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Dear Members

Resources Scrutiny Committee

A meeting of the Resources Scrutiny Committee will be held in the **Craddock Room, Civic Suite, Civic Centre, Riverside, Stafford on Tuesday 20 August 2019 at 6.30pm** to deal with the business as set out on the agenda.

Please note that this meeting will be recorded.

Members are reminded that contact officers are shown at the top of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.

A handwritten signature in black ink, appearing to read "I. Curran".

Interim Head of Law and Administration

**RESOURCES SCRUTINY COMMITTEE -
20 AUGUST 2019**

Chair - Councillor R P Cooke

A G E N D A

- | | | |
|---|---|-----------------|
| 1 | Minutes of 25 July 2019 as published on the Council's Website and in Digest No 259 due to be published on 6 September 2019. | |
| 2 | Apologies | |
| 3 | Public Question Time - Nil | |
| 4 | Councillor Session - Nil | |
| 5 | Members' Items - Nil | |
| 6 | Called in Items - Nil | |
| 7 | Officers' Reports | Page Nos |
| | ITEM NO 7(a) Consultation on Local Council Tax Reduction Scheme | 3 - 8 |
| | HEAD OF FINANCE | |
| | ITEM NO 7(b) Resources Portfolio - Final Accounts 2018/2019 | 9 - 15 |
| | HEAD OF FINANCE | |
| | ITEM NO 7(c) Performance Reporting 2019-20 | 16 - 31 |
| | CORPORATE BUSINESS AND PARTNERSHIPS MANAGER | |
| | ITEM NO 7(d) Work Programme - Resources Scrutiny Committee | 32 - 35 |
| | INTERIM HEAD OF LAW AND ADMINISTRATION | |

Membership

Chair - Councillor R P Cooke

A R G Brown	M V Holmes
R P Cooke	R A James
M G Dodson	R Kenney
A T A Godfrey	J A Nixon
A S Harp	P Roycroft

Cabinet Members:-

Councillor R M Smith - Resources
Councillor J K Price - Environment
Councillor C V Trowbridge - Leisure

ITEM NO 7(a)

ITEM NO 7(a)

Report of:	Head of Finance
Contact Officer:	Rob Wolfe
Telephone No:	01543 464397
Ward Interest:	Nil
Report Track:	Resources Scrutiny 20/08/2019 Cabinet 01/08/2019

RESOURCES SCRUTINY COMMITTEE

20 AUGUST 2019

Consultation on Local Council Tax Reduction Scheme

The following report was considered by Cabinet at its meeting held on 1 August 2019 and is submitted to this Committee for consultation.

1 Purpose of Report

- 1.1 To inform Cabinet of the need to review the Council's Local Council Tax Reduction Scheme (LCTRS).
- 1.2 To explain the proposed features of a new Local Council Tax Reduction Scheme.
- 1.3 To seek the necessary approvals and delegations to instigate a formal consultation process, subject to detailed cost forecasting and the scheme principles explained in this report.

2 Recommendation

- 2.1 The Committee considers and notes the following decision of the Cabinet and records any comments they wish to make.

Decision of the Cabinet

That:-

- (a) The need to review the Council's Local Council Tax Reduction Scheme be noted and supported.
- (b) Authority to instigate a formal consultation process, subject to detailed cost forecasting and the scheme principles explained in this report, be delegated to the Head of Finance, in consultation with the Cabinet Member for Resources.

3 Key Issues and Reasons for Recommendation

- 3.1 The Council's current LCTRS was implemented in 2013, in partnership with all other Staffordshire councils, when the national Council Tax Benefit scheme was abolished. In common with all other districts and boroughs at that time, the scheme mirrored the council tax benefit and housing benefit schemes, whilst at the same time accommodating a 10% reduction in government funding, and protecting the more vulnerable groups.
- 3.2 Over the last 6 years there have been several significant changes that have been applied to the Housing Benefit Scheme through Welfare Reform legislation that, in the main have not been applied to the LCTRS. This has resulted in complex and costly administration with Councils applying different rules to the assessment of Housing Benefit claims compared to the assessment of LCTR. This can lead to confusion for customers as well as for staff.
- 3.3 In particular, the current scheme does not work well for Universals Credit (UC) claimants, who no longer claim other benefits from the Council.
- 3.4 Central government funding for our benefit service will continue to reduce as our Housing Benefit caseloads reduce as a result of Universal Credit.
- 3.5 The rules for LCTR for pensioners continue to be prescribed nationally and we can only consider the scheme insofar as it affects working aged claimants.

4 Relationship to Corporate Priorities

- 4.1 By revising our scheme, to bring it in line with changes in the circumstances of the lower paid and more vulnerable residents we are contributing to the council's aim, to be a well-run financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering objectives.

5 Report Detail

- 5.1 In 2013 Council Tax Benefit, which was a national scheme, was removed for all working aged claimants and replaced by a localised Council Tax Reduction Scheme. All Staffordshire authorities worked jointly to produce a framework scheme, based on the same set of principles but which contains some variances for each authority depending on their demographics and local priorities. The scheme has not been substantially changed since its inception.
- 5.2 The scheme is means tested and all claimants are required to complete an application form and provide considerable evidence and information within a specific timescale in order for an assessment to be completed enabling a reduction in the amount of council tax payable. Whilst this process sat well alongside the Housing Benefit scheme, it is onerous for claimants who only wish to claim LCTR from the Council.

- 5.3 Our current scheme is “penny specific”. We make an award based on exact income and capital of the claimant. Any change must be reported and will require a re-assessment. This in turn generates a revised Council Tax bill. This is cumbersome and frustrating for Benefit Staff, Council Tax Staff and customers alike, particularly when changes are small. Furthermore, the repeated re-issue of bills, delays the recovery of unpaid council tax, which obviously contributes to non-payment issues.
- 5.4 UC payments in particular would be problematic if not addressed. For many claimants, UC payments can change on monthly basis. This could mean that an individual might receive twelve council tax bills during the year with payment schedules being re-profiled each time. This makes it very difficult for claimants to manage their money or understand how changes to their income might affect them, often leading to arrears and debt. This will certainly become more of an issue when UC starts to migrate from next year.
- 5.5 The Council Tax arrears amongst LCTR recipients are proportionately much higher than arrears amongst those not reliant on benefit, and this is no surprise. Whereas in 2018-19 we collected 98.4% of our overall Council Tax within the financial year, the collection rate amongst LCTR recipients was 80%. The current scheme is evidently creating charges which are difficult for the taxpayer to pay and for the Council to recover when not paid. This is clearly inefficient and ineffective and needs to be addressed, without losing fairness and equality from the scheme.
- 5.6 Better use of technology can be adopted in order to simplify the process of claiming, assessing and notifying LCTR, to the benefit of both the council and its customers.
- 5.7 The scheme which we would anticipate implementing from 1 April 2020, will be a “Banded Discount Scheme” which would remove much of the complexity associated with the current scheme, whilst at the same time maintaining fairness and equality in the way in which awards are distributed amongst Council Tax payers. According to their household and financial circumstances, claimants will be placed into bands and an appropriate percentage reduction made from their bill.
- 5.8 An example of a banded scheme can be seen below **(This is for illustration purposes only)**:

% discount Household	100%	75%	50%	25%	No discount
Single Person – no dependents	<£110	110.00 - £150	£150.01- £230	£230.01- £300	£300.01+
Couple - no dependents	<£160	160.00 - £200	£200.01- £270	£270.01- £350	£350.01+

Lone parent with 1 dependant	<210	£210.00 -£250	£250.01- £330	£330.01- £400	£400.01+
Lone Parent with 2+ dependants	<260	£260.00 -£300	£300.01- £370	£370.01- £450	£450.01+
Family with 1 dependant	<210	£210.00 -£250	£250.01- £330	£330.01- £400	£400.01+
Family with > 2+ dependants	<260	£260.00 -£300	£300.01- £370	£370.01- £450	£450.01+

- 5.9 Changing the LCTRS to a Banded Discount Scheme will make it much easier for people to understand and for our staff to administer. Claimants will easily be able to establish if they will qualify and the amounts involved. The claim will be a short, online process, with support available for residents who find it difficult to claim online.
- 5.10 The new income band system would enable people to increase their working hours or get a better paid job knowing in advance how much support we will give them to pay their council tax. They will also get fewer council tax bills even if their Universal Credit changes, provided their income remains within a particular band.
- 5.11 The simplified scheme will result in reduced administration and significant reduction in costs to the Council.
- 5.12 Awards of LCTR are relatively low (an average of £15.55 per week in 2019/20) and do not result in a physical payment being made, but rather a reduction applied to our bill. It is therefore expected that some of the current onerous evidence requirements can be reduced, with our officers' time being more targeted to compliance checks using data access and data matching facilities available to us.
- 5.13 Officers will again work with other Staffordshire councils, to maintain consistency of approach across the county. Similarly, many other councils across the country are adopting the same approach.
- 2013/14 - Only 1 Council in England had a banded scheme
 - 2018/19 - 10 Councils introduced banded or part banded schemes
 - 2019/20 - 25 Councils have introduced banded or part banded schemes
 - 2020/21 - Over 100 authorities are looking to change and simplify their schemes.

5.14 A number of principles have been established which we intend to consider incorporating into a new scheme, subject to costing and impact assessments

- The scheme will be cost neutral. We anticipate the total spend to be as it is now.
- Significant administrative savings resulting from the streamlined process and use of technology.
- Improved customer experience, through simplicity of process.
- As far as is possible, we want to create common schemes across all Staffordshire Districts.
- Banded discounts, probably increasing in 25% or 20% increments up to 100%
- No non dependant charges.
- Child benefit wont be included in income (whereas it is at present)
- Capital cut off. As now, claimants with more than £6,000 in savings will be excluded.
- Band D cut off. As now, properties in property bands E-H will be assessed at the band D rate.
- Claimants will only need to report changes of income which are sufficient to take them into the next income band.
- Better use of technology, with the development of an on-line /self assessment process.
- Maximum award will be 100%.
- Self employed claimants will be assessed according to their HMRC self-assessed earnings, subject to a minimum of the National Minimum Wage level.
- A contingency fund will be included in the scheme, as now, to address unforeseen circumstances and exceptional hardship.

5.15 Full Council approval is needed for an amended scheme and we are obliged to conduct a comprehensive consultation process prior to this. This will include member briefings as well as consultation with preceptors, voluntary organisations and the public. The next steps in this process are, as follows;

- **Costing** - whilst the principles of an efficient scheme are apparent, the most difficult part of the task must now be undertaken i.e. to establish the correct income bands to be applied within the scheme.
- **Consultation** - An extensive formal consultation will take place, typically for a period of around 8 weeks and including the major preceptors, partners, community groups and other stakeholders as well as Parish Councils and any other interested parties. The billing authorities will undertake this exercise together, sharing the cost of any necessary external expertise.
- **Reporting and Approval** - Full Council approval is needed for the new schemes. A report and proposed scheme will be presented to Council on 28 January 2020.

6 Implications	
6.1 Financial	<p>This particular report seeks only to begin a consultation process and so has no significant financial implications.</p> <p>The scheme that we will consult upon will be budgetary neutral and will be reported and explained to members through the consultation process.</p>
Legal	<p>We have a legal duty to consult on the changes to our scheme. Schedule 1A of the Local Government Finance act 1992, which was inserted by Local Government Finance act 1992 states that:</p> <p>Before making a scheme, the authority must (in the following order)</p> <ul style="list-style-type: none"> (a) consult any major precepting authority which has power to issue a precept to it, (b) publish a draft scheme in such manner as it thinks fit, and (c) consult such other persons as it considers are likely to have an interest in the operation of the scheme.
Human Resources	There are no Human Resources implications relating to this report.
Human Rights Act	There are no Human Rights implications relating to this report.
Data Protection	There are no Data Protection implications relating to this report.
Risk Management	The risk issues contained in this report are not strategic and therefore should not be included in the Strategic Risk Register.
6.2 Community Impact Assessment Recommendations	<p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
Previous Consideration - Cabinet - 1 August 2019 - Minute No CAB22/19	
Background Papers - Nil	

ITEM NO 7(b)

ITEM NO 7(b)

Report of:	Head of Finance
Contact Officer:	Emma Fullagar
Telephone No:	01543 464720
Ward Interest:	Nil
Report Track:	Resources 20/08/19 (Only)

RESOURCES SCRUTINY COMMITTEE
20 AUGUST 2019
Resources Portfolio - Final Accounts 2018/2019

1 Purpose of Report

- 1.1 This report sets out the Final Accounts position for the Resources Portfolio for the financial year ended 31 March 2019.

2 Recommendation

- 2.1 That the Final Accounts position for the year ended 31 March 2019 be noted.

3 Key Issues and Reasons for Recommendation

- 3.1 The revenue outturn for 2018/2019 is £185,930 less than the budget of £6,378,600.
- 3.3 The capital outturn for 2018/2019 is £8,515 less than the budget of £800,000.

4 Relationship to Corporate Priorities

- 4.1 None

5 Report Detail

- 5.1 The paper attached as an **APPENDIX 1** provides an analysis of the Resources Portfolio's revenue outturn position for 2018/2019.
- 5.2 The variance primarily arises from net additional income, of £0.059 million Revenues and Benefits, and general underspends on supplies and services £0.101 million.
- 5.2 The paper attached as **APPENDIX 2** provides an analysis of the Resources Portfolio's capital outturn position for 2018/2019.

6 Implications

6.1 Financial	<p>The majority of variances identified in the final accounts for 2018/2019 were identified early in the year and are therefore reflected in the current year's budget (2019/2020). In addition further variations that have arisen during the year will be reflected, where appropriate, in preparation of the financial plan 2020/2021 – 2023/2024 which will form the basis for the preparation of the detailed base budget for 2020/2021 this autumn.</p> <p>The variation for the Capital Budget primarily relates to lower costs of schemes than anticipated.</p>
Legal	Nil
Human Resources	Nil
Human Rights Act	Nil
Data Protection	Nil
Risk Management	Nil

6.2 Community Impact Assessment Recommendations	<p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
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Previous Consideration - Cabinet - 1 August 2019 - Minute No CAB21/19
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Background Papers - File available in Financial Services

RESOURCES PORTFOLIO

Final Accounts 2018-2019

	Original Budget	Annual Budget	Total Spend including Commitments	Variance from Annual Budget		Comments £5,000 and 10%
	£	£	£	£	%	
Public Buildings						
Expenditure	1,336,570	1,362,360	1,343,243	(19,117)	(1.4%)	
Income	(672,140)	(673,430)	(666,672)	6,758	(1.0%)	
Net	664,430	688,930	676,572	(12,358)		
Executive Management						
Expenditure	254,570	260,910	264,976	4,066	1.6%	
Income	-	-	(17,484)	(17,484)	n/a	EU preparation grant, contributed to reserves
Net	254,570	260,910	247,492	(13,418)		
Law and Administration						
Expenditure	1,267,260	1,295,020	1,249,441	(45,579)	(3.5%)	
Income	(363,190)	(368,950)	(367,593)	1,357	(0.4%)	
Net	904,070	926,070	881,848	(44,222)		
Finance						
Expenditure	534,770	537,770	552,298	14,528	2.7%	E payments charge
Net	534,770	537,770	552,298	14,528		
Human Resources Services						
Expenditure	693,510	697,460	680,702	(16,758)	(2.4%)	
Income	(313,530)	(317,480)	(303,219)	14,261	(4.5%)	
Net	379,980	379,980	377,483	(2,497)		
Technology						
Expenditure	1,570,330	1,570,330	1,560,092	(10,238)	(0.7%)	
Income	(748,550)	(748,550)	(765,631)	(17,081)	2.3%	
Net	821,780	821,780	794,461	(27,319)		

RESOURCES PORTFOLIO

Final Accounts 2018-2019

	Original Budget	Annual Budget	Total Spend including Commitments	Variance from Annual Budget		Comments £5,000 and 10%
	£	£	£	£	%	
Revenues & Benefits						
Expenditure	1,533,780	1,501,530	1,553,430	51,900	3.5%	Spend of additional grants £31k, increased court costs bad debts provision £37k less minor variations
Income	(1,006,840)	(1,018,590)	(1,129,228)	(110,638)	10.9%	
Net	526,940	482,940	424,202	(58,738)		
Housing Benefit Payments						
Expenditure	24,030,800	24,030,800	23,438,219	(592,581)	(2.5%)	
Income	(24,030,800)	(24,030,800)	(23,438,219)	592,581	(2.5%)	
Net	-	-	-	-		
Parish Councils						
Expenditure	51,000	51,000	51,129	129	0.3%	
Net	51,000	51,000	51,129	129		
Corporate and Democratic Core						
Expenditure	134,900	125,900	114,957	(10,943)	(8.7%)	Reduced bad debts provision
Net	134,900	125,900	114,957	(10,943)		
Non-Distributed Costs						
Expenditure	287,710	287,710	275,504	(12,206)	(4.2%)	
Net	287,710	287,710	275,504	(12,206)		
Asset Management/Energy Conservation						
Expenditure	32,560	32,560	31,808	(752)	(2.3%)	
Net	32,560	32,560	31,808	(752)		

RESOURCES PORTFOLIO

Final Accounts 2018-2019

	Original Budget	Annual Budget	Total Spend including Commitments	Variance from Annual Budget		Comments £5,000 and 10%
	£	£	£	£	%	
Electoral Registration						
Expenditure	43,200	70,100	85,933	15,833	22.6%	Additional Individual Elector Grant contributed to reserves (£14k)
Income	-	(26,900)	(43,403)	(16,503)	61.3%	
Net	43,200	43,200	42,530	(670)		
Elections						
Expenditure	39,500	39,500	41,589	2,089	5.3%	
Income	-	-	(230)	(230)	n/a	
Net	39,500	39,500	41,359	1,859		
Members Services						
Expenditure	288,540	288,540	274,292	(14,248)	(4.9%)	
Income	-	-	(109)	(109)	n/a	
Net	288,540	288,540	274,183	(14,357)		
Out of Hours Service						
Expenditure	6,710	6,710	6,708	(2)	0.0%	
Net	6,710	6,710	6,708	(2)		
Facilities Management						
Expenditure	194,030	194,030	190,985	(3,045)	(1.6%)	
Income	-	-	(3,366)	(3,366)	n/a	
Net	194,030	194,030	187,619	(6,411)		
Corporate Business and Partnerships						
Expenditure	290,760	290,760	279,877	(10,883)	(3.7%)	
Income	-	-	(1,900)	(1,900)	n/a	
Net	290,760	290,760	277,977	(12,783)		

RESOURCES PORTFOLIO

Final Accounts 2018-2019

	Original Budget	Annual Budget	Total Spend including Commitments	Variance from Annual Budget		Comments £5,000 and 10%
	£	£	£	£	%	
Communications						
Expenditure	145,220	139,220	132,946	(6,274)	(4.5%)	
Net	145,220	139,220	132,946	(6,274)		
Customer Services						
Expenditure	302,870	293,070	274,154	(18,916)	(6.5%)	Staffing variations (£13k) and general underspends
Income	-	(5,200)	-	5,200	(100.0%)	
Net	302,870	287,870	274,154	(13,716)		
Items to be Allocated						
Expenditure	83,430	124,250	165,463	41,213	33.2%	Turnover provision £50k, less minor variations
Income	-	(24,160)	(24,158)	2	0.0%	
Net	83,430	100,090	141,304	41,214		
Audit, Risk, Resilience and Procurement						
Expenditure	222,120	222,120	221,970	(150)	(0.1%)	
Net	222,120	222,120	221,970	(150)		
Insurance Premiums						
Expenditure	171,010	171,010	164,167	(6,843)	(4.0%)	
Net	171,010	171,010	164,167	(6,843)		
Portfolio Total	6,380,100	6,378,600	6,192,670	(185,930)		

RESOURCES CAPITAL PORTFOLIO

Final Accounts 2018-2019

	Budget	Total Spend	Variance from Budget	Comments
	£	£	£	
CORPORATE IT EQUIPMENT	50,000	41,485	-8,515	£7.8k slipped to 19-20, residual underspend reclassified as revenue spend
CAR PARK SHARING	750,000	750,000	0	
Portfolio Total	800,000	791,485	-8,515	

ITEM NO 7(c)**ITEM NO 7(c)**

Report of:	Corporate Business and Partnerships Manager
Contact Officer:	Tracy Redpath
Telephone No:	01785 619195
Ward Interest:	Nil
Report Track:	Resources 20/08/19 Cabinet 05/09/19

RESOURCES SCRUTINY COMMITTEE**20 AUGUST 2019****Performance Reporting 2019-20****1 Purpose of Report**

- 1.1 To provide an update to members regarding performance reporting for Quarter 1 2019 - 2021 for Resources Scrutiny Committee as set out in the attached **APPENDIX 1**.

2 Proposal of the Cabinet

- 2.1 That the information be noted.

3 Key Issues and Reasons for Recommendation

- 3.1 The Council's Performance Report for Quarter 1 highlights the following:
- (a) Performance at a glance:
 - All targets reported as exceptional
 - (b) Narrative updates:
 - 1 measure is below what it should be
 - 3 measures are reported as being exceptional
 - 17 measures are reported as being on track

4 Relationship to Business Objectives

- 4.1 Performance reporting interlinks with all corporate business objectives.

5 Report Detail

5.1 The corporate business plan is the main strategic plan of the authority. It sets the direction over the next three years and outlines the main business objectives and areas of focus.

5.2 The plan is a high level plan that enables the authority to define its success, in terms of the delivery of outcomes, and prioritises those activities that will help to achieve those outcomes. It provides a focus to all of our staff so that they know and aware of what they should be working on and what to prioritise.

5.3 As part of the business planning the council now reports on the following:

- Performance at a glance
- Narrative update against business objectives
- Improvement report

The improvement report provides members with some reassurance that issues of performance are being addressed and the actions that are being taken to improve the situation.

5.4 Quarter 1 Performance Report highlights the following:

(a) Performance at a glance since quarter 1:

Targets reported as exceptional:

- LI19 % of calls abandoned achieved an actual of 2.4% against a target of 5%
- LI20 an actual of 96.7% against a target of 80% of residents are satisfied with our customer contact centre
- LI21 Days taken to process new HB/CT Claims has achieved 19.9 Days - Target 20 Days
- LI22 Days taken to process new HB/CT change in circumstances has achieved 7.8 Days against a target of 9 Days
- LBV12 Sickness Rates is recorded as 1.03% for this quarter

(b) Narrative updates are contained in **APPENDIX 1** and are summarised as:-

- 1 measure is below what it should be
- 3 measures are reported as being exceptional
- 17 measures are reported as being on track

6 Implications

6.1 Financial	There are no financial implications associated with this report
Legal	Not applicable
Human Resources	Not applicable
Human Rights Act	Not applicable
Data Protection	Not applicable
Risk Management	Not applicable

6.2 Community Impact Assessment Recommendations	<p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
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Previous Consideration - Nil

Background Papers - Corporate Business and Partnerships
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Performance at a Glance

Q1

No	Indicator	RO	Is good high or low?	Q1 Actual	Q1 Target	Q1 Performance	Year end forecast	Year end target	Direction of Travel
LI19	% of calls abandoned	Sue Pote	L	2.4%	5%	😊	5%	5%	😐
LI20	% of resident satisfaction with our customer contact centre	Sue Pote	H	96.7%	80%	😊	95%	80%	😊
LI21	Days taken to process new HB/CT Claims	Rob Wolfe	L	19.9	20 days	😊	20.8	20	😐
LI22	Days taken to process new HB/CT change of circumstances	Rob Wolfe	L	7.8	9 days	😊	7	9	😊
LBV12	Sickness rates	Neville Raby	L	1.03	1.75	😊	6.5	7	😐

Performance direction of travel - Key

Exceptional



On Track










Below what it should be











Narrative updates

Q1

Ref	Performance Measure	RO	End Date	Q1 Performance status	Q1 Commentary/Action
3.1.1	Ensure the relative needs and resources of the authority are considered as part of the Local Government Finance settlement and that Government funding is maximised wherever possible	Emma Fullagar	Awaiting full timetable from Ministry of Housing and Local Government From April 2019 for duration of the plan		Ongoing responses to the Consultations on Fair Funding/Business Rates retention. Components of New Homes Bonus are subject to monthly review.
3.1.2	Improve services	Leadership Team Tracy Redpath	From April 2019 for duration of plan Financial Plan approved November 2019		This measure is directly linked to and will be an outcome of the Organisational Transformation Programme and Service Reviews that are being scheduled in over the next 18 months.
3.1.3	Increase in income generated by the authority through trading activities and fees and charges	Leadership Team Tracy Redpath	From April 2019 for duration of plan		This directly links to the Service Review process and progress will be reported as service reviews have taken place.
3.1.4	Enable those residents who need to contact the Revenues and Benefits Services to be able to do so on-line.	Rob Wolfe	March 2020		Project is progressing well to develop the forms that are needed. These are due to be rolled out to the public via our website in Q2.
3.1.5	Support the accommodation rationalisation	Tracy Redpath	March 2021		This measure is contained within the Organisational Transformation Programme. The governance structure has been implemented and shared with Leadership Team and the wider management group. Project planning is currently underway and task groups are being identified.
3.1.6	Conduct a comprehensive review of all assets including land ownership and maintenance	Phil Gammon	March 2020		This will be completed as part of the Service Review process and progress will be reported to scrutiny committee once the audit has been completed.
3.1.7	Implement the recommendations from the Corporate Peer Challenge (CPC)	Tracy Redpath	March 2020		Recommendations are being implemented and a follow up visit from the LGA Peer Review team is being organised for early 2020.







Narrative updates

Q1

Ref	Performance Measure	RO	End Date	Q1 Performance status	Q1 Commentary/Action
3.1.8	Support the implementation of Staffordshire County Council's District Place Based Approach (PBA) in order to mitigate the impact of service reductions and to improve multi-agency partnership working	Victoria Cooper	From April 2019 for duration of the plan		Place Based Approach (PBA) work is focused on our two most deprived areas, Doxey and Highfields, and work with the voluntary sector is being consolidated to invest good providers and to grow other voluntary sector providers and networks to enhance the offer to families. The main priority for this work is focused upon emotional wellbeing and the provision of support to children of all ages, parents and carers.
3.1.9	Develop a Corporate Organisational Development Strategy	Neville Raby Wendy Jennings	April 2019-March 2020		Organisational Development Working Group established and representative of all service areas. Initial scoping meeting has taken place.
3.1.10	Review Technology Policies and processes to enable agile working to support changes in workstyle and how we use our accommodation to improve efficiency and reduce costs	Peter Kendrick	July 2020		Progress has been on the structure of the new set of policies. The new technology polices will be reduced in size. The Information Manager will cover some of the items, such as GDPR, in a separate policy.
3.1.11	Support the specification, procurement and installations of new systems and data security	Peter Kendrick	July 2020		The new email system should be in use by October 2019.
3.1.12	Support Members to be effective community leaders and representatives	Ian Curran	March 2021		The Members Briefing Programme 2019 has been fully delivered
3.2.1	Review and revise Customer Access Strategy	Sue Pote	From April 2019 for duration of the plan		Working in conjunction with I.T to incorporate the Customer Access Strategy and the Digital Strategy.
3.2.2	Maintain good levels of customer satisfaction with our services	Sue Pote	From March 2019		Satisfaction Surveys are carried out across a number of services and results are extremely positive, however satisfaction levels should be measured across all services and all channels.
3.2.3	Procure and implement a new Contact Centre Telephony system to enable a consistent approach to call handling	Peter Kendrick/ Sue Pote	April 2019 - September 2019		User Acceptance Testing has begun and the agreed implementation date is the 30th July unless there are any issues arising from the testing which is currently being undertaken.

Narrative updates

Q1

Ref	Performance Measure	RO	End Date	Q1 Performance status	Q1 Commentary/Action
3.2.4	Influence and support the procurement of a customer contact tools to replace existing CRM system and consider what systems are needed for SBC	Sue Pote/ Tarvinder Gill	August 2019 - July 2020		Scoping sessions across the Authority have been carried out to understand current processes and systems used and future requirements, along with a number of demonstrations from potential software companies to understand what technology is available to us to support the delivery of the Access Strategy.
3.2.5	Drive and support the implementation of digital by design	Sue Pote/ Tarvinder Gill	From April 2019 for duration of the plan		A Transformation Programme Board has now been set up, this will have a number of strands, of which, this will be one of them. There will also be a combined Customer Access Strategy and Digital Strategy which will have an associated work plan to transform our services.
3.3.1	Manage key corporate contracts to agreed service level specifications and standards; identify and manage risks that may arise through the operation of the contract and implement robust financial and operational controls.	Contract & Procurement Manager/Robert Simpson	From September 2019		The position of Contract and Procurement Manager is currently vacant, although it has been advertised. In the interim period other senior officers within the Operations Service supported by officers from Law and Administration, Property Services and Finance have been managing and overseeing contracts, and attending regular Contract meetings with the relevant Contractor.
3.3.2	Review other Council expenditure on external providers to ensure compliance with procurement regulations	Contract & Procurement Manager/Robert Simpson	From September 2019		The position of Contract and Procurement Manager is currently vacant, although it has been advertised. In the interim period other senior officers within the Operations Service supported by officers from Law and Administration, Property Services and Finance have been monitoring.
3.3.3	Develop a contract management and procurement training package	Contract & Procurement Manager/Robert Simpson	From September 2019		The position of Contract and Procurement Manager is currently vacant, although it has been advertised. This work will be developed when the new Manager is appointed and taken up their position.
3.3.4	Specify and incorporate latest innovation within key corporate contracts	Contract & Procurement Manager/Robert Simpson	From September 2019		Currently, discussions are taking place with our main Contractors to deliver some exciting and innovative ideas which will be shared with the committee in future updates as they are developed and introduced.

Performance direction of travel - Key

Exceptional



On Track



Below what it should be



RESOURCES SCRUTINY COMMITTEE
20 AUGUST 2019
Performance Update
General Fund Budget Monitoring - Quarter 1

General Fund - Budget Monitoring to 30 June 2019

The Council agreed a Net Spending Budget for 2019/20 of £17.447 million in February 2019 when the Council Tax was set for the year. A revision has been made to the Original budget reflecting a contract allocation transfer of £0.054 million from Resources to the Leisure portfolio. The profiled budget to the end of June 2019 is £3.617 million. The monitoring position for the first three months of 2019/20 is illustrated in the following table:

Portfolio	Original Budget 2019/20	Approved Budget 2019/20	Profiled Budget to 30 June	Actual Spend to 30 June	Variance from profiled budget	Forecast Outturn
	£000	£000	£000	£000	£000	£000
Community	883	883	280	280	0	896
Environment	4,531	4,531	649	637	(12)	4,553
Leisure	1,967	2,021	1,242	1,268	26	2,048
Planning & Regeneration	492	492	156	202	46	486
Resources	6,636	6,582	1,349	1,289	(60)	6,576
Portfolio total	14,509	14,509	3,676	3,676	0	14,559
Investment income	(236)	(236)	(59)	(80)	(21)	(276)
Technical items	3,174	3,174				3,174
Net Spending	17,447	17,447	3,617	3,596	(21)	17,457

The key issues identified in the June monitoring are set out below:-

Community Portfolio

There is no overall variance on this portfolio. However there are a number of variations relating to:-

- Bed and breakfast costs (net of housing benefit) £12,000
- CCTV annual contract £7,000

Offset by

- Staffing variations (£9,000)
- Homeless additional grant (£4,000) and recovery of loans (£6k)

Environment Portfolio

There is a favourable variance of approximately £12,000 on this portfolio. This is primarily due to: -

- Staffing variations (£42,000)
- Streetscene additional income (£21,000)
- Waste additional income (£16,000)

Offset by

- Abavus modules £14,000 (Streetscene)
- Waste additional contract cost £7,000 and works to Weighbridge £6,000
- Bereavement reduced income £44,000

Leisure Portfolio

There is an unfavourable variance of approximately £26,000 on this portfolio. This is due primarily due to:-

- Parks removal of travellers £6,000
- Riverway 3G Pitch reduced income £8,000
- Stone Leisure Centre car park compensation costs £10,000

Planning and Regeneration

There is an unfavourable variance of approximately £46,000 on this portfolio. This is primarily due to:-

- Parking enforcement costs (to be reimbursed £66,000)
- Development Management reduced income £51,000
- Markets reduced income £13,000

Offset by

- Staffing variations (£30,000)
- Reduced car allowances (£4,000)
- Parking additional income (£55,000)

Resources

There is a favourable variance of approximately £60,000 on this portfolio. This is primarily due to:-

- Supplies and services general underspends (£37,000)
- Additional court costs income (£14,000)
- Reduced transport costs (£8,000)

Investment Income

Investment income is higher than the profiled budget due to the higher interest rates available following the increase in the bank interest rate. We are currently on track to exceed the forecast budget due to the increase in interest rates receivable although investment income will continue to be monitored closely.

Forecast Outturn 2019/20

The forecast outturn provides an indication of what we expect the final outturn to be by the end of the financial year. We currently anticipate that net spending will be £10,000 higher than expected, mainly due to additional cost of delivery and income changes, partly offset by better than anticipated investment income returns.

Performance Update

RESOURCES BUDGET

ANNEX 1 sets out the Resources budget monitoring position to the 30 June 2019 including explanations for individual variances that meet the monitoring criteria. It includes an analysis of services in the Resources portfolio. In addition capital monitoring information to the 30 June 2019 on the capital schemes is reported at **ANNEX 2**.

The position on the revenue budget monitoring shows a favourable variance of £59,657 on a profiled budget of £1.349 million and this represents 4.4% of the profiled budget.

PERFORMANCE UPDATE - RESOURCES PORTFOLIO

Budget Monitoring 2019-2020 - Period 3 - June

	Latest Budget	Budget to Date	Total Spend to Date	Variance from Budget to Date		Forecast Outturn	Comments (variances > 10% and £5,000)
	£	£	£	£	%	£	
Public Buildings							
Expenditure	1,379,510	566,727	570,482	3,755	0.7%	1,382,510	
Income	(650,660)	(242,173)	(242,161)	12	0.0%	(650,660)	
Net	728,850	324,554	328,320	3,766		731,850	
Executive Management							
Expenditure	210,090	64,886	63,150	(1,736)	(2.7%)	210,090	
Income	-	-	(17,484)	(17,484)	n/a	-	- EU preparation grant
Net	210,090	64,886	45,666	(19,220)		210,090	
Law and Administration							
Expenditure	1,350,380	373,364	351,169	(22,195)	(5.9%)	1,337,780	Staffing (£10k), reduced transport and supplies
Income	(373,920)	(93,480)	(96,412)	(2,932)	3.1%	(371,070)	
Net	976,460	279,884	254,757	(25,127)		966,710	
Finance							
Expenditure	556,290	139,072	138,660	(412)	(0.3%)	556,290	
Net	556,290	139,072	138,660	(412)		556,290	
Human Resources Services							
Expenditure	745,200	179,944	172,422	(7,521)	(4.2%)	745,200	
Income	(307,080)	(60,557)	(60,582)	(25)	0.0%	(307,080)	
Net	438,120	119,386	111,840	(7,546)		438,120	

PERFORMANCE UPDATE - RESOURCES PORTFOLIO

Budget Monitoring 2019-2020 - Period 3 - June

	Latest Budget	Budget to Date	Total Spend to Date	Variance from Budget to Date		Forecast Outturn	Comments (variances > 10% and £5,000)
	£	£	£	£	%	£	
Technology							
Expenditure	1,627,580	563,662	542,536	(21,126)	(3.7%)	1,627,580	
Income	(787,660)	(212,544)	(217,997)	(5,453)	2.6%	(787,660)	
Net	839,920	351,118	324,539	(26,579)		839,920	
Revenues & Benefits							
Expenditure	1,404,930	359,669	450,343	90,674	25.2%	1,497,930	Spend of additional grants for system changes £93k
Income	(819,910)	(229,817)	(337,188)	(107,371)	46.7%	(926,910)	Additional grant income (£93k) and court costs (£14k)
Net	585,020	129,852	113,155	(16,696)		571,020	
Housing Benefit Payments							
Expenditure	22,065,200	4,902,716	4,902,736	20	0.0%	22,065,200	
Income	(22,065,200)	(5,693,748)	(5,693,751)	(2)	0.0%	(22,065,200)	
Net	-	(791,033)	(791,015)	18		-	
Parish Councils							
Expenditure	51,000	51,000	52,459	1,459	2.9%	51,000	
Net	51,000	51,000	52,459	1,459		51,000	
Corporate and Democratic Core							
Expenditure	126,770	24,500	27,430	2,930	12.0%	129,770	
Net	126,770	24,500	27,430	2,930		129,770	
Non-Distributed Costs							
Expenditure	287,710	10,000	8,060	(1,940)	(19.4%)	287,710	
Net	287,710	10,000	8,060	(1,940)		287,710	

PERFORMANCE UPDATE - RESOURCES PORTFOLIO

Budget Monitoring 2019-2020 - Period 3 - June

	Latest Budget	Budget to Date	Total Spend to Date	Variance from Budget to Date		Forecast Outturn	Comments (variances > 10% and £5,000)
	£	£	£	£	%	£	
Asset Management/Energy Conservation							
Expenditure	32,560	19,720	24,264	4,544	23.0%	40,560	
Net	32,560	19,720	24,264	4,544		40,560	
Electoral Registration							
Expenditure	43,200	6,576	3,989	(2,587)	(39.3%)	43,200	
Net	43,200	6,576	3,989	(2,587)		43,200	
Elections							
Expenditure	195,000	195,000	222,709	27,709	14.2%	195,000	Additional elections cost
Income	(155,500)	-	-	-	n/a	(155,500)	
Net	39,500	195,000	222,709	27,709		39,500	
Members Services							
Expenditure	293,830	73,432	70,444	(2,988)	(4.1%)	293,830	
Income	-	-	(40)	(40)	n/a	-	
Net	293,830	73,432	70,404	(3,028)		293,830	
Out of Hours Service							
Expenditure	6,840	6,840	6,883	43	0.6%	6,840	
Net	6,840	6,840	6,883	43		6,840	
Facilities Management							
Expenditure	200,560	50,140	50,256	116	0.2%	200,560	
Net	200,560	50,140	50,256	116		200,560	
Corporate Business and Partnerships							
Expenditure	303,720	74,670	74,380	(290)	(0.4%)	303,720	
Net	303,720	74,670	74,380	(290)		303,720	

PERFORMANCE UPDATE - RESOURCES PORTFOLIO

Budget Monitoring 2019-2020 - Period 3 - June

	Latest Budget	Budget to Date	Total Spend to Date	Variance from Budget to Date		Forecast Outturn	Comments (variances > 10% and £5,000)
	£	£	£	£	%	£	
Communications							
Expenditure	149,670	37,417	33,317	(4,100)	(11.0%)	145,670	
Net	149,670	37,417	33,317	(4,100)		145,670	
Customer Services							
Expenditure	317,720	83,206	82,226	(980)	(1.2%)	317,720	
Net	317,720	83,206	82,226	(980)		317,720	
Items to be Allocated							
Expenditure	(10,500)	(3,100)	5,165	8,265	(266.6%)	(2,500)	Turnover provision £25k, less reduced apprenticeship levy (£17k)
Net	(10,500)	(3,100)	5,165	8,265		(2,500)	
Audit, Risk, Resilience and Procurement							
Expenditure	229,350	57,337	57,300	(37)	(0.1%)	229,350	
Net	229,350	57,337	57,300	(37)		229,350	
Insurance Premiums							
Expenditure	175,490	43,872	43,910	38	0.1%	175,490	
Net	175,490	43,872	43,910	38		175,490	
Portfolio Total	6,582,170	1,348,331	1,288,674	(59,657)		6,576,420	

PERFORMANCE UPDATE - RESOURCES CAPITAL PORTFOLIO

Budget Monitoring 2019-2020 - Period 3 - June

	Latest Budget	Budget to Date	Total Spend to Date	Variance from Budget to Date		Forecast Outturn	Comments
	£	£	£	£	%	£	
CORPORATE IT EQUIPMENT	57,780	15,942	15,942	-	0.0%	57,780	Slippage from 18-19 £7,780
Portfolio Total	57,780	15,942	15,942	-		57,780	

ITEM NO 7(d)

ITEM NO 7(d)

Report of:	Interim Head of Law and Administration
Contact Officer:	Andrew Bailey
Telephone No:	01785 619212
Ward Interest:	Nil
Report Track:	Resources 20/08/19 (Only)

<p>RESOURCES SCRUTINY COMMITTEE 20 AUGUST 2019 Work Programme - Resources Scrutiny Committee</p>

<p>1 Purpose of Report</p>

1.1 The purpose of this report is to present the Resources Scrutiny Committee's Work Programme.

<p>2 Recommendation</p>

2.1 That the Resources Scrutiny Committee considers and comments upon their Work Programme.

<p>3 Key Issues and Reasons for Recommendation</p>

3.1 The first stage in achieving a Member-led Overview and Scrutiny process is to develop a Work Programme for the Members of the Committee to own.

3.2 Accordingly, an up-to-date copy of the Resources Scrutiny Committee's Work Programme is provided for Members to consider or amend as appropriate.

<p>4 Relationship to Corporate Priorities</p>
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4.1 This report is most closely associated with the following Corporate Business Objective 3:-

To be a well-run, financially sustainable and ambitious organisation responsive to the needs of our customers and communities and focussed on delivering our objectives.

5 Report Detail

- 5.1 Members will recall that one of the fundamental philosophies behind the creation of Overview and Scrutiny is that the process should be Member-led and the first stage in achieving this is to develop a Work Programme that is:-
- Owned by all Members of the Scrutiny Committee;
 - Flexible to allow the Committee to react to urgent items;
 - Contain aspects of both Overview and Scrutiny.
- 5.2 Therefore, at each scheduled meeting of the Resources Scrutiny Committee, an up-to-date copy of the Work Programme will be provided for Members to consider or amend as appropriate.
- 5.3 The Work Programme includes provision for the Committee to scrutinise appropriate items delivered through the Council's Service Delivery Plan up to twelve months in advance, whilst maintaining the flexibility to respond to any issues that may arise.
- 5.4 Accordingly, attached at **APPENDIX** is the Resources Scrutiny Committee's current Work Programme to consider or amend as appropriate.

6 Implications

6.1	Financial	Nil
	Legal	Nil
	Human Resources	Nil
	Human Rights Act	Nil
	Data Protection	Nil
	Risk Management	Nil

6.2	Community Impact Assessment Recommendations	<p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
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Previous Consideration - Nil

Background Papers - File available in Law and Administration

<p>RESOURCES SCRUTINY COMMITTEE</p> <p>20 AUGUST 2019</p> <p>Work Programme - Resources Scrutiny Committee</p>

<p>MONDAY 18 NOVEMBER 2019 at 5:30 PM</p> <p>(Revised Date)</p>	
<p>Minutes of Last Meeting: 20 August 2019</p> <p>Officer Items by: Friday 1 November 2019</p> <p>Call-in Deadline: Tuesday 19 November 2019</p> <p>Member/Public Items by: Wednesday 6 November 2019</p> <p>Agenda Despatch on: Friday 8 November 2019</p>	
<p>Officer Reports</p>	<ul style="list-style-type: none"> • Freedom Leisure Annual Report Freedom Leisure • Financial Plan 2020/21 - 2023/24 Head of Finance • Fees and Charges Review 2020 Head of Finance • Performance Update /Budget Monitoring Report Corporate Business and Partnerships Manager /Head of Finance • Review of the Constitution Head of Law and Administration • Work Programme Scrutiny Officer
<p>TUESDAY 7 JANUARY 2020 at 4:30 PM</p>	
<p>Minutes of Last Meeting: 21 November 2019</p> <p>Officer Items by: Friday 13 December 2019</p> <p>Call-in Deadline: Tuesday 17 December 2019</p> <p>Member/Public Items by: Wednesday 18 December 2019</p> <p>Agenda Despatch on: Friday 20 December 2019</p>	
<p>Officer Reports</p>	<ul style="list-style-type: none"> • General Fund Revenue Budget 2019-20 to 2022-23 and Capital Programme 2019-20 - 2022/23 Head of Finance • Resources Portfolio - General Fund Revenue Budget 2019-20 to 2022-23 and Capital Programme 2019-20 - 2022/23 Head of Finance • Work Programme Scrutiny Officer

THURSDAY 20 FEBRUARY 2020 at 6:30 PM

Minutes of Last Meeting: 7 January 2020
Officer Items by: Wednesday 5 February 2020
Call-in Deadline: Tuesday 18 February 2020
Member/Public Items by: Monday 10 February 2020
Agenda Despatch on: Wednesday 12 February 2020

Officer Reports	<ul style="list-style-type: none">• Review of the Constitution (If available by then) Head of Law and Administration• Performance Update /Budget Monitoring Report Corporate Business and Partnerships Manager /Head of Finance• Work Programme Scrutiny Officer
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FUTURE ITEMS

- **One Public Estate**
Corporate Business and Partnerships Manager
- **Scrutiny of the Waste Contract (Special Meeting)**
Neighbourhood Services Group Manager

TASK AND FINISH REVIEW

- **Review of the Constitution**