q3 20/21	Monitoring	Steven Tickner	18/02/2021
Sickness Absence Q3 20/21	Monitoring	Sue Kaveney	18/02/2021
Sands Centre Project Monitoring Report	Monitoring	Darren Crossley	18/02/2021
Update on Gateway 44 - Part B item	Policy Update	Mark Walshe	18/02/2021
Chancerygate Annual KPI Report	Policy update	Mark Walshe	18/02/2020
Scrutiny Annual Report 2020/21	Policy development	Rowan Jones	01/04/2021
Corporate projects	Monitoring	Jason Gooding	01/04/2021
Corporate Risk Register	Monitoring	Darren Crossley	01/04/2021
Draft Improving Attendance Policy	Policy development	Sue Kaveney	01/04/2021
Draft Carlisle Plan	Policy Development	Steven O'Keeffe	TBC
Climate change comparison of progress/ activity in Carlisle against other authorities	Policy development	Steven O'Keeffe	TBC

